



# **Stocktake on Country Programme Evaluation Approaches and Methods**

**Final Report**

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## Abbreviations

Term	Definition
<b>ADB</b>	Asian Development Bank
<b>AfDB</b>	African Development Bank
<b>CAPE</b>	Country Assistance Program Evaluation
<b>CAS</b>	Country Assistance Strategy
<b>CCR</b>	COSOP Completion Review
<b>CLRR</b>	Country Learning Review Report
<b>COBP</b>	Country Operations Business Plan
<b>COSOP</b>	Country Strategic Opportunities Program
<b>CPE</b>	Country Program Evaluation/ Country Program Review
<b>CPF</b>	Country Partnership Framework
<b>CPPRs</b>	Country Portfolio Performance Reviews
<b>CPR</b>	Country Program Review
<b>CPSFR</b>	Country Partnership Strategy Final Review
<b>CPSFRV</b>	Country Partnership Strategy Final Review Validation
<b>CS/CPS</b>	Country Strategy/Country Partnership Strategy
<b>CSP</b>	Country Strategy Paper
<b>CSPE</b>	Country Strategy and Program Evaluation
<b>EBRD</b>	European Bank for Reconstruction and Development
<b>ECG</b>	Evaluation Cooperation Group
<b>EvD</b>	EBRD Evaluation Department
<b>GPS</b>	Global Positioning System
<b>IDB</b>	Inter-American Development Bank
<b>IDEV</b>	AfDB Independent Evaluation Department
<b>IED</b>	ADB Independent Evaluation Department
<b>IEG</b>	WB Independent Evaluation Group
<b>IFAD</b>	International Fund for Agriculture and Development
<b>IFI</b>	International Finance Institution
<b>IOE</b>	IFAD Office of Evaluation and Oversight
<b>KEQs</b>	Key Evaluation Questions
<b>LFA</b>	Logical Framework Approach
<b>NSO</b>	Non-Sovereign Operations
<b>OVE</b>	IDB Office of Evaluation and Oversight
<b>SDGs</b>	Sustainable Development Goals
<b>Sq</b>	Sub Questions
<b>ToC</b>	Theory of Change
<b>WB</b>	World Bank

A more detailed Glossary is included in Annex 1.

## Executive Summary

Country Program Evaluations (CPEs) and Country Program Reviews (CPRs) are a means of assessing and enhancing the performance of an International Financing Institution (IFI)'s country portfolio and Programs. CPRs are generally a self-assessment process conducted by Operations Departments. CPEs are used to assess the relevance and the results of a country portfolio and feed into the process of strategic planning and management at country level. As such a CPE usually looks at aggregate results from various interventions or projects set in a context where a large number of development actors are operating, which makes attribution of results challenging. The 2030 Agenda for Sustainable Development requires development partners to deal with increasingly complex and interrelated development processes and results and to place greater emphasis on country level programming. Some International Finance Institutions (IFIs) are therefore reviewing their approaches to CPEs and/or CPRs. In response, the Evaluation Cooperation Group (ECG) agreed to establish a Task Force for conducting a stocktake on CPE approaches and methods, which would be led by IFAD.

**Objective** The objective of this Stocktake report is to map the commonalities and differences between the approaches and methods which six IFIs use to conduct CPEs including:

- International Fund for Agriculture and Development (IFAD);
- Asian Development Bank (ADB);
- Inter-American Development Bank (IDB);
- World Bank (WB);
- African Development Bank (AfDB); and
- European Bank for Reconstruction and Development (EBRD).

At the time of the Stocktake the EBRD did not conduct CPEs but is considering a more intensive focus on the potential of a CPE process to assess EBRD contribution to national economic transition. Consequently, information relevant to the Stocktake from interviews with staff at the EBRD has been incorporated into this report where pertinent.

**Method** The Stocktake was based on a sample of six IFIs selected through the ECG. It involved preparation of an evaluation framework, as approved by the ECG Task Force, which set out key evaluation questions (KEQs). The KEQs and respective sub-questions (Sq) guided a document review which in turn influenced the development of a short survey of targeted IFIs to fill identified gaps in the KEQ that could not be sourced from documents. Then interviews with key stakeholders were conducted remotely. This report presents information across the IFIs related to the purpose, scope, evaluand, data collection and analysis, and learning, limitations and use of CPEs.

**Purpose** The core purpose of a CPE across the IFIs is to assess their performance in a certain country and to feed learning back into future country interventions to strengthen future programming and results. Several IFIs also use CPEs for thematic investigations and for a wider understanding of the contribution of the IFI to national development processes (WB, AfDB, ADB and potentially in future, EBRD). Most IFIs have two main audiences, Board and Operations but some others (IFAD, AfDB) also consider the country as a key audience for the CPE.

**Scope** The scope of CPEs varies across the IFIs. Overall, the evaluand does vary across the IFIs. For ADB and IDB, there is a strong focus on the country program as a set of lending investments and there is a strong focus on portfolio performance. In ADB, this also includes an assessment of grants. In the case of IFAD and AfDB, there is a broader focus on the whole assistance strategy. EBRD is considering this approach to assess the effect of the

portfolio on country transition. In WB, there is a more comprehensive WB Group approach on the expected engagement with the country and the context in which support is delivered. All of the sample IFIs include activities which have been designed, initiated, completed and are ongoing within the designated Country Strategy (CS) period in the CPE, usually four to five years. Even for IFIs only covering one strategy cycle, CPEs consider results of on-going operations from the previous period to assess maturing results. Two IFIs (ADB and IDB) currently have 100% coverage of all country programs by evaluations prior to approval of the following country program strategy. The other IFIs select country programs for evaluation based on factors including relevance to broader interventions and time since last CPE.

**Use of self-evaluations** Self-evaluations through Country Program Reviews (CPRs) by Operations Departments are consistently prepared in ADB, WB and EBRD. IDB and IFAD have some country level self-evaluation processes or are piloting activities but they are not as comprehensively included in CPEs as the other IFIs. In IDB, there is a form of self-assessment at the commencement of a new country strategy. The extent of preparation and use of CPRs in AfDB varies with some CPEs referring to CPRs in detail and others will little reference to a CPR. The IFIs that do have full CPRs find them generally credible and of good quality. Findings generated by CPRs are accepted through the lens that they are conducted by the implementing Operations Department. ADB conducts one CAPE per year but validates all CPRs. WB also conducts and validates CPSFRs and this approach is being piloted within AfDB<sup>1</sup>. Where CPRs are validated, the assessment of quality notes the need for some methodological improvements to assist in preparation of CPEs, such as greater alignment with evaluation criteria. Overall, the interviews suggest that the self-evaluation process is valuable but that more could be done to work with the Operations Departments to enhance the CPR process and quality. This could improve data availability for CPEs and potentially reduce the costs required for CPEs.

**Evaluation focus** Most IFIs have results frameworks which guide their Country Strategies (CS). The extent to which these frameworks are relied upon to evaluate progress is variable and largely relates to whether the CPE is focussed more on portfolio performance assessment or had a wider learning purpose. A Country Strategy framework informs the evaluation but is not the only analytical framework applied. Most IFIs also prepare and evaluation plan that presents an evaluation framework, and increasingly, a theory of change approach is applied. To enable CPEs to acknowledge the time taken to generate impact, all IFIs cover an extended period of time. The time period that these evaluations reflect varies between five and twelve years but most refer to a span of around ten years (two strategy periods). IDB CPEs and ADB CPSFRVs cover one strategy cycle but acknowledge results from previous operations. ADB CAPEs and IFAD CPSEs cover two to three strategy cycles. AfDB's CSPEs and WB's CPEs generally cover two strategy cycles.

**Data collection and analysis** The IFIs use mechanisms and approaches for conducting CPEs which are relatively similar. In terms of stated purpose and scope of evaluation and the means of data collection and analysis, the approaches are similar. The common means of data collection is through desk studies of files and reports, wider document and portfolio review, interviews and field visits. The IFIs that a portfolio performance-based approach (ADB, IDB), use the individual investments as the main unit of analysis. Portfolio performance is then a composite assessment of the projects and grants. Most CPEs also conduct CPE data collection and analysis on a thematic basis, depending on the expertise of the evaluation team. For IFIs that consider both lending and non-lending activities in assessing performance a variety of analyses were used. IFIs reported that they use a mixed methods approach and triangulation to ensure the validity of data and most include contribution analysis to assess the extent of IFI influence over results; however, all IFIs expressed issues with linking causality between IFI investments and activities and country

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<sup>1</sup> The World Bank. September 2018. *IBRD/IDA/IFC/MIGA Guidance: Country Engagement*. The World Bank.

level performance. Analysis ranges from an arithmetical rating formula in ADB through a blend of rating and judgement in the IFAD, IDB and AfDB to a quantitative analysis and qualitative judgement based on logic flow of evidence in WB.

**Criteria, Ratings and Performance Assessment** All IFIs discuss and explicitly rate the standard evaluation criteria of: relevance, effectiveness/efficacy, efficiency, and sustainability. The extent to which impact, organisation performance, borrower performance and cross cutting issues are assessed varies between non-inclusion, optional discussion or explicit rating. ADB, AfDB and IFAD discuss and rate borrower performance and all three emphasised that the performance of Government at the CPE level was specifically related to engagement with the portfolio and did not include wider non-lending performance and government policy making.

The stakeholder interviews highlighted some concern over the value of ratings at the CPE level. While some IFI respondents found advantages in being able to aggregate ratings across portfolios and countries; others saw disadvantages in ratings becoming a focus of attention by Board and Operations rather than the lessons learned from the CPE. All IFI's stressed the importance of the internal review process for CPEs for performance assessment. Each has a rigorous process that includes both internal reviews both within the Evaluation Department and by Operations staff and in some cases, external peer review. The majority of IFIs review CPEs internally and see the review process as a critical step in ensuring high quality CPEs.

**Assessment of Non-lending Activities** All CPEs include consideration of non-lending activities but the IFIs note that these receive much less attention than lending activities due to difficulties associated with their evaluation. Non-lending activities tend to be ad-hoc and reactive and are not strictly governed by the legal lending agreements, therefore are not as rigorously tracked. WB places the greatest emphasis on non-lending activities due to the WB Group's broad range of activities and influence. The CPE design is customised to cover non-lending activities and to add value to learning based on the specific evaluation questions for each country. AfDB, IFAD and ADB include assessment of technical assistance and grant financing in the CPE process. However, each admits that the coverage is not comprehensive and that assessing performance of non-lending relies mainly on short grant completion reports that are produced by the Operations Departments and do not provide sufficient analysis of influence at the country level.

**Engagement of country partners** All IFIs note that country partners are consulted in some manner when conducting CPEs, but the extent of active engagement varies substantially. IFAD and AfDB have the most participatory approaches while ADB, IDB and WB consult with country partners but do not engage them in preparing conclusions or recommendations.

**Evaluation timing** The most common concern raised by both evaluation and operational departments' during this stocktake was the timing of the CPE activities. The time required to conduct a CPE ranged from six to twelve months. There is an intrinsic tension between conducting a CPE early enough that the findings and recommendations can be used to inform the next country strategy and conducting the evaluation so early that activities are still being implemented and have not yet produced results. In all IFIs, the timing of CPEs was considered to be sub-optimal; affecting the timeliness and usefulness of the recommendations.

**Evaluation arrangements** The composition of evaluation teams and the cost of conducting CPEs do not appear to have similarities across the IFIs. Some IFIs employ more international consultant staff in the formulation of the evaluation team, whereas others prefer local consultants and national staff and some use a mix of both. This is unsurprising given

the delicate balance required between local knowledge and evaluation expertise to achieve a robust evaluation. The costs associated with conducting a CPE also vary greatly between IFIs, ranging from US\$60,000 for a CPR validation upwards to an average of approximately US\$500,000 for full CPEs.

**Learning and limitations** The data from IFI interviews and the survey results suggest that the greatest limitation of the CPE process is low availability and reliability of data, given that the program at the time of evaluation is still ongoing and many projects in it are not completed. There was consistent feedback that while the engagement of Operations staff and country partners in the CPE process is helpful in understanding local context and project achievements, the actual evaluation reporting process is lengthy and can sometimes result in findings and recommendations that are no longer relevant in terms of program direction or government agreements for these stakeholders. There was a general feeling that CPEs were a Board dictated process and the actual scope for following up on findings and recommendations was limited as they are often issued after the development process of a new country strategy has begun. However, in IFIs where there are parallel processes, these can inform the development of a new country strategy even if Board approval has not yet been finalised.

**Use of findings and recommendations** Overall, the feedback from both Evaluation and Operations Departments was that the findings and recommendations of individual project evaluations are more relevant and useful than those of CPEs, apart from in ADB where there was a sense that CPE are used more than project evaluations. The limited uptake and incorporation of findings and recommendations was explicitly linked by stakeholders to the timing difficulties mentioned above. The time required to complete an in-depth evaluation of all activities in a country means that there is trade-off between ensuring the relevance and timeliness of results and ensuring projects have been sufficiently implemented to allow for the emergence of results. There was limited information in most IFIs on the processes for capturing learning, the implementation and follow-up of recommendations, and the dissemination of results. It was widely acknowledged that results, lessons and recommendations from CPEs should feed into the development of new CS but the extent to which this is occurring was considered by most respondents to be relatively low. However, it was clear from interviews with Operations staff that interest to receive more useful input on country programs. They provided the following suggestions: improved liaison on timing, more technically-focussed recommendations; more specific, targeted recommendations rather than high level, generalised comments.

### **Areas for further consideration**

Consistent areas raised for further consideration were:

- **Address data paucity** Limited data availability and/or comparability for CPEs is a continuing issue across all IFIs. More can be done by Evaluation Departments to promote and encourage better frameworks and systems during country strategy design. Providing more input, while maintaining independence, to Operations to identify indicators and generate data would help to provide more complete and relevant information to the country strategy. These efforts would be assisted by management placing a greater emphasis on the importance and usefulness of evaluations in IFIs by allocating specific financial and human resources to support evaluation efforts. Combined, these actions will assist in identifying the required methods for data collection during country program implementation. This would also generate more comprehensive and higher quality data to improve both monitoring and evaluation of country programs.



- **Enhance the depth and quality of Operations' self-assessment** CPR processes in the IFIs are improving in quality and depth but quality is still variable. Investing efforts in improving the credibility of self-evaluation has potential to strengthen data quality. With more attention on the credibility of self-assessment, CPE activities can be focussed on validation of the Operations' portfolio review and analysis. This raises the potential for comprehensive CPEs to be more targeted to matters of thematic interest. Efficiency can also be improved by reducing duplication of effort in portfolio review and placing more attention on matters of interest to the Board and Operations.
- **Improve timing of CPE exercises.** More effort is required to conduct rapid, timely, tailored assessments, prior to development of a new country strategy. This requires a collaborative approach with Operations to align timeframes and approaches so that evaluation activities and country strategy preparation activities can be synchronised. Improved timeliness will help to ensure that CPE findings and recommendations will be incorporated into the new country strategy.
- **Increase the value and use of CPEs** The formulation of recommendations needs to be reconsidered so that they are more highly valued by the Board and Operations. This requires a productive dialogue between Board, Operations and Evaluation Departments in each IFI on how CPEs can be of more value.
- **Improving understanding of causal contribution at the country level** All IFIs have been gradually increasing attention on impact assessment, largely at the project level to gain a better understanding of the longer term impact of country level operations. This includes the need to find new and improved methods for the assessment of non-lending activities. There is also interest in considering new methods that can provide insight and learning to impact and contribution of the IFI in the country.



# 1. Introduction

## 1.1. Rationale and Scope

Country Program Evaluations (CPEs) and CPRs are used by International Finance Institutions (IFIs) to assess the relevance and the results of a country portfolio and feed learning and recommendations back into the process of strategic planning and management at the country-level. The 2030 Agenda for Sustainable Development requires development partners to deal with increasingly complex and interrelated development processes and results. Consequently, some IFIs are reviewing their CPE approaches to ensure that they are reporting in-line with the 2030 Agenda and capturing the necessary information to monitor progress toward the achievement of the Sustainable Development Goals.

The Evaluation Cooperation Group (ECG) has established a Task Force of six IFIs to conduct a stock-take on CPE approaches and methods. This Task Force is led by the International Fund for Agriculture and Development (IFAD) and also includes; the Asian Development Bank (ADB), the African Development Bank (AfDB), the Inter-American Development Bank (IDB), the European Bank for Reconstruction and Development (EBRD), and the Independent Evaluation Group (IEG) of the World Bank.

The purpose of this report is to map commonalities and differences in the CPE modalities of the six IFIs. This report focuses on points of similarity and distinction and does not assess the relevance or effectiveness of different approaches. Mapping has been undertaken via independent and self-evaluation. The evaluation focuses solely on evaluations that are conducted at the country level and therefore does not include other publications by Evaluation Departments.

## 1.2. Stocktake Methodology

The methodological approach for the report includes four stages; preparation and evaluation framework, document review, stakeholder input and interviews, collation and reporting.

The initial task was to develop an **evaluation framework**, including a set of key evaluation questions. Key evaluation questions and sub-questions were developed in collaboration with IFAD and were presented in an Approach Paper (See Annex 2). These provided a framework for analysis and this report<sup>2</sup>.

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<sup>2</sup> Minor adjustments in initial terms and sub-questions were made to address the level of emphasis and order raised during interviews and to assist in clarity of analysis.

The scope of the **document review** included coverage of existing guidelines for the conduct of CPE and other associated guiding documents. A glossary of terms was compiled given that all IFI's used different terminology (see page iv). However, for clarity, this report uses the terms;

**Country Program Evaluation (CPE)** - evaluative activity conducted by the respective Independent Evaluation Department.

**Country Program Review (CPR)** – country program review – Operations Department self-assessment of portfolio and non-lending country activities

The document review also included analysis of some recent CPE products supplied by each agency, covering evaluations/self-assessment products for 16 countries. A complete list of documents reviewed can be found in Annex 3.

The **stakeholder input** comprised of an initial survey to gain formal input (see Annex 4). This was followed by a series of interviews with a total of 23 key stakeholders in both the Evaluation and Operations Departments for each IFI. These stakeholders were chosen due to their positions within each IFI as well as their level of interaction with the CPE processes within their respective organisation.

The Stocktake scope **does not include** assessment of the CPE methodologies. The identification of strengths and weaknesses or good practices also falls outside the scope of this project. The Stocktake did not involve any travel or primary data collection beyond the documents either publicly available or directly provided by the IFIs in scope. The Stocktake does not document the effect of different contexts unless specifically provided with relevant information by respective IFIs.

**Limitations** to methodology included the relatively small sample of IFIs and hence findings need to be considered accordingly. There were often differences in viewpoint between different respondents from the same IFIs. In some cases these are noted, but within the scope of time, it was not possible to validate all information received. The stocktake exercise focussed on the commonalities between organisations rather than the nuances of each organisations' approaches to CPEs. As such it was not possible to provide a high level of detail of each organisation within the scope of this exercise.

### 1.3. Context of sample IFIs

Each of the IFIs uses different terminology to refer to CPEs. In two of the organisations (ADB, WB) different types of CPE are conducted, including reviews, validations and learning reports. The glossary on page 1 shows the range of different terminology used to refer to CPEs. This report focuses on CPEs but refers heavily to CPRs as a main operational instrument for country program performance review and often the basis for CPE analysis.

The guiding documentation for conducting CPE across the IFIs ranges from 2007-2019. **Error! Reference source not found.** below sets out the key guiding document for each IFI and its year of publication. Each of the IFIs have recently, are considering, or are currently in the process of updating the guidelines for their CPE as well as other evaluation practices within their organisation.

- The ADB is strengthening their guidelines, particularly for validations of self-assessments, the Country Program Strategy Final Reviews (CPSFRs).
- AfDB is currently re-writing the Country/Regional Integration Strategy and Program Evaluations section of their Evaluation Manual. This new manual was not fully operational at the time of writing but is referred to as the most up to date evaluation guidelines of the AfDB. Where new elements of the manual are not yet in operation, this has been noted in the text. In particular, they are seeking to make their guidelines more standardised. AfDB is also currently piloting a process of self-assessment validation.
- The EBRD does not have guidelines for CPEs because they do not currently conduct evaluations at the country-level but is actively reviewing their approach.
- IDB is reconsidering its approach to CPEs with a view to making the CPE process more cost-efficient and valued by Operations.
- IFAD is currently reviewing their guidelines for CPEs. IFAD is specifically looking into updating their validations and Theory of Change (ToC) guidelines.
- WB Guidelines are in the process of being updated. Several updates have been issued but further revisions are likely.

**Table 1. Guiding documentation for CPEs within each IFI**

IFI	Department	Country Program Evaluation/Review Terminology	Main Guiding Document	Year of Publication
<b>ADB</b>	Independent Evaluation Department (IED).	<ul style="list-style-type: none"> <li>• Country Assistance Program Evaluation (CAPE).</li> <li>• Country Partnership Strategy Final Review Validation (CPSFRV).</li> </ul>	Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations.	2015
<b>AfDB</b>	Independent Development Evaluation (IDEV).	Country Strategy and Program Evaluation (CSPE)	<ul style="list-style-type: none"> <li>• Draft: Evaluation Manual: Chapter 7: Country/Regional Integration Strategy and Program Evaluations.</li> <li>• African development Bank Independent Evaluation Strategy 2013-2017</li> </ul>	2019 2013

			<ul style="list-style-type: none"> <li>• Independent Evaluation Policy The African Development</li> </ul>	2016
<b>EBRD</b>	Evaluation Department (EvD).	No current CPE process	No current CPE process.	See Box 1
<b>IDB</b>	Office of Evaluation and Oversight (OVE).	CPE	Protocol for Country Program Evaluation.	2009
<b>IFAD</b>	Office of Evaluation (IOE).	Country Strategy and Program Evaluation (CSPE)	Evaluation Manual..	2015
<b>WB</b>	Independent Evaluation Group (IEG).	<ul style="list-style-type: none"> <li>• CPE.</li> <li>• Completion and Learning Review Reports/Reviews (CLRR).</li> </ul>	<ul style="list-style-type: none"> <li>• Operations manual – Monitoring and Evaluation Chapter.</li> <li>• Update to Guidance on World Bank group Program Outcome Ratings in IEG Country Program Evaluations.</li> <li>• Annex A: The Country Assistance Evaluation Retrospective: An OED Self-Evaluation.</li> </ul>	2007 2018 2005

Source: ECG Stocktake Document Review, 2019.

### **Box 1. European Bank for Reconstruction and Development Country-level Assessments**

Limited documentation was received from the EBRD due to the timing of an update of their monitoring and evaluation frameworks. EBRD does not conduct country program evaluations but operations prepare a self-assessment of previous portfolio performance and an analysis of current country challenges. EBRD has recently carried out several investigations into the efficacy of their country-level self assessments and are also considering a stronger approach to evaluating the IDB implementation at country level in relation to their mandate.

The EBRD mandate relates mainly to private sectors projects and therefore, the typical evaluation criteria cannot be easily applied; the main indicators of progress are viability of proposals and willingness of investors to participate in identified opportunities.

Nonetheless, EBRD wishes to intensify its understanding of its contribution to national transition in line with the EBRD mandate. This may involve taking a new approach and establishing a CPE process. Consequently, EBRD requested to be a partner institution in the Stocktake in a learning capacity only.

## **2. Findings**

This section of the report explores how the different IFIs define, design, implement and conduct evaluations of Country Strategies. It explores their contrasting purposes, evaluation criteria and use.

The findings are structured according to the evaluation questions in the Stocktake framework Annex 2. The specific key evaluation question/sub-question (KEQ/Sq) is provided in brackets after each summary heading for ease of reference<sup>3</sup>. A summary response to each question is provided with a short explanation of the commonalities and differences. The evidence for the findings is drawn largely from documentation (See respective Annexes for each section and further information is added from the survey and interviews.

### **2.1. Purpose**

**Stated Purpose (Sq 1)** According to key documentation from the IFIs, the most common purpose for completing CPEs is to assess performance. All institutions indicated that this is a core part of the CPE process. The second most common reason was to assess or strengthen the effectiveness of their interventions/projects. Half of the IFIs (AfDB, IFAD and the World Bank) indicated that this was one of the purposes of a CPE.

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<sup>3</sup> Note: numbers of questions vary in order from the framework to aid flow of information.

Other reasons which were common to at least two of the IFIs included; to develop recommendations, promote learning, and ensure accountability. EBRD does not conduct CPEs and instead reviews Country Strategies (CPR). **Error! Reference source not found.** shows the variety of purposes of CPEs across the IFIs. Annex 5.1 provides a complete overview of the stated purpose of CPE/CPRs across each of the IFIs.

Table 2. Purpose of CPEs from the Document Review	
IFI	Purpose
<b>ADB</b>	Independent assessment of operational performance, to articulate issues, lessons and recommendations <sup>4</sup> , improve accountability and quality <sup>5</sup>
<b>AfDB</b>	AfDB's current stated purpose for Country Strategy Evaluations is to provide useful feedback about how the Bank works and interacts with its stakeholders and for mutual accountability purposes. <sup>6</sup> AfDB's new draft guidelines outline a purpose of assessing assistance, relevance and contribution to the achievement of outcomes, effectiveness, sustainability, efficiency <sup>7</sup>
<b>IDB</b>	Explain bank performance, assess design and implementation in relation to context <sup>8</sup>
<b>IFAD</b>	Accountability, learning, to strengthen development effectiveness <sup>9</sup> , assess results and performance, generate findings and recommendations <sup>10</sup>
<b>WB</b>	Examine performance, report on conformity with the CPF and the effectiveness of the CPF

Source: ECG Stocktake document review, 2019

CPE.

- ADB CAPEs indicate that they also seek to provide inputs into forthcoming CPS. If it is a CPSFRV that is being conducted, the purpose is to validate the findings of the CPSFR, before the new CPS is issued.
- AfDB CPSEs include identifying lessons/recommendations to improve future strategies and operations (including new CSP), providing credible evaluative evidence of development results and how the Bank has managed its engagement, as well as identifying enabling and hindering factors of success.

A complete list of the purposes of CPEs identified from country examples from each of the IFIs can be found in Annex 5.1. Information from specific country examples of CPEs from each of the IFIs tells a slightly different story. In addition to the purpose identified in **Error! Reference source not found.**, information from examples of CPEs from each IFI provides greater depth of information on the purpose for the

<sup>4</sup> ADB. 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*, p.4.

<sup>5</sup> ADB. 2013. *Independent Evaluation. Operations Manual*, p.2.

<sup>6</sup> AfDB, 2013. *African Development Bank: Independent Evaluation Strategy 2013-2017*. P. 21.

<sup>7</sup> AfDB.2019.*Draft Evaluation Manual*. Chapter 7:Country/Regional Integration Strategy and Program Evaluations,p.1.

<sup>8</sup> Inter-American Development Bank. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C., p.1.

<sup>9</sup> IFAD. 2015. *Revised IFAD Evaluation Policy*, p.18

<sup>10</sup> IFAD. 2018. *Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programs*, p.8

- IDB CPEs state their purpose is to facilitate/strengthen accountability, to identify and share lessons learned for future programs, and to examine the Bank’s relationship with a country.
- The stated purpose of the WB’s CPEs is to evaluate Bank operations, to assess the development effectiveness of the Bank’s country programs, and to inform the next CPS by identifying what works and why.

**CPE Coverage** IDB is the only IFI that completes CPEs for 100% of Country Strategies. ADB has a 100% coverage for validations of self assessment (CPSFRVs). Three IFIs (IFAD, AfDB and WB) select a sample to evaluate (see Table 3). The World Bank currently covers 3-5% of country portfolios (2 CPEs per year); however information from interviews with staff indicated that there are plans to increase this figure to 15-20% (4-5 CPEs per year) by 2020.

<b>Table 3. Percentage of Portfolio Covered in CPEs by each IFI</b>					
	<b>ADB</b>	<b>AfDB</b>	<b>IDB</b>	<b>IFAD</b>	<b>WB</b>
<b>Coverage</b>	100% for validations or selected sample for CAPEs	Selected sample	100%	10-15% sample	3-5% targeted

Source: ECG Stocktake document review, 2019

**Country Selection Criteria** (Sq 2) Information from the interviews, document review, and questionnaire responses indicate that all of the IFIs choose countries for evaluation so that the results can feed into the design of the next Country Strategy (see Table 4). Country examples emphasised that each country was selected for a CPE depending on when the CS was due to expire. The findings, learnings and recommendations from the CPE are then fed into the development of the new CS. However, the feedback from Operations Departments in particular indicated that often the timing of CPEs had not been well aligned with CS preparation timelines.

<b>Table 4. Criteria for Selecting Countries for CPEs</b>			
<b>IFI</b>	<b>Feed into new CS development</b>	<b>Strategic focus/area or sector of interest</b>	<b>Portfolio size</b>
<b>ADB</b>	•	•	•
<b>AfDB</b>	•	•	•
<b>IDB</b>	•		•
<b>IFAD</b>	•	•	•
<b>WB</b>	•	•	

Source: ECG Stocktake document review, 2019

previous CPE and demand from operation and/or regional department. In IDB CPEs are mandatory for all evaluation. In the case of

Three of the IFIs (AfDB, IFAD, WB) select countries for evaluation based on their strategic focus or area/sector of interest. For example, interviews with World Bank staff demonstrated that currently the Bank is interested in covering regional and ‘fragile’ countries. AfDB selects countries for CPEs through purposive sampling including time since



IFAD, it was felt that larger portfolios should be given higher priority for CPEs, in concert with other criteria such as strategic and thematic interests. ADB carries out validations for all countries and selects one country per year for a CPE based on purposive sampling and collaboration.<sup>11</sup> See Annex 5.2 for more detail.

The document review added further information. IFAD also considers countries based on debt sustainability framework classification and lending terms.<sup>12</sup> IDB guidelines state that the evaluation should select sectors and types of activity where the findings and lessons will be most beneficial to the Bank and the country. In addition to factors such as portfolio size, country development characteristics and the relevance of evaluation findings to similar issues in other member countries are also considered.<sup>13</sup> The AfDB questionnaire stated that the AfDB bases selection on the ability for the results from the CPE to contribute to other evaluations.

**Self Evaluation** (Sq 12) CPRs are a form of self evaluation which all of the IFIs conduct in some format, whether through portfolio reviews or more detailed self-assessments. Three IFIs (ADB, AfDB and WB) confirm that self-assessments are used at the country-level to inform CPEs (see Box 2 for example in ADB). IDB conduct portfolio reviews. IFAD Operations conduct CRRs, which comprise a short self assessment and are a self-evaluation of COSOP strategic objectives; however, interviews suggest that these are inconsistent in format and are not always completed.<sup>14</sup> In country examples from each of the IFIs some mention the use of self evaluations, others do not (see Annex 5.3).

#### **Box 2. Use of CPRs as an input to CPEs in ADB**

ADB Operations conduct Country Partnership Strategy Final Reviews (CPSFR)- shortened to CPR for this report. CPRs are comprehensive self-assessments by the Operations staff covering the loan and grant portfolio and non-lending operations. Each CPR refers to the Country Strategy Results Framework that is then used as a basis for the self-assessment among other methods. The format of the CPR mirrors the ADB evaluation criteria so that there is a direct comparison between the CPR and a validation exercise carried out by the ADB IED. The validation process requires ADB IED to carry out evaluation activities for each country prior to approval of a new country strategy. The validation acts as a form of “light” country program evaluation, though it takes generally five months to complete, uses one or two consultants apart from an IED international staff, and includes a country mission of one to two weeks duration (Annex 6). Five to seven such validations are done each year. In consultation with Operations Departments, one country program is selected for a more detailed and comprehensive CPE or CAPE. Country programs selected for CAPEs generally have larger portfolios or are of more strategic interest to the Board.

<sup>11</sup> ADB. 2015. *Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. Independent Evaluation Department, p.2-3.

<sup>12</sup> IFAD. 2015. *Evaluation Manual*, p. 137.

<sup>13</sup> Inter-American Development Bank. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C., p.1.

<sup>14</sup> IFAD. 2018. *Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programs Available at: <https://webapps.ifad.org/members/eb/125/docs/EB-2018-125-R-24.pdf>*

The interviews with both Evaluation and Operations Departments suggest that there is unrealised potential in the CPR process. In WB and ADB, there is a robust and comprehensive process of self-evaluation. These CPRs largely self-assess the performance of the portfolio but also provide some insights on the performance of non-lending activities. In both IFIs, the Evaluation Department performs a quality review/validation check of the CPR to validate the findings of Operations. Evaluation staff reported that the quality of the CPRs was generally good and the CPR reports contain useful information and analyses that would not be easily available to an evaluation team. In both IFIs, there is a distinction between the validation of a self-evaluation and a full independent CPE. The selection of a CPE is targeted towards strategic and thematic interests.

The other IFIs do not have as comprehensive or consistent CPR processes but place attention on assessing portfolio performance as well as thematic matters. For AfDB some CSPE reports refer to CPRs in detail, others to a lesser extent. In IFAD CPRs are not always generated but the number is increasing. Operations staff noted that there is some duplication between the annual portfolio reviews and the CPEs. This leads to Operations having a limited view of the added value of the CPEs, suggesting that much of the information is already known to them.

A country results framework is used for all IFIs but with varying levels of detail in relation to indicators and expected means of measurement for CS performance. IFIs where a clear CPR format was provided led to more detailed and analytical CPR outputs. This is particularly the case in ADB and WB where Operations staff are required to report on the country results framework in relation to portfolio investment. Few frameworks include indicators or targets for non-lending activities. Interviews with operational staff suggested that, in most cases, the CPR had greater influence on the preparation of the next CS. This was due both to timeliness of process so that findings are contiguous with the CS preparation activities; also to the depth of knowledge of the country context by the operational staff. Several IFI Evaluation Department respondents also noted the difficulty of finding evaluators with country experience and that the CPR process enabled the CPE to be contextualised in a better way. Overall the evidence suggests that CPRs can and should be an important input to a CPE and that more can be done to ensure that CPRs are credible, containing relevant data in relation to the CS framework.

**CPE Evaluation Criteria (Sq3)** Across the IFIs, document review revealed that relevance and efficacy/effectiveness are the most commonly used evaluation criteria. All of the IFIs (except EBRD), indicated that they use both of these criteria when conducting evaluations. The second most common were; efficiency, sustainability and impact. Four of the IFIs (ADB, AfDB, IDB and IFAD) indicated that they use efficiency and sustainability as evaluation criteria, and four also indicated (ADB, IDB, IFAD, and the World Bank) that they use impact (see Annex 5.4 [Annex 5.4](#) for an overview of the evaluation criteria used by each IFI). Interestingly, the AfDB is the only IFI which uses bank and borrower performance as evaluation criteria.

Table 5. Evaluation Criteria from the Document Review	
<b>ADB</b>	Relevance, effectiveness, efficiency, sustainability, development impacts ADB performance and borrower performance are all discussed in separate sections and rated. Evaluation criteria for non-sovereign operations (NSOs) are somewhat different, in line with general practice for private sector operations. If the NSO portfolio within the CPS is large, the criteria of (a) development results, (b) ADB investment profitability, (c) ADB work quality, (d)

Table 5. Evaluation Criteria from the Document Review	
	ADB additionality, and (e) overall rating will be used.
<b>AfDB</b>	Relevance, effectiveness, efficiency, sustainability, AfDB Performance, and recipient Country performance.
Table 5. Evaluation Criteria from the Document Review	
<b>ADB</b>	Relevance, effectiveness, efficiency, sustainability, development impacts ADB performance
<b>IFAD</b>	Relevance, effectiveness, efficiency, sustainability, benefits, project performance. Evaluation criteria for non-sovereign operations (NSOs) are somewhat different, generally with general practices for improvement, innovation and training NSO portfolio within the GARC as regards the management and adaptation of (b) AfDB investment portfolio (e) ADB work as a partner. ADB additionality and government's performance will be used. <sup>15</sup>
<b>AfDB</b>	Relevance, effectiveness, efficiency, sustainability, assigned one rating for policy dialogue and country performance. For non-lending activities is generated.
<b>IDB</b>	Relevance, country positioning, coherence, efficiency, effectiveness, impact, sustainability, and assumptions and objectives, the CPE evaluates the relevance of the objective, the
<b>WB</b>	Relevance, effectiveness, efficiency, and sustainability of benefits, project performance (as an average of the four aforementioned criteria), rural poverty impact, gender equality and women's empowerment, innovation and scaling up, environment and natural resources
<b>IFAD</b>	Source: ECG Stocktake document review, 2019. Relevance, effectiveness, efficiency, and sustainability of benefits, project performance (as an average of the four aforementioned criteria), rural poverty impact, gender equality and women's empowerment, innovation and scaling up, environment and natural resources management and adaptation of smallholders to climate change, as well as IFAD's performance, and government's performance as a partner. Non-lending activities are rated for relevance and effectiveness but are only assigned one rating for policy dialogue, knowledge management and partnership building. From these criteria, a composite rating for non-lending activities is generated. <sup>19</sup>
<b>WB</b>	For each of the main objectives, the CPE evaluates the relevance of the objective, the relevance of the WBG's strategy toward meeting the objective, including the balance between lending and non-lending instruments, the efficacy with which the strategy was implemented and the results achieved. <sup>20</sup>

illustrates the evaluation criteria used by each IFI as set out in their key documentation.

Interview responses suggest that CPEs are also used to assess quality and consistency of portfolio. They look at whether the Country Strategy was relevant to organisational priorities, country priorities and where the intersection has been. IDB's CPE provide an assessment of comparative advantage and whether the program brings in the competencies which are required to deliver on those development priorities. IFAD feedback from interviews revealed that they are able to explore findings which cross-cut criteria as long as they adhere to the general format for CPEs. A complete list of the evaluation criteria identified from country examples of CPEs can be found in Annex 5.5.

Source: ECG Stocktake document review, 2019

the IFIs (ADB, AfDB, IDB, IFAD and the World Bank) indicated that they use a rating-scale to assess performance against the evaluation criteria. The ADB and the AfDB use a four-point rating system, although ADB also allows 'borderline' ratings, whereas the

### CPE Rating Scales (SQ 6)

<sup>15</sup> ADB. 2015. *Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. Independent Evaluation Department, p.16.

<sup>16</sup> ADB. 2014. *Guidelines for the Preparation of Project Performance Evaluation Reports on Non-sovereign Operations*. Independent Evaluation Department, p.10.

<sup>17</sup> AfDB. 2019. *Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>18</sup> Inter-American Development Bank. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C., p.7-9.

<sup>19</sup> IFAD. 2015. *Evaluation Manual*.

<sup>20</sup> World Bank. Appendix 1. Guide to IEG's Country Program Evaluation Methodology, p.2.

World Bank, IDB and IFAD use a six-point scale. During the interviews points were raised regarding advantages and disadvantages of ratings for CPEs (see **Error! Reference source not found.**).

Table 6. Rating Scales used across the IFIs		
IFI	4-point Rating Scale	6-point Rating Scale
AfDB	•	
ADB	•	
IDB		•
AfDB	•	
IFAD		•
IDB		•
WB		•
IFAD		•
Source: ECG Stocktake document review, 2019		
WB		•

Source: ECG Stocktake document review, 2019

successful/satisfactory, (2) Successful/ satisfactory, (3) Unsuccessful/unsatisfactory, and (4) Highly unsuccessful/ unsatisfactory. ADB is the only IFI that applies a weighting process to ratings. This is based on the size of portfolio per sector. Other IFIs rate each criterion but use judgement in relation to weight of evidence across the portfolio, including non-lending activities to agree the final rating. For these IFIs, the internal review process is also important for finalising ratings. See

presents a summary of the rating scales used across the five IFIs.

The six-point rating scale uses the designations; (1) highly unsatisfactory, (2) unsatisfactory, (3) moderately unsatisfactory, (4) moderately satisfactory, (5) satisfactory, and (6) highly satisfactory. IFAD considers results from 4-6 to be satisfactory and those from 1-3 are unsatisfactory.<sup>21</sup>

The AfDB and ADB's four-point rating scales differ slightly, with the ADB using the terminology 'successful/unsuccessful'<sup>22</sup> and the AfDB using 'satisfactory/ unsatisfactory'.<sup>23</sup> The scale consists of; (1) Highly

<sup>21</sup> IFAD. 2015. *Evaluation Manual*, p.44.

<sup>22</sup> ADB. 2015. *Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. Independent Evaluation Department, p.16.

<sup>23</sup> AfDB. 2019. *Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

Annex 5.6 **Annex 1** for an overview of type of rating scale used by each IFI and for more information on weighting.

### Box 3. Advantages and Disadvantages of Ratings at the CPE Level

Recently, two of the organisations (IDB, WB) have questioned the usefulness of a rating scale for CPEs. Interviews with staff from the IDB and WB indicated that there is some thought within these IFIs that rating systems are counterproductive with the focus from Operations being on contesting the rating rather than the content and recommendations arising from the CPE. Discussions with other IFIs indicated that this issue had also been considered but for example in the case of ADB, a mathematical means of assessing overall ratings was seen as more structured and transparent. In IFAD, different viewpoints were also found, raising value in meta-analysis particularly in relation to the Annual Report of Results and Impact; but also with potential variations due to reliance of evaluator judgement.

## 2.2. Scope

This section explores the main commonalities and differences in scope. It considers the period and programming cycles covered by the CPE. A complete overview of the scope of activities CPE/CPRs within each of the IFIs can be found in Annex 5.7 **Error! Reference source not found.**

**Inclusion of Results from CS (Sq 4)** The IFIs vary in terms of the number of Country Strategies and years of operation included in their CPEs. Only IDB covers every strategy cycle with their CPE process. AfDB 'aims to cover every country at least once during the course of three' strategy cycles.<sup>24</sup> This generally results in a CSPE covering two strategy cycles and approximately ten years of operation.

**Table 7. Number of Strategy Cycles and Years Included in a CPE**

IFI	1 cycle (5 years)	2-3 cycles	7-12 years	10 years
ADB	• <sup>25</sup>	•	•	
AfDB		•		•
IDB	•			

<sup>24</sup> AfDB. 2013. African Development Bank Independent Evaluation Strategy 2013-2017.

<sup>25</sup> Only in Country Partnership Strategy Final Review Validations

<b>IFAD</b>				•
<b>WB</b>				•

Source: ECG Stocktake document review, 2019

All IFIs include in their CPEs any activities that were designed/initiated, completed and ongoing within the designated CS period. This was clearly documented in guidelines for ADB<sup>26</sup>, AfDB<sup>27</sup>, IDB<sup>28</sup>, IFAD<sup>29</sup> and although less clearly documented in WB was part of the consideration of the CPE design. Country examples emphasise that CPEs should be conducted prior to the

development of a new CS.

ADB covers every cycle with a validation of the self-assessment and also includes 2-3 strategy cycles in countries selected for full CAPEs. The number of years included spans between 7-12 years of operations.

illustrates the number of years and strategy cycles which each of the IFIs encompasses in their CPEs.

For two IFIs (ADB, AfDB) CPEs should be published the year after the completion of the CS period and the same year as the development of a new CS. At IFAD, CPEs are completed one year after the evaluation period and one year prior to the new COSOP period. Information from the IDB's country examples was mixed, with half indicating that CPEs should be completed in the final year of a CS and half indicating that they should be completed in the year following the completion of the CS. Country examples from the WB were also mixed. One of the country examples conducted a CPE two years after the completion of the CS cycle and one year prior to the implementation of the new CS. The other completed a CPE one year before the end of the CS and two years prior to the development of a new CS.

In order to distinguish between the portfolio that was mature and newly approved the portfolio without substantial results being yet realized, most IFIs only cover the full evaluation criteria for loans that are complete or beyond mid-term. For younger portfolios, generally only relevance is rated and no rating is assigned for effectiveness/efficacy.

### 2.3. Evaluand

This section addresses the actual aspects of a country program that are evaluated and whether the CS results frameworks are used, or the evaluation defines the evaluand in a different way. This includes consideration of whether only the portfolio or also non-lending

<sup>26</sup> ADB. 2019. *Annual Evaluation Review*. Independent Evaluation Department, p.2.

<sup>27</sup> AfDB 2019. *Revised Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>28</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C., p.1-2.

<sup>29</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD, p.65.



activities are included. A complete overview of the evaluand within the CPE/CPRs in each of the IFIs can be found in Annex 5 **Error! Reference source not found.**

***Evaluand and Evaluation of Country Programme Features (KEQ 3) evaluated?*** All CPEs cover a basic analysis of the portfolio. For the IFIs where the CPE is a mandatory requirement for Board approval of the next CPS (ADB CAPEs and validations, IDB, AfDB) the main focus is the portfolio performance. Overall, the evaluand does vary across the IFIs. For ADB and IDB, there is a strong focus on the country program as a set of lending investments and there is a strong focus on portfolio performance. In ADB, this also includes an assessment of grants. The IFIs that a portfolio performance-based approach (ADB, IDB), use the individual investments as the main unit of analysis. Portfolio performance is then a composite assessment of the projects and grants.

Most CPEs also conduct CPE data collection and analysis on a thematic basis, depending on the expertise of the evaluation team. In the case of IFAD and AfDB, there is a broader focus on the whole assistance strategy. EDB is considering this approach to assess the effect of the portfolio on country transition. In WB, there is a more comprehensive WBG approach on the expected engagement with the country and the context in which support is delivered. For the purpose of this study, different aspects of the evaluand were explored; the results framework for the CPS and how it affects the CPE; the activities covered in the evaluation and the coverage of non-leading activities.

Where CPEs are not specifically tied to Board approval (ADB CAPE, IFAD, WB) the evaluand is broader with greater focus on thematic aspects of the portfolio as well as non-lending activities such as technical assistance and policy support. Several IFIs (IFAD, AfDB) noted that they had attempted to conduct joint CPEs in the past. However, these proved to be difficult to accomplish due to the coordination requirements and some differences in focus.

For IFIs that develop a distinct evaluation plan for each CPE, the evaluand can be broader and more varied. These aspects of the country program are linked a deeper understanding of relevance of the country program as well as the level of influence of the IFI in relation to their intent of engagement within the country. Interviews with EBRD also suggest that the aspect of influence on country transition is potentially of interest in considering whether or not to pursue the establishment of a CPE process.

<b>IFI</b>	<b>Yes</b>	<b>No</b>
ADB	•	
AfDB	•	
IDB		•
IFAD	•	
WB	•	

**CS Results Frameworks (Sq 6)** Four of the IFIs (ADB, AfDB, IFAD, WB) have results frameworks which guide their Country Strategies. The IDB’s documentation, including the country examples, indicates that they do apply the Corporate Results Framework but this is not detailed at the country level. IDB feedback from the questionnaire noted that the IDB focuses on areas with indicators to be tracked, which is accepted as a pseudo framework.

identifies which IFIs have a results framework and which do not. The IDB’s documentation, including the country examples, indicates that they do apply the Corporate Results Framework but this is not detailed at the country level. IDB feedback from the questionnaire noted that the IDB focuses on areas with indicators to be tracked, which is accepted as a pseudo framework.

**Form/Structure of Results Frameworks (Sq 7)** Information from the document review demonstrates that three of the organisation’s (AfDB, IFAD, WB) results frameworks take the form of a logical framework approach (LFA) or similar. In addition, **Error! Reference source not found.** identifies all of the different results frameworks used by the IFIs as indicated through the country examples.

Table 9. Form of results analysis across IFIs						
IFIs	Results matrix	LFA	Sector Results Framework	Results Analysis Framework	Theory of Change	Counterfactual Framework
ADB	•		•			
AfDB	•	•		•		•
IDB	•					
IFAD		•			•	
WB		•				

Source: ECG Stocktake document review, 2019

The respective frameworks are used as an analytical basis for CPEs but a common concern raised was the lack of monitoring of the results framework indicators that occurs on country programs. The WB respondents questioned the reliability of using TOC and CF at the country level due to the level of complexity. Most IFIs have to rely on a composite approach, assessing the results frameworks at the project level to construct an analysis of the overall country programme – rather than being able to track the performance of the country program at the strategic level. Further information on the key results frameworks used in CPEs by the IFIs can be found in

Annex 5.8 **Error! Reference source not found.**

### ***Evaluation of Non-lending Operations (Sq 13)***

All of the IFIs include the evaluation of lending and non-lending activities in CPEs. In general non-lending activities referred to activities such as technical assistance grants (national and regional), staff members engaged in policy dialogue, development partner coordination events. These activities are considered to add value to the lending portfolio, but the extent to which this is acknowledged in the country program varies. However, all IFIs indicated that they receive much less attention than lending activities. Feedback from interviews with staff at IFAD and WB revealed that they struggle to evaluate non-lending activities respectively, because they are not quantified and because the different entities within the World Bank (e.g. MIGA and the IFC) operate using different business models. The CPE framework cannot do justice to the various and divergent activities across these entities. Staff at three of the organisations (ADB, AfDB, WB) indicated that non-lending activities are not a great focus in CPEs and are only touched on lightly but the extent to which they are included varies greatly between examples. In addition, feedback from staff interviews at the IDB demonstrated that while non-lending activities should be evaluated, in reality, this is not occurring.

Therefore, the interviews in particular highlighted that there is a lack of attention on the inclusion of non-lending activities in CPEs, partially due to the difficulties associated with evaluation. In addition, the country examples from the IFIs noted that non-lending activities are typically mentioned in CPEs but only two IFIs (ADB, IFAD) consistently assessed them. Where the ADB did assess non-lending, they assessed it in terms of: contribution to the lending program objectives or to knowledge management. IFAD's assessment criteria for non-lending include; policy engagement, knowledge management, and partnership building (see Annex 5.10).

### ***Use of self-assessments***

Where self-assessment are prepared by Operations, these are heavily used in the evaluation process. This is particularly the case for ADB where CPRs are required as part of the administrative instructions for operations. The self-assessments contain detailed information that draws on the knowledge of Operations, provides insight on portfolio performance as well as non-lending activities. This can then be clearly validated by the evaluation team. IDB also acknowledged that the analysis by Operations in preparation of the CPS also is of good quality and informs the evaluation. In IFAD, the quality of self-assessments is variable. Where they are available, the evaluation teams have found that they are useful. In WB, the CPRs and their validation are the main process for assessment of country performance and this system is seen to be working effectively for country programme management and Board reporting. Therefore, the focus of CPEs is to extend beyond the CPR process into more strategic areas of investigation. This suggests that for IFIs where CPRs are not systematic, a greater focus on self-assessment processes as an input to CPEs may be warranted.

## **2.4. Involvement of country partners**

This section of the report considers how country partners are involved in the evaluation of CPEs and what the implications of this involvement are. A complete overview of the involvement of country partners in CPE/CPRs by each of the IFIs can be found in

## Annex 5.11.

**Country Stakeholder Involvement (Sq16)** The definition, degree and intensity of country partner involvement in the CPE process varies between IFIs including basic consultation, collaboration and encouragement of adoption. Country partners can be separated into two broad categories implementing partners and project participants including: government officials, civil societies, beneficiaries, trade unions, private sectors and other development partners. AfDB indicated that country partners are actively engaged from the design stage of the evaluation, form part of the reference group, support data collection, and participate in validation workshops.<sup>30</sup> AfDB make an effort to consult with beneficiaries and partners and the best results are seen when there are separate consultations held with beneficiaries and partners to allow for candid feedback. Similarly, the IDB involves country partners in CPEs from the design stage of an evaluation and conduct extensive interviews throughout the process. However, feedback from interviews with staff indicated that while the CPE process is intended to be highly participatory, this is not always the case, as the majority of participation is with high level officials rather than local country partners.

Document review suggests that country partners also have a high degree of involvement in the CPE process within IFAD. They are considered a major stakeholder and part of the core learning partnerships, providing input into the approach paper, conducting self assessments, evaluation workshops, commenting on draft reports, discussing findings and recommendations, and consulted throughout the process.<sup>31</sup> However, staff interviews tell a slightly different story. According to information from interviews, the degree of country partner contribution and involvement is variable. While document review states that country partners agree to follow-up on recommendations operational staff interviews noted that the system for agreeing on recommendations with country partners is problematic due to the formal nature of the final CPE agreement at completion point. This at times requires lengthy negotiations, dilution of recommendations and at times detracts from the content and intent of the CPE.

Country partner involvement at the ADB is also variable. While country partners are involved through data collection and consultation, there is no explicit collaboration with a national evaluation department. However, country partner involvement in data collection and draft report review is considered to be very important to ensure a high quality report. A high level consultation mission is held for each CPE (but not for the country program final review validation) towards the end of the drafting process, after a well developed draft has been shared with the government. Government is consulted on findings and draft recommendations. More limited meetings are held with development partners and civil society on the draft recommendations. The ADB can conduct joint CPEs with partner governments, but this has not yet been done.<sup>32</sup>

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<sup>30</sup> AfDB. 2019. Revised Draft Evaluation Manual *Chapter 7: Country/Regional Integration Strategy and Program Evaluations*. AfDB.

<sup>31</sup> IFAD, 2018. *Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programs*. IFAD.

<sup>32</sup> ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. Independent Evaluation Department.

In contrast, the WB has relatively low levels of country partner involvement in CPEs. Information from document review, questionnaire responses and interviews with staff indicated that little attention is paid to partner involvement, as CPEs are viewed more as an internal learning and accountability exercise.

identifies the most common means of country partner involvement from the country examples across the IFIs. The country examples revealed that in four of the IFIs (ADB, AfDB, IFAD, WB) country partners are encouraged to take ownership of learning and recommendations and implement them. IDB's approach to CPEs is more of an internal exercise. In IFAD and AfDB, there were some differences in guideline requirements and the extent to which these are evidenced as having been applied in practice. This may be due to the reports not fully reporting the extent and quality of country partner involvement, or may be due to country contextual factors that inhibit country partner involvement. Neither IDB nor WB assess the performance of the country/borrower.

Table 10. Country Partner Involvement from the Country Examples

IFI	Implementation/ Ownership of recommendations	Country/borrower Portfolio performance assessed	Government consulted (interviews, workshops, meetings, etc.)
ADB	•	•	•
AfDB	•	•	•
IDB			•
IFAD	•	•	•
WB	•		•

Source: ECG Stocktake document review, survey and interviews, 2019

**Country Government Role (Sq 17)** Throughout all of the IFIs, country partners are consulted in some manner and contribute information to or review the CPE. However, this level of involvement varies. Country partner involvement is limited within the WB, with country partners being viewed as a secondary audience but key respondents. IFAD, on the other hand, sees country partners as major stakeholders and consults with them throughout the CPE process. IDB and the AfDB actively engage country partners in the CPE process from design through to the end of an evaluation.

#### Box 4. Opportunities Resulting from Country Partner Involvement

The most common approach regarding opportunities arising from country partner involvement (ADB, AfDB, IFAD, WB) was that involving country partners in the CPE process encourages government learning. This is particularly relevant in the context of improving evaluation capacity at the country level. However, in IDB and WB, the main audience for the CPEs are internal (Board and Operations Departments); consequently country engagement is given less importance.

Other respondents noted benefits of country partner involvement included reduced costs of the CPE process (AfDB), a check on findings and recommendations (ADB), and access to a broader perspective (AfDB and IFAD). In addition, respondents suggest that including country partners in the CPE process can result in improved IFI contextual understanding relating to the country as a whole and/or government priorities. Engagement of country partners was also found to improve accessibility and availability of data. This is particularly important given that data paucity was a commonly identified challenge in the CPE process. There was, however variable feedback on whether engagement of country partners led to any significant difference in the uptake of recommendations.

**Challenges and Opportunities (Sq 18)** One of the key challenges which arise from involving country partners in the CPE process is navigating differences of opinion and maintaining independence. During interviews with staff members, three of the IFIs (IDB, WB, ADB) noted politics, poor relations, differences of opinion, and maintaining independence as issues which sometimes arise when working with country partners, particularly governments and private sector clients. In addition, staff from the AfDB defined Country Partners- as government officials, civil society, beneficiaries, trade unions, private sectors, other development partners etc. They noted the importance of defining stakeholders and providing opportunities for different partners and the beneficiaries to be consulted separately to maintain confidentiality of feedback.

## 2.5. Data Collection and Analysis

This section of the report considers the methods that are used for data collection and analysis. It summarises the types and sources of data and how data is aggregated or synthesised across the portfolio in order to assess causal contribution and judge what the country Program has achieved as a whole. A complete overview of data collection and analysis within each of the IFIs for CPE/CPRs is available in Annex 5.12.

**Data Collection and Validation (KEQ 4)** Across the IFIs, the most common means of data collection for CPEs are document review, interviews and field visits, with four of the organisations (ADB, AfDB, IDB and IFAD) indicating that they use these methods. ADB in particular, conducts interviews with key staff and country visits during which representatives of central government, executing agencies, civil society, and private sector are interviewed, and sometimes some project beneficiaries are met as well. All IFIs indicate that a survey of some kind is done but based on the interviews, surveys are not always carried out and the scope and respondents vary considerably.

The World Bank's documentation and feedback from stakeholder interviews contains limited information regarding the methods of data collection for CPEs as this is determined based on the specific evaluation plan and can include all of the methods listed in

as well as other methods not outlined here.



Table 11. Data Collection Methods of the IFIs							
IFI	Stakeholder meetings	Surveys	Interviews	Workshops	Field visits	Focus groups	Desk review
ADB	•	•	•	•	•		•
AfDB		•	•	•	•	•	•
IDB		•	•		•		•
IFAD	•	•	•		•	•	•
WB	•	•	•	•	•	•	•

Source: ECG Stocktake document review and interviews, 2019

The information from the country examples supports the feedback from staff and document review which indicated that interviews were a key source of data. Notably, document/desk review was not highlighted in documentation or by the IFI staff at all. More information relating to methods of data collection within the IFIs can be found in Annex 5.12.

**Data collected** for CPEs is aggregated mainly through the use of mixed methods approaches (IDB) and triangulation of information (ADB) or both (IFAD, AfDB). Feedback from staff interviews indicates that two of the organisations (AfDB, IDB) place emphasis on the importance of using qualitative and quantitative data to inform CPEs. There are different approaches to validation of data. Different interviews even within the same organisation placed greater emphasis on triangulation, or progression/regression of logic flow.

summarises the main methods of data validation used by the IFIs for CPEs. The World Bank uses a decision rules approach that utilises their program levels (individual intervention, sub-pillar, pillar and country) to aggregate data. In addition, as with data collection methods, the World Bank retains a degree of flexibility and determines methods of data validation by referring to a specific evaluation plan and uses a range of all the methods identified in

Table 12. Data Validation Methods of the IFIs					
IFI	Weighting	Triangulation	Mixed methods	Theory of change	Narrative synthesis
ADB	•	•	•	•	
AfDB		•	•	•	
IDB		•	•		

IFAD	•	•	•	•	
WB		•		•	•

**Data Correlation Issues and Contribution (Sq 11)**

The main method the IFIs use to determine

Source: ECG Stocktake document review and interviews, 2019

results correlation and contribution for CPEs is by conducting a contribution analysis. Four of the organisations (ADB, AfDB, IDB, IFAD) reported conducting contribution analysis. One of the country examples from the AfDB used a Theory of Change to assess contribution, in conjunction with qualitative evidence and case studies<sup>33</sup>. Another approach to results attribution was illustrated in a WB country example that used time-series and correlation analysis.<sup>34</sup> See Annex 5.12 for further information on the IFIs means of data correlation and contribution. However, the review of documents and interviews suggests that the term contribution analysis is applied in a loose sense rather than a formal in depth analysis. In addition, the IFIs also reported using triangulation (IDB, WB), theories of change (AfDB, IDB), and counterfactual analysis (IDB, IFAD).

## 2.6. Evaluation Methods, Resources and Timeframe

This section of the report considers how the evaluation process is conducted across the IFIs, covering evaluation team composition, resources and timeframes. An illustrative overview of the methods used to inform CPE/CPRs at each of the IFIs is available in

<sup>33</sup> IDEV AfDB, 2016. *Ethiopia: Evaluation of the Bank's Country Strategy and Program 2004-2013*.

<sup>34</sup> IEG World Bank, 2018. *Mexico: Country Program Evaluation: An Evaluation of the World Bank Group's Support to Mexico (2008-17)*.

Annex 5.13. Such methods include process steps such as: the development of an approach paper, the use of standard evaluation questions or the development of specific questions, the use of varying results frameworks and differing processes for review.

**Evaluation Team Composition (Sq 14)** Across the IFIs, the evaluation team which carries out a CPE typically does not exceed five personnel. Two of the organisations (IFAD, WB) employ the lead evaluator from their internal Evaluation Departments (IOE and IEG respectively). IFAD, WB and the AfDB then seek personnel to join the evaluation who have relevant sector knowledge or thematic expertise. Interviews with staff from the AfDB indicated that there is a preference to employ a mixed team with the inclusion of both international and nationals to bring international experience and local contextual knowledge together. In comparison, the WB uses more international consultants to avoid the potential of country conflict of interest. IFAD, the AfDB and the ADB also use a mix of national and international personnel to conduct CPEs. IFAD places emphasis on having a balanced team in terms of gender and culture. The WB and the AfDB staff interviews emphasised the need for the team leader to be a seasoned, highly experienced evaluator who would guide the CPE.

Table 13. Cost of Financing a CPE	
IFI	Cost
<b>ADB</b>	CPSFRV – US \$60,000 CAPE – US \$300,000-\$450,000 (excluding costs of IED staff)
<b>AfDB</b>	Variable according to country profile, portfolio and evaluation plan. US\$150- \$280 including staff travel expenses and consultant cost.
<b>IDB</b>	Average cost of US \$393,000, including staff, consultants, travel & workshops/meetings. Or US \$200,000 - \$400,000 depending on portfolio size and ratio of staff to consultants. <sup>35</sup>
<b>IFAD</b>	US \$ 200,000 not including team leader's salary. <sup>36</sup>
<b>WB</b>	US \$ 400,000 - \$450,000. <sup>37</sup>

Source: ECG Stocktake document review, survey and interviews, 2019

**CPE Resources (Sq14)** The cost of CPEs across the five organisations ranges from US \$60,000 – 1,000,000, the lowest being for validation activities in ADB. The majority of organisations (ADB, IDB, WB) spend roughly US \$400,000 on full CPEs, though this excludes the internal administrative costs of the evaluation unit. In AfDB a budget is prepared for each CPE that is variable based on the size of country and portfolio. IFAD conducts the lowest costing CPEs (US \$200,000 excluding the team leader's salary) and WB conducts the most expensive (up to US \$1,000,000), depending on the size of country, portfolio and purpose and scope of the CPE. Table 13 illustrates the varying cost of CPEs across the IFIs. See Annex 5.14 for more detail.

**Time Frame, Tools and Practices (Sq15)** Within all of the organisations, CPEs are conducted prior to the development of a new Country Strategy. Two of the IFIs (WB, ADB) conduct CPEs at the end of the Country Strategy period, whereas, the IDB conducts CPEs in the final year of the Country Strategy<sup>38</sup>. Staff from the IDB indicated that it is important for the findings from a CPE to be incorporated into a new Country Strategy, and for this reason, should be completed prior to the expiration of a Country Strategy. In addition, the IDB tries to time the development of new Country Strategies with political cycles. ADB has

<sup>35</sup> IDB. 2016. *Summary: Update to the Institutional Strategy 2016-2019*, p.12

<sup>36</sup> IFAD. 2018. *Annual Report on Results and Impact of IFAD Operations*. Evaluation Committee. Rome.

<sup>37</sup> World Bank. *Results Frameworks in Country Strategies – Lessons from Evaluations*. Independent Evaluation Group.

<sup>38</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C.

the most detailed process flow for CPEs and this was found to be largely followed in the country evaluations but with some adjustments for practical reasons (

## Annex 6. ADB CPSFRV Process

		ACTIVITIES	IED RESPONSIBILITY CENTER
1 INCEPTION	1.1 Validation plan formulation	1.1 Preparation of draft validation plan	Team leader
		1.2 Sharing of draft validation plan with the relevant RD (interdept commenting - need to check schedule)	
	1.3 Preparation for	1.3 Engagement of consultants for evaluation work (Can commence with the receipt of a DRAFT or FINAL CPS Final Review )	Evaluation team
		1.4 Approval of validation plan (this will be done after receipt of the FINAL VERSION of the CPS FR report from RD)	Division director
		1.5 Sharing of final validation plan to RD and the corresponding Board Member	Evaluation team
		1.6 Data gathering for desk review/mission preparation, including portfolio preparation ( can commence with a DRAFT CPSFR in view)	Evaluation team
2 EVALUATION REPORT PREPARATION	2.1 Field work	2.1 Desk review and meeting with concerned ADB project officers	Evaluation team
		2.2 Zero draft*	
	2.4 Report writing	2.3 Evaluation mission (only after FINAL CPS FR is received)	Evaluation team
		2.4 Submission of back-to-office report (BTOR) to division director	Team leader
		2.5 Preparation of draft evaluation report	Evaluation team
		2.6 Director's clearance of draft report for OSM	Evaluation team, Division director
		2.7 Review of report by ILT/IED commenter(s) and peer reviewer(s)	Team leader
		2.8 OSM on draft evaluation report	ILT, Evaluation team, IED commenter
		2.9 Submission of revised report addressing OSM comments (minutes issued by Director to EILT within a week)	Division director, Team leader
		3.1 Circulation for interdepartmental review (CPSFR Validation will not be shared with Government, assuming that the CPSFR has already been shared with / cleared by the Government)	Evaluation team
		3.2 Incorporate interdepartmental	Evaluation team
		3.3 Copy editing of draft report by the Office of the Secretary (SEC) or external editor; simultaneously share recommendations with RD and request if they want to have further meeting on these on short notice	Evaluation team, IED consultant editor*
		3.4 Incorporate comments from the editor and comments after meeting with RD	Evaluation team
		3.5 Internal Quality Review	Evaluation Analyst
3 REPORT COMPLETION	4.1 Approvals	4.1 Submission of draft final report for Division director's clearance	Team leader
		4.2 Submission of draft to IEOD for review	Advisor
		4.3 Submission of draft final report for DG approval	Division director, Team leader
		4.4 Approval of final report	DG, Team leader
	6.1 Circulation	5.1 Advance notice sent to the Board of Directors	Evaluation team, IEOD
		5.2 Courtesy copy of approved report shared with the regional department and the resident mission	DG, Division director, Team leader
		5.3 Requests for report clearance from SEC and printing of the approved report	Evaluation team
		6.1 Circulation of approved report to the Board of directors and the Management (for Development Effectiveness Committee [DEC] discussion*)	DG, Evaluation team, IEOD
		6.2 Circulation of Management Response*	Team leader, IEOD
6.4 DEC discussion	6.3 Pre-DEC discussions*	DG/DDG, Division director, Team leader	
	6.4 DEC discussion*	DG, Division director, Team leader	
4 DISSEMINATION	7.1 Disclosure,	7.1 Disclose report to the IED website including responses from ADB Management, IED comments on the Management Response (if any), and Chair's summary of DEC discussion	Team leader, CO team
		7.2 Publications and translations*	Team leader, CO team

Annex 7).

Information from the questionnaire responses indicated that IDB Country Strategies are typically initiated prior to elections, discussed with different potential governments, and agreed and finalised soon after the new government takes office. IFAD conducts CPEs 1-2 years before a new Country Strategy is due.<sup>39</sup> The AfDB conducts CPEs prior to the development of a new Country Strategy or regional Strategy. While they do not indicate specifically when this should occur in general CPEs are delivered either the year before or the year of the development of a new CS.<sup>40, 41, 42 & 43</sup> For more information on evaluation timing see Annex 5.15.

#### **Box 5. Timing of the CPE Process**

The timing of all stages of the CPE process was found to be a delicate decision. All IFIs indicated the window of time for CPEs to be both robust and useful was very small. There is a need for CPEs to incorporate the most up to date results of a country program while simultaneously being prepared in time to inform a new country strategy. This is less of an issue for CPR validations that generally take less time to complete than it is for full CPEs. AfDB interviewees stated that there was very close coordination with Operations on the most appropriate timing window and this was also reflected in more positive feedback from Operations on the usefulness of evaluations in the country strategy development than in other IFIs.

In general, the CPEs were published either one year prior to the development of a new country strategy or in the same year as the new country strategy. There was one country example that was published after the development of a new country strategy that illustrates the difficulties in balancing recent results with the ability to incorporate findings into new strategies<sup>44</sup>. Stakeholders suggest that to counteract this, the preliminary findings of the CPE were discussed with the team developing the new CS before the official published date of the CPE.

## **2.7. Learning, Limitations and Use**

This section of the report considers how findings, lessons and recommendations generated by CPEs presented, disseminated and used. A complete overview of the learning, limitations and utilisation of CPE/CPRs across the IFIs can be found in Annex 5.16.

**Lessons Learned (Sq23)** Lessons learned from CPEs are incorporated into the development of new Country Strategies. However, there is very limited information in the documents provided by the IFIs about how lessons are captured. The AfDB has indicated that the Operations Department prepares a management response to learning identified in the CPE which is then presented to the Board along with the final evaluation report. This information is then fed into the development of a new CS.<sup>45</sup> Similarly, IFAD's evaluation office provides comments to the

<sup>39</sup> IFAD, 2018. *Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programs*. IFAD.

<sup>40</sup> AfDB 2015. *Cameroon Country Strategy and Program Evaluation 2004-2013 summary report*.

<sup>41</sup> AfDB 2017. *Democratic Republic of Congo: Evaluation of the Bank's Country Strategy and Program 2004-2015 Summary Report*.

<sup>42</sup> AfDB, 2018. *Nigeria: Evaluation of the Bank's Country Strategy and program 2004-2016 Summary Report*.

<sup>43</sup> AfDB, 2016. *Ethiopia: Evaluation of the Bank's Country Strategy and Program 2004-2013 Summary Report*.

<sup>44</sup> IDEV AfDB, 2015. *Kenya: Country Strategy Evaluation 2002-2012 Evaluation Report*.

<sup>45</sup> AfDB. 2013. *African Development Bank Independent Evaluation Strategy 2013-2017*.

management team regarding the development of a new CS in line with the findings from CPEs.<sup>46</sup> Staff interviewed from IFAD noted that CPEs should focus more on learning. The IDB, on the other hand, has indicated that learning takes place across the whole institution, including within the Board and country teams.<sup>47</sup> Stakeholders from WB indicated that there is an accountability process to ensure continuous learning whereby new Country Partnership Frameworks must indicate how they have drawn on previous lessons learned. The limited information provided through interviews and document review suggests that further work is required within each of the IFIs to outline the capture of learning and identify feedback loops into Country Strategies.

**Implementation of Recommendations (Sq22)** Recommendations from CPEs are in general taken into consideration when preparing new Country Strategies (Annex 5.17). In another two of the IFIs (AfDB, IFAD), management systems/response mechanisms have been put in place to address the recommendations which emerge from CPEs. In the case of ADB and AfDB this takes the form of a ‘management action record’ which outlines management’s level of agreement with a recommendation and the steps they will take to implement each recommendation. In addition, IFAD and country government partners make a commitment to address the recommendations from CPEs. IFAD presents recommendations to the Board when preparing a new Country Strategy. In ADB, despite the CAPE being a Board document, its recommendations are the responsibility of management to take into account. In IDB, Operations felt that recommendations tend to reaffirm what is already known and while confirmation is useful, there is an interest in CPEs adding more value.

Across the IFIs, there was not a common approach to following-up on recommendations. Additional responses included; meeting with national governments, annual reports on recommendations, developing action plans, and formal management responses.

Country examples suggest that there are differing levels of commitment to recommendations both across and within the IFIs. One of the country examples provided by ADB presented a management agreement to five out of six recommendations<sup>48</sup>.

Table 14. Level of Implementation of Recommendations from Country Examples					
IFI	Comment	Agreement	Action	Responsibility	Timeframe
ADB	•	•	•		
AfDB	•	•	•		•
IDB	•				
IFAD		•	•	•	•
WB	•	•			

Source: ECG Stocktake document review, survey and interviews, 2019

AfDB and IFAD both include a more detailed action plan that outlines specific actions to be taken. IFAD includes the most detailed approach to implementation records by outlining not only actions but also responsible parties, timeframes and the current status of recommendations. In comparison, IDB and WB place more of a focus on management acceptance and agreement

<sup>46</sup> IFAD, 2018. Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programs. IFAD.

<sup>47</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C.

<sup>48</sup> IED ADB, 2015. *People’s Republic of China: Country Assistance Program Evaluation.*



than implementation. One of the country examples supplied by WB included a ‘management action record’ which indicates how managements intends to action the recommendations laid out in the CPE.<sup>49</sup> Table 14 identifies the level of action by management which is required to implement recommendations from the country examples.

**Formation of Recommendations (Sq 19)** The documentation for the IFIs did not contain any information on how recommendations are formulated for CPEs. Therefore, all of the information in this section has been gathered through interviews with key staff members within each of the IFIs and is somewhat limited. There was no common thread or method for formulating recommendations, however, the following themes have been extracted as a guide as to what ‘good practice’ might look like; evidence-based, endorsed by the Board, avoid being too generic/prescriptive, logically linked to findings, and systematic. The timing of development of the recommendations was found to be important and was raised in relation to the need to have recommendations in time for the CS preparation. In IFAD, recommendations are prepared with the report and these are workshopped with the country. In AfDB, stakeholders indicated that recommendations are drafted based on findings and are then finalised in collaboration with the evaluation reference group. In other IFIs, draft recommendations are prepared by the evaluation team and these are reviewed internally. It was generally concluded through the interviews for both Evaluation and Operations Departments that more work is required to formulate recommendations that are timely, realistic and forward looking.

**Review Process** For all IFIs except one (WB), the main review process for draft CPEs is conducted internally within the Evaluation Department. Table 15 identifies how reviews are conducted and by whom for each of the agencies. The WB, AfDB and ADB use external peer reviewers to review their draft CPEs. Four of the IFIs (ADB, IDB, IFAD, WB) have the government and other local stakeholders review their draft CPEs. In addition, another four of the IFIs (ADB, AfDB, IDB, WB) have staff internally review the draft CPEs. The ADB CPSR validations do not include an external review process. In the case of AfDB this internal review of the evaluation occurs through collaboration with the evaluation reference group.

Table 15. Review Process for CPEs within each IFI						
	Internal	External	Bank/IFI staff	Government/other stakeholders	IFI management	Independent experts
<b>ADB</b>	•	•	•	•	•	•
<b>AfDB</b>	•	•	•		•	
<b>IDB</b>	•		•	•	•	
<b>IFAD</b>	•			•	•	
<b>WB</b>	•	•	•	•	•	•

Source: ECG Stocktake document review, survey and interviews, 2019

**Use of Results (Sq20)** The results from CPEs from each of the IFIs feed into the development of the new Country Strategy. This appears to be the main means through which results are utilised. Indeed, feedback from interviews with staff at the IDB indicated that the use of evaluation results is unclear, particularly, who is using them and what their added value is. The

<sup>49</sup> The World Bank Independent Evaluation Group. December 2013. *Brazil Country Program Evaluation FY2004-2011*. Washington, The World Bank Group.



country examples suggest a disconnect between the stated use of CPE results in the guidelines and the actual use of results. In addition, operational staff from IDB and IFAD noted that the recommendations which come out of CPEs tend to focus heavily on older projects and there was an interest in more contemporary recommendations that also include technical and contextual insight and that have a more forward-looking viewpoint.

**CPE Publication and Dissemination (Sq 21)** Two of the IFIs (WB, IFAD) provided information regarding how CPE documents are published and disseminated. The other three organisations (ADB, AfDB, IDB) reported that workshops or panels in the organisation and sometimes in the country were the most common means of disseminating results (see Table 16).<sup>50,51 &52</sup> Presentations, seminars, and the availability of results online were also highlighted as common means of publication and dissemination. Two of the IFIs (IDB, AfDB) indicated that it is more common for evaluation summaries to be more widely disseminated than entire reports. The country examples also provide limited specifics regarding publishing and dissemination of evaluations. IFAD is the only organisation who explicitly discusses dissemination of findings and illustrates the effectiveness of national roundtable workshops with key stakeholders. In addition, dissemination via social media, print/hardcopy, press briefings, and capacity development activities were also noted.

Table 16. Mechanisms for Publication and Dissemination of CPE Results				
	Workshops	Seminars/ Presentations	Online	Evaluation Summaries
<b>ADB</b>	•	•	•	•
<b>AfDB</b>	•		•	•
<b>IDB</b>	•	•		•
<b>IFAD</b>	•	•	•	•
<b>WB</b>	•	•	•	•

Source: ECG Stocktake document review, survey and interviews, 2019

**Limitations (KEQ 8)** All of the IFIs reported that the availability and reliability of data (including baseline and national statistics<sup>53</sup>) was a key limitation for CPEs. As demonstrated in Table 17 below, there were five key themes which were highlighted as limitations for the CPE process. Of these five key themes, two of the organisations (ADB, WB) reported experiencing four out of five limitations. The remaining three organisations (AfDB, IDB, IFAD) reported experiencing three out of five limitations. Aside from data, the other core limitations were; time, resources, attribution, and weak/outdated processes and formats. Weak or outdated processes and formats typically referred to internal results frameworks and CPE formats. For example, feedback from interviews with staff at the WB indicated that the current model for CPEs is viewed as old and outdated. Staff commented that it uses the OECD-DAC criteria of relevance,

<sup>50</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>51</sup> AfDB OPEV. March 2007. *Independent Evaluation Policy and Functional Responsibilities of the Operations Evaluation Department (OPEV)*. AfDB.

<sup>52</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C.

<sup>53</sup> Interviews with staff from the IDB noted that in South America there are particular issues relating to the reliability of statistics. Often statistics from the WB and national government differ.

effectiveness, efficiency, impact and sustainability and maps against a results framework, from which ratings are aggregated. However, some core methodological weaknesses underpin this format, and staff have indicated that they believe a more analytical approach which better understands contributions to change would be beneficial. Further detail on limitations is available in Annex 5.18.

Table 17. CPE Limitations for Each IFI					
	Time	Resources (human/financial)	Data (availability, reliability)	Attribution (causal relationships)	Weak/outdated processes and formats
<b>ADB</b>	•	•	•	•	
<b>AfDB</b>			•	•	• <sup>54</sup>
<b>IDB</b>			•	•	•
<b>IFAD</b>	•	•	•		
<b>WB</b>	•	•	•	•	•

Source: ECG Stocktake document review, survey and interviews, 2019

Two other limitations were raised by the WB and the AfDB. The WB highlighted the need to consider trade offs (e.g. between evaluation scope and depth). Finally, the AfDB indicated that evaluation teams that lack knowledge about the local context can often limit the success of a CPE.

**Common/Specific Limitations (Sq 25)** According to the country example CPEs from each of the IFIs, poor design and correlation/attribution of results are the most common methodological limitations. Four of the IFIs (ADB, AfDB, IDB, IFAD) indicated that poor design is a key limitation of CPE methodology. In particular, the ADB cited results frameworks, targets and indicators as specific examples of where poor design occurs and creates issues for measuring IFI performance in a country. In addition, the ability to prove correlation and attribution of IFI efforts to results and outcomes was noted as a limitation in four of the IFIs (ADB, AfDB, IFAD, WB). Other key limitations were data availability/reliability and weak national and international M&E systems. Table 18 sets out the most commonly identified methodological limitations within the country examples from the IFIs.

Table 18. CPE Methodological Limitations from the Country Examples						
IFI	Poor design	Correlation/ attribution	Weak M&E Systems	Time, technical and logistical constraints	Data availability/ reliability	Lack of implementation
ADB	•	•	•		•	
AfDB	•	•	•	•	•	•
IDB	•		•			
IFAD		•		•	•	•
WB	•	•	•		•	

<sup>54</sup> Updated guidelines will be released imminently

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*Source: ECG Stocktake document review, survey and interviews, 2019*

## 3. Conclusions and Areas for Further Consideration

### 3.1. Conclusions

- ***CPEs are valuable to strengthen country operations and contribute to thematic learning*** The CPE approach across the selected IFIs does assist to assess their performance in a certain country and to feed learning back into future country interventions to strengthen future programming and results. CPEs are also useful for thematic investigations and for a wider understanding of the contribution of the IFI to national development processes.
- ***There is substantial potential to improve relevance and increase use*** Overall, the IFIs view the main audiences for CPE as the Board and Operations Departments, with some also engaging at the country level. However, the use of evaluations, ratings and the quality of recommendations is uniformly considered to be an area of concern and sometimes contention. Each IFI reported issues with the acceptability of CPE findings and recommendations by Operations due to timing issues and limited value of recommendations. There was limited information in all IFIs on the processes for capturing learning, the implementation and following-up of recommendations, and the dissemination of results. It was widely acknowledged that results, lessons and recommendations from CPEs should feed into the development of new CS but the extent to which this is occurring and whether or not this process is improving outcomes is across all IFIs considered to be sub-optimal.
- ***Methods are similar but often tailored to corporate and country requirements.*** Methods for conducting CPEs are relatively similar but vary in intensity depending on whether the CPE is a validation of a portfolio review or a more intensive evaluation exercise. Country results frameworks which guide country strategies provide a useful basis for evaluation. Most IFIs have been recently reviewing CPE guidelines.
- ***Self-assessments help to generate valid data and provide useful contextual analysis*** The CPR self assessment process is instrumental in summarising the portfolio review for the period under review and detailing knowledge of the country context. Validation of the self-assessment is an important evaluative contribution. IDB, AfDB and IFAD have some country level self-evaluation processes or are piloting activities but they are not as comprehensive as the other IFIs. Countries where there is 100% coverage of countries by CPEs find the process rigorous but expensive; use of CPRs and validations seems to be more cost-effective, leaving CPE resources for fewer, more intensive thematic CPEs.
- ***Major constraints to CPE effectiveness are data and timing gaps*** The data from IFIs highlights that the greatest limitation of the CPE process is low availability and reliability of data. The data gaps seem to arise from different issues, but largely related to the lack of effort applied to the results framework and the data required for evaluation. In general the project evaluations provide portfolio data but not in a format that can be attributed to the country level. Little data is collected on non-lending activities. Further, most of the portfolio to be reviewed is not completed at the time of evaluation so no completion report exists, and there is uncertainty over whether outputs and outcomes will be fully

achieved.<sup>55</sup> Value judgments have to be made on uncompleted operations. Operations Departments across the IFIs suggested that the usefulness of CPEs could be substantially improved with more closely aligned timing with the country strategy preparation. There were also suggestions that the value of CPEs can be enhanced by extending the review of data beyond portfolio review more into strategic, thematic and technical areas of investigation and recommendation. However, data in these aspects is limited.

- **Opportunities for new approaches to CPE methods** There is substantial interest in finding new methods for CPEs including impact assessment and contribution analysis. The majority of IFIs review CPEs internally and view the review process as a critical step in ensuring high quality CPEs. All CPEs include non-lending activities but the IFIs note that these receive much less attention than lending activities due to difficulties associated with evaluating them.

### 3.2. Areas for further consideration

Consistent areas raised for further consideration were:

- **Address data paucity** Limited data availability for CPEs is a continuing issue across all IFIs. More can be done by Evaluation Departments to promote and encourage better results frameworks and monitoring systems during country strategy design to identify indicators and generate data that will provide more complete and relevant to the country strategy. This will assist in identifying the required methods for data collection during country program implementation. This would also generate more comprehensive and higher quality data to improve both monitoring and evaluation of country programs.
- **Enhance the depth and quality of Operations self-assessment** CPR processes in the IFIs are improving in quality and depth but quality is still variable. Investing efforts in improving the credibility of self-evaluation has potential to strengthen data quality. With more attention on the credibility of self-assessment, CPE activities can be focussed on validation of the Operations portfolio review and analysis. This raises the potential for comprehensive CPEs to be more targeted to matters of thematic interest. Efficiency can also be improved by reducing duplication of effort in portfolio review and placing more attention on matters of interest to the Board and Operations.
- **Improve timing of CPE exercises** More effort is required to conduct rapid, timely, tailored assessments, prior to development of a new country strategy. This requires a collaborative approach with Operations to align timeframes and approaches so that evaluation activities and country strategy preparation activities can be synchronised. Improved timeliness will help to ensure that CPE findings and recommendations will be incorporated into the new country strategy.
- **Increase the value and use of CPEs** The formulation of CPE recommendations needs to be reconsidered so that they are more highly valued by the Board and Operations. This requires a productive dialogue between Board, Operations and Evaluation Departments in each IFI on how CPEs can be of more value.

- ***Non-lending assessments and impact assessment at the country level are emerging areas for consideration*** All IFIs have been gradually increasing attention on assessment of non-lending activities; yet IFIs acknowledge that despite the importance of non-lending there is insufficient attention paid to its performance. Another area where IFI's are placing attention is the value of impact assessments. These are currently mainly at the project level but IFIs are exploring how these can contribute to a better understanding of the country performance. There is interest in considering new methods that can provide insight and learning to impact and contribution of the IFI in the country.

# Annexes

## Annex 1. Glossary of Terms

General Terms		
Term	IFI	Definition
<b>Non-sovereign Operations</b>	<i>ADB</i>	NSOs include any loan, guarantee, equity investment, or similar financing arrangement that is (i) without government guarantee; or (ii) if with government guarantee, under terms that do not allow ADB to accelerate, suspend, or cancel, upon default by the government of such guarantee, any other loan or guarantee between ADB and the related sovereign. <sup>56</sup>
	<i>AfDB</i>	NSO refers to financing and investment operations that are not guaranteed by a State, covering mostly private sector transactions. They also cover non-sovereign guaranteed financing of eligible public sector enterprises, as well as financing of regional development finance institutions. <sup>57</sup>
	<i>EBRD</i>	Any loan or credit agreement which is not signed with a state or supported by a sovereign guarantee. <sup>58</sup>
	<i>IDB</i>	Operations facilitate private sector investment in creditworthy projects which have a positive impact on development. NSG operations include loans to the private sector, sub-national governments, public-private initiatives, and projects funded through the Opportunities for Majority Initiative. <sup>59</sup>
	<i>IFAD</i>	MDBs generally provide loan funds directly to private sector entities in developing countries. In loans without sovereign guarantees (non sovereign lending), the government is not required to take responsibility for repayment of the loan. The responsibility for repayment of such loans rests directly with the recipient private-sector entity in the country concerned. <sup>60</sup>
	<i>WB</i>	Through its Guarantee Program, the World Bank aims to: Mobilize private investment (equity and debt) for strategic projects or sector support; Mitigate key government-related risks to enable financial viability and bankability; Enhance the credit quality of sovereign and sub-sovereign obligors to achieve acceptable or affordable levels; Reduce costs and improve financing terms for projects and governments; Ensure long-term sustainability of projects <sup>61</sup>
<b>Self-Assessment</b>	<i>ADB</i>	Evaluation conducted by those responsible for designing and implementing a country strategy, program, or project <sup>62</sup>
	<i>AfDB</i>	Primarily conducted by country operations/sector departments under Management oversight. It is the foundation of the

<sup>56</sup> ADB, October 2013. *Operations Manual Bank Policies: OM Section K1/BP*.

<sup>57</sup> African Development Bank Group, September 2018. *African Development Bank's Board Approves Policy on Non-Sovereign Operations*.

<sup>58</sup> EBRD Operation Administration Department, November 2013. *Guidelines to Loan Disbursements for Non-Sovereign Operations*.

<sup>59</sup> IDB, 2019. *IDB Project Cycle Glossary*.

<sup>60</sup> IFAD IOE, June 2011. *IFAD's Private-Sector Development and Partnership Strategy: Corporate-Level Evaluation*.

<sup>61</sup> The World Bank, 2019. Guarantees Program Webpage. Available at:

<https://www.worldbank.org/en/programs/guarantees-program>

<sup>62</sup> ADB, 2019. Overview: Independent Evaluation Department webpage. Available at:

<https://www.adb.org/site/evaluation/overview>



General Terms		
Term	IFI	Definition
		evaluation function. Self-evaluation processes are used to measure the achievements and results of operational activities including projects, country level operations grants and technical activities and culminate into the preparation of a project completion report (PCR) at the implementation completion of each of these activities. <sup>63</sup>
	<i>EBRD</i>	An ex-post self-assessment by operation teams of all Bank projects (18 months or more after project completion) <sup>64</sup>
	<i>IDB</i>	To self -evaluate its operations following the Good Practice Standards for Private Sector Operations issued by the Evaluation Cooperation Group (ECG). <sup>65</sup>
	<i>IFAD</i>	Evaluation by those who are entrusted with the design and delivery of a development intervention. 66
	<i>WB</i>	Any evaluative exercise conducted by development practitioners to assess the progress of a program they are designing and implementing toward expected outcomes, for purposes of detecting errors or barriers and making timely adjustments to maximize the achievement of results on the ground. <sup>67</sup>

Terms for CPEs		
Term	IFI	Definition
<b>Country Program Evaluation (CPE)</b>	<i>All</i>	<i>Summary term used in this report to denote any evaluative activity conducted at the country level by the respective Independent Evaluation Department.</i>
<b>Country Program Review (CPR)</b>	<i>All</i>	<i>Summary term used in this report to denote the self assessment operations department carry out of portfolio including non-lending country activities</i>
<b>Country Assistance Program Evaluation (CAPE)</b>	<i>ADB</i>	Assess ADB's strategy and support to a country. Examining experience over a longer time (normally 10 years and a minimum of two CPS cycles), such evaluations assess the development impact of ADB support. IED selects the countries for such evaluations in consultation with the Operations Departments. A CAPE is done prior to preparation of a CPS. <sup>68 &amp; 69 &amp; 70</sup>

<sup>63</sup> AfDB OPEV, 2007. *Independent Evaluation policy and Functional Responsibilities of the Operations Evaluation Department (OPEV)*.

<sup>64</sup> EBRD. *All Evaluation Reports webpage*. Available from: <https://www.ebrd.com/what-we-do/evaluation-reports.html>

<sup>65</sup> IDB and IIC OVE, October 2017. *IDB and IIC Project performance: OVE's Review of 2016 Project Completion Reports and Expanded Supervision Reports*.

<sup>66</sup> IFAD, 2015. *Revised IFAD Evaluation Policy*.

<sup>67</sup> Rodrigues-Garcia, R and White, E, 2005. *Self-Assessment in Managing for Results: Conducting Self-Assessment for Development Practitioners*.

<sup>68</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>69</sup> ADB 2016. *Operations Manual Evaluation Chapter OM Section K1/BP*. Operations Manual Bank Policies. Strategy and Policy Department.

<sup>70</sup> ADB, 2013. *ADB Operations Manual Operational Procedures: OM Section K1/OP*.

Terms for CPEs		
Term	IFI	Definition
Country Strategy and Program Evaluation (CSPE)	IFAD	IOE carries out country strategy and programme valuations (CSPEs) periodically in selected countries. <sup>4</sup> The purpose of these evaluations is to assess the results of IFAD's strategy and operations – usually over a 10-year period – and generate findings and recommendations that inform the subsequent COSOP. <sup>71</sup>
	AfDB	These evaluations hold the Bank accountable for its performance and the results achieved in a certain country over a period of time, and are tailored to inform the design of new Country Strategy Papers (CSPs) based on the findings and lessons learned. <sup>72</sup>
Country Program Evaluation (CPE)	IDB	Country Program Evaluations (CPEs) seek to describe and explain the performance of the Bank at the country level. They question whether the country program did the right things, in terms of whether the design and its implementation was the right one for the circumstances of the country. The main goal of a CPE is to provide information on Bank performance at the country level that is credible and useful, and that enables the incorporation of lessons and recommendations that can be used to improve the development effectiveness of the Bank's overall strategy and program of country assistance. CPEs are used for both accountability and lesson-learning purposes. They provide an accounting to the Board of Executive Directors regarding the results achieved from Bank assistance in a country over an extended period of time. CPEs also serve as an important learning experience by drawing on evaluation results to engage in a constructive dialogue on what could be done to improve the effectiveness of the Bank's assistance program in the future. <sup>73</sup>
	WB	Country Program Evaluations examine Bank performance in a particular country, usually over the past four to five years, and report on its conformity with the relevant World Bank Country Partnership Framework (CPF) and on the overall effectiveness of the specific CPFs. <sup>74</sup>

<sup>71</sup> IFAD, 2018. *Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programmes*.

<sup>72</sup> AfDB IDEV. *Independent Development Evaluation at the African Development Bank*.

<sup>73</sup> IDB, Office of Evaluation and Supervision, 2008. *Protocol for Country Program Evaluation (CPE) 2008*

<sup>74</sup> WB IEG, 2018. Country Evaluations webpage. Available at: <http://ieq.worldbank.org/country-evaluation>

<b>Terms for CPRs</b>		
<b>Term</b>	<b>IFI</b>	<b>Definition</b>
<i>Country Partnership Strategy Final Review (CPSFR) And Validation (CPSFRV)</i>	<i>ADB</i>	<p>CPSFRs are final reviews generated by ADB Operations Departments at the completion of a country partnership strategy, following the OECD DAC criteria of relevance, effectiveness, efficiency, sustainability and development impacts. The CPSFRV, as produced by the Independent Evaluation Department, validates the final review of the Operations Department, and expands on it, as needed.<sup>75 &amp; 76</sup></p> <p>They mostly cover only one CPS period, although they may include carry over portfolios from earlier CPEs. They will generally also include an assessment of implementation and results of projects approved before the validation period but that were ongoing or completed over that period.</p>
<i>Country Portfolio Performance Review (CPPR)</i>	<i>AfDB</i>	<p>CPRs are one of the main instruments used by the Bank Group for tracking the implementation performance, relevance, effectiveness, sustainability, potential impact and overall assistance to member countries. They are a dynamic, interactive instrument from which action plans are expected to, periodically, be developed to address key systemic problems in portfolio management. The CPR serves as a supervision tool in assessing Bank and borrower performance in the implementation of projects and programs, in enhancing portfolio quality, and in drawing useful lessons for the subsequent development of country and sector assistance strategies.<sup>77</sup></p>
<i>COSOP Completion Review (CCR)</i>	<i>IFAD</i>	<p>CCRs are a self-evaluation of COSOP strategic objectives and IFAD's performance in achieving them. As agreed with the Independent Office of Evaluation of IFAD (IOE), CCRs follow a standard methodology for evaluating country programmes, including project and non-project activities. Results are assessed against indicators in the COSOP results framework. CCRs provide practical lessons from COSOP implementation that can inform the design of a new COSOP. They also contribute to IFAD's knowledge base and can be shared regionally and globally.<sup>78</sup></p>
<i>Country Portfolio Review Reports (CPRR)</i>	<i>IDB</i>	<p>CPRRs respond to the interest in supervising and managing the development effectiveness of the Bank's portfolio, as well as conducting operational supervision. At the level of operational supervision, CPRs seek to gauge the progress of individual</p>

<sup>75</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>76</sup> ADB 2016. *Operations Manual Evaluation Chapter OM Section K1/BP*. Operations Manual Bank Policies. Strategy and Policy Department.

<sup>77</sup> AfDB. 2005. Review of 2000-2004 Country Portfolio Review Reports. Operations Evaluation Department, p.ii. Available at: <https://www.afdb.org/sites/default/files/documents/evaluation-reports/00401775-en-review-of-2000-2004-cpr.pdf>

<sup>78</sup> IFAD. 2018. Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programmes, p.8.

<b>Terms for CPRs</b>		
<b>Term</b>	<b>IFI</b>	<b>Definition</b>
		projects in order to ensure that the planned outputs are obtained and the fiduciary obligations acquired by the countries are met and to identify the risks and agree on action plans with the country authorities that improve execution and increase each operation's likelihood of success. <sup>79</sup>
<i>Performance and Learning Review (PLR)</i>	<i>WB</i>	Prepared by staff to summarize progress in implementing the CPF program The PLR is a concise document that focuses on key country developments since the CPF became effective, and on program/portfolio progress and performance, with a view to drawing lessons learned from implementation, introducing midcourse adjustments and updating the results framework as necessary. In countries where significant changes have taken place since the original CPF, the PLR is expected to realign the strategy and the CPF program with the new realities of the country. As part of the PLR process, Bank staff conduct a review of the portfolio in consultation with the borrower. The review seeks to learn from implementation experience to improve both the implementation of the existing portfolio and the quality of projects entering the portfolio. The portfolio review is a key input into the PLR and helps guide midcourse corrections to the CPF program)
<i>Completion and Learning Review (CLR)</i>	<i>WB</i>	At the end of every CPF period Bank teams are required to complete a Completion and Learning Review (CLR) to assess the CPF program performance using the results framework set out in the most recent PLR. CLRs identify and capture end-of-cycle learning to contribute to the WBG's knowledge base, including on how to integrate inclusion and sustainability dimensions into WBG programs. CLR findings are an important input to the preparation of a new Country Partnership Framework (CPF). <sup>80</sup>
<i>CLRRs</i>	<i>WB</i>	CLRRs are the IEG validation of CLRs which are the staff self evaluation at the end of a CPF and formulated as input into the subsequent CPF.
<i>Country Portfolio Performance Reviews (CPPRs) (term is now no longer actively used)</i>	<i>WB</i>	The Bank and borrower carried out periodic Country Portfolio Performance Reviews (CPPRs) to strengthen portfolio performance and thereby enhance the development impact of projects. CPPRs assisted the Bank to (a) learn from implementation experience to improve both the implementation of the existing portfolio and the quality of projects entering the portfolio; (b) reinforce borrower ownership of Bank-financed projects; (c) develop the design of the Bank's Country Assistance Strategy (CAS); and (d) ensure the continued relevance of projects in the portfolio for sector strategies. <sup>81</sup>

<sup>79</sup>IDB. 2019. Evaluation of Country Portfolio Review Reports, p.3-4. Available at: <file:///C:/Users/Admin/Downloads/Evaluation-of-Country-Portfolio-Review-Reports.pdf>

<sup>80</sup>WB. 2019. Country Engagement. Available at: <https://projects-beta.worldbank.org/en/projects-operations/country-strategies>

<sup>81</sup>WB. 1994. OP 13.16 – Country Portfolio Performance Reviews. Available at: <https://policies.worldbank.org/sites/ppf3/PPFDocuments/090224b082331043.pdf>

## Annex 2. Key Evaluation Questions and Sub-Questions

Evaluation question	Sub-evaluation question
1. What is the main purpose for CPEs in each agency and who are the main audience/s?	1. What is the stated purpose for CPEs? 2. What criteria are used to select countries for CPEs? 3. What evaluation criteria are used in CPEs?
2. What are the main commonalities and differences in scope?	4. Do CPEs focus solely on those results achieved within the Country Strategy period, or only results for those activities which were designed under the strategy? 5. At what point in the Country Strategy cycle are CPEs conducted? Do CSPEs cover one or two strategy cycles? Or what is the evaluation period covered by the CSPEs?
3. What is the <u>evaluand</u> ? What features of a country Program are evaluated?	6. Do Country Strategies have results frameworks? 7. What form/structure do they follow (E.g. Program Logic, Theory of Change)? 8. What scope of results is assessed? (Strategy, portfolio, budget allocations/expenditure, results)
4. How is data collected and validated for CPEs?	9. What methods are used for data collection and analysis? What are the types and sources of data? 10. How is data aggregated or synthesized across the portfolio in order to judge what the country Program has achieved as a whole? What methods are used to address issues of causal contribution? 11. How are issues of correlation and contribution addressed when analysing and interpreting data?
5. What methods are used?	12. Do organisations use self evaluation of country programs? If so how do they relate to independent evaluation? How are results used? 13. How are non-lending activities and non-sovereign guaranteed private sector operations evaluated? 14. What resources are applied to CPEs? What is the average cost of a CPE? 15. What time frame, tools and practices are applied?
6. How are country partners involved in the evaluation of CPEs and what are the implications of this involvement?	16. How are country stakeholders involved in the CPE? 17. What is the role of the country government in the CPE? 18. What challenges and opportunities arise from the involvement of key country partners?
7. How are the findings, lessons and recommendations generated by CPEs presented, disseminated and used?	19. How are the recommendations concluded/agreed/ responded to? 20. How are the results of the CPE utilised? 21. How are CPEs published and disseminated?

Evaluation question	Sub-evaluation question
	22. How are recommendations from CPEs implemented/followed-up? 23. How are “lessons learned” captured in CPEs? 24. How is learning fed back into Country Strategies?
8. What are the documented limitations in CPE examples?	25. For sample CPEs, do common or specific limitations in methodology arise?

## Annex 3. List of Documents Reviewed

IFI	Documentation
<b>ADB</b>	<ul style="list-style-type: none"> <li>• Country Partnership Strategy Final Reviews</li> <li>• Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations</li> <li>• Evaluation Policy</li> <li>• Validations of Country Partnership Strategy Final Reviews</li> <li>• Revised Guidelines for Country Partnership Strategy Results Frameworks</li> <li>• Country Partnership Strategy Guidelines</li> <li>• Strategy 2030</li> </ul>
<b>AfDB</b>	<ul style="list-style-type: none"> <li>• Country Strategy and Program Evaluations</li> <li>• Evaluation Policy</li> <li>• Evaluation Strategy</li> <li>• Draft Evaluation Manual</li> <li>• Country Strategy Paper completion report</li> <li>• Country Strategy Paper Completion Validation note</li> <li>• Mid-term Review of Country Strategy Paper</li> <li>• Country Portfolio Performance Review</li> <li>• AfDB's Strategy for 2013-2022</li> </ul>
<b>EBRD</b>	<ul style="list-style-type: none"> <li>• Evaluation Policy</li> <li>• Country Strategy</li> <li>• Strategy Implementation Plan 2018-2020</li> <li>• Evaluation Department Guidance Note</li> <li>• Country Strategy Evaluation</li> </ul>
<b>IDB</b>	<ul style="list-style-type: none"> <li>• Country Program Evaluation (Examples: Paraguay, Nicaragua, Bahamas, Ecuador).</li> <li>• Approach Paper: Country Program Evaluation (Examples: Colombia, Mexico, Brazil, Chile, Barbados)</li> <li>• Update to the Institutional Strategy 2016-2019</li> <li>• Country Strategies</li> </ul>
<b>IFAD</b>	<ul style="list-style-type: none"> <li>• Strategic Framework 2015-2025</li> <li>• Country Strategy and Program Evaluation Brief</li> <li>• Evaluation Policy</li> <li>• Evaluation Manual</li> <li>• Country Strategic Operations Program</li> <li>• Country Partnership Note</li> <li>• Country Strategy and Program Evaluation</li> <li>• A Review of Recent Country Programme Evaluations</li> <li>• 2017 Annual Report on Results and Impact of IFAD Operations</li> <li>• 2018 Annual Report on Results and Impact of IFAD Operations</li> </ul>
<b>World Bank</b>	<ul style="list-style-type: none"> <li>• Country Program Evaluations</li> <li>• Cluster Country Program Evaluations</li> <li>• Country Program Evaluation Methodology</li> <li>• Evaluation Content and Criteria</li> <li>• Results Frameworks in Country Strategies: Lessons from Evaluations</li> <li>• World Bank, Monitoring and Evaluation (Operational Policy)</li> <li>• Country Program</li> <li>• CLRs: Completion Learning Reviews (guidance and examples)</li> <li>• CLRRs: Guidance and examples.</li> </ul>



## Annex 4. Questionnaire

1. Which organisation do you represent?
2. What selection process and parameters are used to select countries for CPEs? E.g. portfolio size, strategic focus, end of the Country Strategy period, etc.
3. Does your organisation have a CPE process flow diagram which clearly sets out how country program assessments are conducted? - Selected Choice
4. Do Country Strategies include a results framework? - Selected Choice
5. Which programs/projects are included in the CPE? E.g. designed and completed only, designed, completed, not yet completed, etc.
6. When are CPEs conducted? E.g. In time to inform new Country Strategies, to feed into regional or national Strategies, etc.
7. Is there a regular cycle for CPEs? - Selected Choice
8. Do CPEs cover a standard time frame (e.g. 5 years), or do they cover a range (e.g. between 7 and 12 years)?
9. What methods are used to evaluate non-lending activities and non-sovereign guarantee private sector operations?
10. How do self evaluations relate to independent evaluations and inform the CPE?
11. What methods are used to aggregate/synthesise data across the Country Portfolio to judge what the Country Program has achieved as a whole?
12. How are issues of correlation, attribution or contribution addressed when analysing and interpreting data in terms of results achieved?
13. What resources (including average cost, human, and otherwise) are applied to CPEs?
14. What role does the country government have in the CPE process?
15. What opportunities arise from the involvement of country partners?
16. What challenges arise from the involvement of country partners?
17. What are the methodological and other limitations of CPEs?
18. How is learning from CPEs fed back into future Country Strategies?
19. Please outline any other relevant points relating to the CPE process that should be included in this stocktake



## Annex 5. ECG Document Review and Summaries

### Annex 5.1. Stated Purpose of CPE/CPRs in the IFIs

The primary identified purpose of all institutions is to provide feedback to Board and management on performance in relation to the country strategy. The CPE/CPR document provides justification for the evaluation assessment, or in the case of validations (ADB), assesses and comments on the credibility of self-assessment. In addition, the institutions appreciate the opportunity that evaluation can represent in improving future programs. The main differences surrounding purpose centre on phrasing and the balance between accountability and learning (See Table A 2).

As part of the methodology, each IFI nominated recent CPE reports covering a range of sectors and regions to assist in analysis of how the CPEs are implemented. The key findings from sample country evaluations include:

- ADB evaluations have at the core of their purpose an ability to influence the development of the next Country Partnership Strategy (CPS) as outlined in the evaluation guidelines. In addition, CPSFRVs aim to validate the findings and assess the quality of the self evaluations, also aligning with the guidelines.
- AfDB evaluations have stated purposes for accountability (assessing achievements) and learning (incorporating feedback in future operations). CPEs assess the quality of the Bank's assistance, the contribution of the Bank's assistance to national development, and the ability of the evaluations to feed into the development of future Country Strategy Papers (CSPs) and activities; closely aligned to the guidelines.
- IDB's sample country level evaluations were more varied in stated purpose. Two evaluations discussed the mandate and purpose of OVE as a whole, one report had an identified purpose of evaluation of the Bank's relationship with the borrower, accountability, and lessons learned for incorporation into the future strategies and one report did not state a purpose.
- IFAD have stated purposes that align with those outlined in the guidelines. There is a major emphasis on the measurement and achievement of results and on learning for future activities.
- World Bank country level evaluations are broader and discuss evaluating operations without specific reference to particular aspects. There is a focus in two out of three evaluations on effectiveness but it is not stated what this effectiveness is measured against. The guidelines do go into this level of specificity. Only, one evaluation specifically mentioned the input that evaluations can have on the development of future strategies and operations.

**Table A 1. Summary of the Purpose of CPE/CPRs Across the Five IFIs**

	Assess performance	Develop recommendations	Assess/strengthen effectiveness	Promote learning	Ensure accountability
<b>ADB</b>	☑	☑	☑	☑	☑
<b>AfDB</b>			☑		
<b>EBRD</b>					
<b>IDB</b>	☑				
<b>IFAD</b>	☑	☑	☑	☑	☑
<b>World Bank</b>	☑		☑		

**Table A 2. Purpose of CPE/CPRs Across Five IFIs**

Institution	Description	Description in Country Examples
<b>ADB<sup>82, 83</sup></b>	<p>Country Level Evaluations aim to provide ADB Board and Management with an independent assessment of past operational performance to provide input into the design of subsequent CPSs by articulating issues, lessons and recommendations.</p> <p>CAPEs aim to assess the ADB’s strategy and support to a country, and performance of Operations Departments as well as appropriateness and results of special corporate priorities.</p> <p>CPSFRVs aim to check the final review of the Operations Department, and expand on it, as needed.</p>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “validate the CPSFR’s findings.”</li> <li>• “Assess the quality of self-evaluation.”</li> <li>• “provide inputs that will contribute to the preparation of ADB’s (next) CPS.”</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “validate the CPSFR findings.”</li> <li>• “Assess the quality of the self-evaluation.”</li> <li>• “identify lessons and recommendations to improve the design and implementation of the new CPS.”</li> <li>• “providing a basis to ensure accountability for future self evaluations.”</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• “the CAPE aims to provide inputs to the forthcoming ADB CPS.”</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• “Evaluation assesses the performance of the ADB strategy and</li> </ul>

<sup>82</sup> ADB 2016. *Operations Manual Evaluation Chapter OM Section K1/BP*. Operations Manual Bank Policies. Strategy and Policy Department.

<sup>83</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

Institution	Description	Description in Country Examples
		<p>program.”</p> <ul style="list-style-type: none"> <li>• “Findings are intended to feed into the design of the next CPS.”</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “validate the CPSFR’s findings.”</li> <li>• “assess the quality of self-evaluation.”</li> <li>• “identify lessons and recommendations to improve the design and implementation of the new CPS.”</li> </ul>
<p><b>AfDB<sup>8485</sup></b></p>	<p>A CSPE is defined as:</p> <ul style="list-style-type: none"> <li>• the systematic and objective assessment of an AfDB Country Strategy and Program of Assistance,</li> <li>• marshaled to contribute to the achievement of a recipient country’s development goals, its design, implementation and results, over a set period.</li> <li>• The objective is to determine the relevance of the CSP and its contribution to the achievement of development goals, its effectiveness, sustainability and efficiency.</li> <li>• Objective is to: <ul style="list-style-type: none"> <li>○ Assess the results and performance of strategy and program.</li> <li>○ Generate findings and recommendations for future partnerships to enhance development effectiveness.</li> <li>○ To be used for accountability and lesson learning.</li> </ul> </li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• “examines the Bank Group’s assistance to Cameroon.”</li> <li>• “(examines the Bank Group’s) contribution to the country’s development.”</li> <li>• “draw relevant lessons to improve the strategy and future operations.”</li> </ul> <p><b>Democratic Republic of Congo (DRC) CSPE:</b></p> <ul style="list-style-type: none"> <li>• “to increase the effectiveness of the Bank’s development actions”</li> <li>• “Seeks to measure the results of the Bank in achieving the objectives defined in the CSP.”</li> <li>• “seeks to analyze performance in the management of Bank interventions.”</li> <li>• “seeks to make recommendations to improve the Bank’s future operations and strategies.”</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• “provide credible evaluative evidence on the development results of the Bank’s engagement.”</li> <li>• “provide credible evaluative evidence on how the Bank has managed its engagement.”</li> <li>• “identify the factors and drivers behind good or poor performance.”</li> <li>• “identify lessons and recommendations stemming from performance and management of the Bank’s support... to inform the design and implementation of future strategies and</li> </ul>

<sup>84</sup> AfDB. 2007. *Independent Evaluation Policy and Functional Responsibilities of the OPEV (2007)*.

<sup>85</sup> AfDB 2019. *Revised Draft Evaluation Manual, Chapter 7: Country/Regional Integration Strategy and Program Evaluations*. AfDB.

Institution	Description	Description in Country Examples
	<p>In the new draft Manual, the following two points have been added but are not yet in practice:</p> <ul style="list-style-type: none"> <li>○ <i>Review the performance of AfDB's portfolio with a view to prepare a Regional Portfolio Improvement Plan.</i></li> <li>○ <i>Propose a strategic outlook for the new CSP.</i></li> </ul>	<p>operations.”</p> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• “assess the development results of the Bank’s assistance ... and in particular the extent to which the Bank’s interventions have made a difference in the country and how.”</li> <li>• “identify lessons to be suggested and potential improvements offered to support the design and implementation of the new CSP.”</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• “assess the relevance and performance of the Bank’s key strategic interventions”</li> <li>• “identify lessons and areas for improvement”</li> <li>• “focused on bringing forward the main lessons from past experience to inform the new CSP cycle.”</li> </ul>
<p><b>IDB<sup>86</sup></b></p>	<p>A CPE aims to describe and explain the performance of the Bank at the country level.</p> <p>They question whether the country program did the right things, in terms of whether the design and its implementation was the right one for the circumstances of the country.</p>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• “(OVE’s) main objectives are to facilitate accountability and identify lessons learned that can improve the Bank’s future program.”</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• “seek to examine the Bank’s relationship with Brazil from an independent and comprehensive perspective.”</li> <li>• “strengthening accountability and sharing lessons for future Bank support and, in particular, for the definition of the next CS.”</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>• “facilitate accountability.”</li> <li>• “identify lessons that can improve the Bank’s program in the future.”</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• No stated purpose.</li> </ul>

<sup>86</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C., p.1.

Institution	Description	Description in Country Examples
IFAD <sup>8788</sup>	<p>CSPEs generate an overall appreciation of the partnership between IFAD and the concerned government in reducing rural poverty.</p> <p>CSPEs are undertaken for both accountability and learning purposes, and to strengthen IFAD's development effectiveness.</p> <p>CSPEs have two main objectives;</p> <ul style="list-style-type: none"> <li>• assess the results and performance of the IFAD-financed strategy and programme; and</li> <li>• generate findings and recommendations for the future partnership between IFAD and the concerned country for enhanced development effectiveness and rural poverty eradication.</li> </ul>	<p><b>Republic of India CPE:</b></p> <ul style="list-style-type: none"> <li>• “assess the cooperation between the Government of India.”</li> <li>• “Provide recommendations that can help the IFAD/Government partnership develop a new Country Strategic Opportunities Program (COSOP) and design future projects.”</li> </ul> <p><b>Republic of Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• “assess the results and performance of the COSOPs.”</li> <li>• “generate findings and recommendations for the upcoming results-based COSOP.”</li> <li>• “Identify the factors that contributed to the achievement of strategic objectives and results.”</li> </ul> <p><b>Federative Republic of Brazil (Brazil) CSPE:</b></p> <ul style="list-style-type: none"> <li>• “assess the performance and impact of IFAD-supported operations.”</li> <li>• “generate a series of findings and recommendations to enhance the Country Program’s overall development effectiveness.”</li> <li>• “provide insights to inform the preparation of the next COSOP.”</li> </ul>
WB <sup>89, 90</sup>	<p>A CPE aims to measure how well a country program met it's particular objectives.</p> <p>Independent Evaluation aims to:</p> <ul style="list-style-type: none"> <li>• Assess the extent to which the Bank's efforts and those of borrowers are making progress towards the Bank's objectives.</li> <li>• Provide information to verify progress toward and achievement of results, supports learning from experience, and promotes accountability for results.</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• “evaluates World Bank Group operations.”</li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>• “to assess the development effectiveness of the World Bank Group’s country program.”</li> <li>• “it will inform the next CPS...deepening evidence on what works and why, and providing real-time feedback on operational choices.”</li> </ul> <p><b>Rwanda CPE:</b></p> <ul style="list-style-type: none"> <li>• “reviews the effectiveness of the World Bank Group partnership.”</li> </ul>

<sup>87</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD, p.65

<sup>88</sup> IFAD, 2018. Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programmes. IFAD.

<sup>89</sup> WB. 2013. *Operations Manual – Monitoring and Evaluation 2013*.

<sup>90</sup> WB. Appendix 1. Guide to IEG's Country Program Evaluation Methodology.

## Annex 5.2. Country Selection Criteria

Most institutions recognise the importance of performing a thorough evaluation before the development of the next country strategy. However, there was a difference as to whether this was carried out in a regular cycle (AfDB) or as only one criteria for selection. Others such as ADB and IFAD also considered learning potential and special interests. All institutions retain some flexibility for selection to respond to demand and strategic need for country evaluation. While the sample country level evaluations provided do not explicitly state the criteria for country selection many do suggest the importance of evaluations before the development of new CPSs, reinforcing this as a primary selection criteria (see Table A 3 **Error! Reference source not found.**).

**Table A 3 Summary of Selection Criteria for CPE/CPRs Across the Five IFIs**

Institution	Stated Selection Process	Specific Country Examples
ADB <sup>91</sup>	<p>The IED has a 3-year rolling work plan and selects a country for evaluation based on:</p> <ul style="list-style-type: none"> <li>• The stage of the Country Strategy period.</li> <li>• Purposive sampling.</li> <li>• In consultation with the Operations Departments.</li> <li>• Selection triggers may include: <ul style="list-style-type: none"> <li>◦ Disputes over a rating during a validation process.</li> <li>◦ Upcoming CPS</li> <li>◦ Special interests.</li> </ul> </li> </ul>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “ADB is currently preparing the next CPS.”</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “In response to a request from the resident mission to prepare a more complete review to assist in preparing the new CPS, the IEM agreed... to enlarge the scope.”</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• Conducted in time to inform the development of a new country strategy.</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• “provides recommendations for the design of the next CPS.”</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “aim to contribute to the development of ADB’s (next) CPS.”</li> </ul>
AfDB <sup>92, 93</sup>	IDEV will aim to cover every country at least once over the course	<b>Cameroon CSPE:</b>

<sup>91</sup> ADB. 2015. *IED Guidelines for the Preparation of Country Assistance Programme Evaluations and Country Program Strategy Final Reviews*.

<sup>92</sup> AfDB, 2019. *Revised Draft Evaluation Manual. Chapter 7: Country/Regional Integration Strategy and Program Evaluations*.

<sup>93</sup> AfDB. 2013. *Independent Evaluation Strategy 2013-2017*. IDEV.

Institution	Stated Selection Process	Specific Country Examples
	<p>of three country strategy cycles or countries are selected based on the following factors:</p> <ul style="list-style-type: none"> <li>• The use of CSPEs in higher level evaluation</li> <li>• The potential for a CSPE to maximise learning potential</li> <li>• Consultation with stakeholders</li> <li>• Potential to inform the next CSP Portfolio size</li> <li>• Strategic focus</li> </ul> <p>While simultaneously retaining some flexibility for urgent evaluations</p>	<ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• “supporting the preparation and operationalization of its (The Bank’s) future strategies in DRC over the 2017-2021 period.”</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• “The evaluation is intended to inform the next CSP.”</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• “with the aim of suggesting potential improvements to inform the preparation of the new CSP.”</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• “focused on bringing forward the main lessons from past experience to inform the new CSP cycle.”</li> </ul>
IDB <sup>94</sup>	<p>The OVE selects sectors and types of activity based on:</p> <ul style="list-style-type: none"> <li>• where the findings and lessons will be most beneficial.</li> <li>• Portfolio size.</li> <li>• Country development characteristic.</li> <li>• The likely relevance of the evaluation.</li> <li>• The ability of a CPE to feed into the preparation of the next Bank country strategy (CS).</li> <li>• The results of a CPE should be provided at a time in which the government is willing to make strategic decisions about the use of external assistance. <ul style="list-style-type: none"> <li>○ Fieldwork and background studies are conducted in the months leading up to a change in government to prepare a draft CPE for provision to a new government.</li> </ul> </li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• “sharing lessons learned for future Bank support and, in particular, for the definition of the next CS.”</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul>

<sup>94</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C., p.1.

Institution	Stated Selection Process	Specific Country Examples
IFAD <sup>95</sup>	<p>Countries are chosen in accordance with the selectivity framework:</p> <ul style="list-style-type: none"> <li>• Link to COSOPs – results feed into the development of IFAD country strategies/COSOPs.</li> <li>• Coverage – regional and country coverage of CSPEs; size of the portfolio in terms of total investments and number of operations; debt sustainability framework classification; and lending terms.</li> </ul>	<p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• “generate findings, conclusions and recommendations for the upcoming results-based COSOP.”</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>• “inform the next COSOP.”</li> </ul>
WB <sup>96</sup>	<p>Countries are chosen based on:</p> <ul style="list-style-type: none"> <li>• The timing of the Bank’s next CAS.</li> <li>• OED’s ability to collaborate with other international financial institutions.</li> <li>• Regional balance.</li> <li>• Previous evaluations.</li> <li>• Potential to feed into upcoming Country Partnership Framework (CPF) development process.</li> <li>• Periodicity and coverage.</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>• “to inform the next (CPF).”</li> </ul> <p><b>Rwanda CPE;</b></p> <ul style="list-style-type: none"> <li>• No specified basis for selection.</li> </ul>

<sup>95</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD, p.66.

<sup>96</sup> WB. 2005. *Country Assistance Evaluation Retrospective: An OED Self-Evaluation*. Operations Evaluation Department. Washington, D.C., p.3.



### Annex 5.3. Inclusion of Self Assessments

For most, the use of self evaluations is a core thread of evidence through the evaluation process as a key data source and as a key reference for the report.

**Table A 4. Summary of Self Assessment Inclusion in CPE/CPRs Across the Five IFIs**

Institution	Self Assessments Conducted? Yes/No	Inclusion of Self Assessments in CPEs/CPRs	Country Examples
ADB <sup>97, 98</sup>	Yes	<ul style="list-style-type: none"> <li>• Self Evaluations are mandatory and are validated or used as a data source in independent evaluations.</li> <li>• CPS completion reports are self-assessments by the country team and complement the CAPE by isolating the most recent progress and present the views of the country team.</li> </ul>	<p><b>Bangladesh CPSFRV:</b> Validates a self evaluation prepared by the regional department.</p> <p><b>Cambodia CPSFRV:</b> Validates a self-evaluation prepared by the regional department.</p> <p><b>China CAPE:</b> Reviewed self-assessments as a data source.</p> <p><b>India CAPE:</b> Mentions self-assessments as a data source.</p> <p><b>Indonesia CPSFRV:</b> Validates a self evaluation prepared by the regional department.</p>
AfDB <sup>99</sup>	Yes	Uses self-evaluations and other project evaluations, CSP portfolio performance analysis, information on results of other AfDB activities as a data source to assess development results through evaluation matrix	<p><b>Cameroon CSPE:</b> No specific mention of self-assessments.</p> <p><b>DRC CSPE:</b> No specific mention of self-assessments.</p> <p><b>Nigeria CSPE:</b> Mentions self evaluations forming a part of a desk review.</p> <p><b>Ethiopia CSPE:</b> No specific mention of self-assessments.</p> <p><b>Kenya CSPE:</b> No specific mention of self-assessments.</p>

<sup>97</sup> ADB, 2007. *Country Partnership Strategy Guidelines*.

<sup>98</sup> ADB, 2013. *Operations Manual: Bank Policies: Independent Evaluation*. ADB.

<sup>99</sup> AfDB, 2019. *Revised Draft Evaluation Manual. Chapter 7: Country/Regional Integration Strategy and Program Evaluations*.

Institution	Self Assessments Conducted? Yes/No	Inclusion of Self Assessments in CPEs/CPRs	Country Examples
			Note: interviews confirmed that self-assessments were used but not referenced.
IDB <sup>100</sup>	Yes	<ul style="list-style-type: none"> <li>• Self evaluations provide a data source for the development of CPEs and are otherwise validated by OVE.</li> <li>• CPEs expand on previous self evaluations prepared by Operations staff</li> </ul>	<p><b>Bolivia CPE:</b> No specific mention of self-evaluations.</p> <p><b>Brazil CPE:</b> Mentions self-evaluations as a data source.</p> <p><b>Ecuador CPE:</b> No specific mention of self-evaluations.</p> <p><b>Peru CPE:</b> No specific mention of self-evaluations.</p>
IFAD <sup>101, 102</sup>	Yes	<ul style="list-style-type: none"> <li>• Reviewed as a part of available documentation.</li> <li>• IFAD requests ad-hoc self evaluations from the Government and IFAD.</li> <li>• COSOP Completion Reviews are prepared at the end of a country strategy cycle.</li> </ul>	<p><b>India CSPE:</b> Self assessment by regional department and government used as a data source in triangulation process.</p> <p><b>Kenya CSPE:</b> no specific mention of self-assessment use.</p> <p><b>Brazil CSPE:</b> self-assessments from IFAD Management and the Government of Brazil used as a data source in triangulation process.</p>
WB <sup>103</sup>	Yes	<ul style="list-style-type: none"> <li>• There is no direct link to self evaluations but The Bank relies on a combination of self evaluations and independent evaluations in the formulation of country level evaluations.</li> <li>• Sometimes difficult given the differences in time period and scope.</li> <li>• CLRRS are validations of self evaluations</li> </ul>	<p><b>Brazil CPE:</b> self assessments mentioned and were considered.</p> <ul style="list-style-type: none"> <li>• Stronger future use of self evaluations is discussed</li> </ul> <p><b>Mexico CPE:</b> Discusses the use of project level self-evaluations but nothing at the country level.</p> <p><b>Rwanda CPE:</b> no specific mention of self-evaluations.</p>

<sup>100</sup> IDB, 2009. *Protocol for Country Program Evaluation (CPE) 2008. New Revised Version.*

<sup>101</sup> IFAD, 2018. *Revised Guidelines and Procedures for Results-based Country Strategic opportunities Programmes.*

<sup>102</sup> IFAD, 2015. *Revised IFAD Evaluation Policy.*

<sup>103</sup> WB. Operations Manual. OP 13.60 Monitoring and Evaluation.

## Annex 5.4. Summary of the CPE/CPR Evaluation Criteria Across the Five IFIs

**Table A 5. Summary of the CPE/CPR Evaluation Criteria Across the Five IFIs**

	Relevance	Efficacy/Effectiveness	Efficiency	Sustainability	Impact	Borrower Performance	Bank/IFI Performance
<b>ADB</b>	☑	☑	☑	☑	☑	Rating optional	☑
<b>AfDB</b>	☑	☑	☑	☑		☑	☑
<b>IDB</b>	☑	☑	☑	☑	☑		
<b>IFAD</b>	☑	☑	☑	☑	☑		
<b>WBG</b>	☑	☑			☑		

## Annex 5.5. Evaluation criteria

The OECD-DAC criteria form the basis of most of the evaluation criteria used for the CPE/CPRs, but with some differences. The definition of relevance is most consistent across the institutions linking to the country strategy/context as well as institution's strategy. Effectiveness is standard, apart from World Bank which uses the term efficacy- however, the meaning across all institutions is similar relating back to the performance in relation to specific objectives of the program. All use the term efficiency, but there is less consistency in definition of how efficiency should be assessed.

The criteria of impact is most variable with most institutions not including impact as a criteria. Sustainability varies in definition – long term outlook for outcomes vs resilience to risk vs adoption. Institution and Borrower performance is a criteria for most but the means of assessment differs – see section below on rating.

Several institutions (IFAD, IDB and WB) include space for cross-cutting issues such as gender and country/partner engagement. In practice, ADB most consistently evaluates against the criteria outlined in their guidelines while the other institutions tailor the approach to the context. Relevance is still used across all reports and is broadly measured against the country context and the institutions overarching strategies. Effectiveness is another criteria used widely across all reports.

An interesting finding from review of the country reports is that there are variations across each institutions. In the World Bank interview the variation was explained by the level of autonomy given to the evaluation team to respond to the specific interests that prompted the selection of the country program for evaluation.

**Table A 6. Evaluation Criteria for CPE/CPRs Across the Five IFIs**

Criteria	Definitions				
	ADB <sup>104, 105</sup>	AfDB <sup>106</sup>	IDB <sup>107</sup>	IFAD <sup>108</sup>	WB <sup>109</sup>
<b>Relevance</b>	<ul style="list-style-type: none"> <li>Country development needs.</li> <li>ADB corporate strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of CSP to national development strategies and priorities.</li> <li>Alignment of CSP to the development strategies</li> <li>Alignment of CSP to Bank's strategies</li> <li>Relevance of CSP design.</li> <li>Selectivity.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment to needs of the country.</li> <li>Country positioning - response from bank to changing priorities.</li> <li>Coherence – internal and external synergies.</li> </ul>	<ul style="list-style-type: none"> <li>To IFAD objectives.</li> <li>To Government objectives.</li> <li>Appropriateness of design.</li> <li>Adjustments in line with change.</li> </ul>	<ul style="list-style-type: none"> <li>Of strategic objectives.</li> <li>Of WB's strategy.</li> <li>Balance between lending and non-lending activities.</li> </ul>
<b>Effectiveness/ Efficacy</b>	<ul style="list-style-type: none"> <li>Based on the CPS objectives.</li> <li>Assessment of sector and thematic outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>CSP outputs delivered?</li> <li>Plausible links between activities and progress.</li> <li>Unintended effects.</li> <li>AfDB's</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of intentions and objectives.</li> <li>Impact – the bank's contribution to long term impact.</li> </ul>	<ul style="list-style-type: none"> <li>Attainment of objectives.</li> <li>Context changes.</li> <li>Most effective parts of project design.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation.</li> <li>Achievement of results .</li> <li>Intermediate and higher order objectives.</li> </ul>

<sup>104</sup> ADB. 2019. *Annual Evaluation Review*. Independent Evaluation Department.

<sup>105</sup> IED: ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>106</sup> AfDB 2019. *Revised Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>107</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version*. Washington, D.C., p.7-9.

<sup>108</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD, p.44.

<sup>109</sup> WB. Appendix 1. Guide to IEG's Country Program Evaluation Methodology.

Criteria	Definitions				
	ADB <sup>104, 105</sup>	AfDB <sup>106</sup>	IDB <sup>107</sup>	IFAD <sup>108</sup>	WB <sup>109</sup>
		contribution to development outcomes. <ul style="list-style-type: none"> <li>Factors (positively or negatively) affecting performance.</li> </ul>			
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>Costs versus benefits.</li> <li>Process efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio performance.</li> <li>Costs compared to benchmarks.</li> <li>Implementation delays</li> <li>Economic rate of return/cost benefit analysis.</li> <li>Factors (positively or negatively affecting efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Cost effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Economic rate of return.</li> <li>Total costs.</li> <li>Comparison to other projects.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of economic returns at the portfolio level.</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Outputs and outcomes.</li> <li>Medium-term.</li> <li>Technical, financial, environmental, social, political, and institutional.</li> </ul>	<ul style="list-style-type: none"> <li>Physical.</li> <li>Institutional and management capacity.</li> <li>Enabling environment.</li> <li>Financial and economic viability.</li> <li>Resilience to external factors.</li> </ul>	<ul style="list-style-type: none"> <li>Resilience to external risks.</li> <li>Assumptions and risks.</li> </ul>	<ul style="list-style-type: none"> <li>Local and grassroots adoption.</li> <li>Government commitment.</li> <li>Likelihood of continuation of benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Resilience of development benefits.</li> </ul>

Criteria	Definitions				
	ADB <sup>104, 105</sup>	AfDB <sup>106</sup>	IDB <sup>107</sup>	IFAD <sup>108</sup>	WB <sup>109</sup>
<b>Development Impact</b>	<ul style="list-style-type: none"> <li>• Sector programs.</li> <li>• Cross cutting agendas.</li> </ul>		Included in effectiveness.		<ul style="list-style-type: none"> <li>• Institutional Development Impact. <ul style="list-style-type: none"> <li>○ The extent to which the program bolstered the clients ability to utilise resources.</li> </ul> </li> </ul>
<b>Organisation Performance</b>	<ul style="list-style-type: none"> <li>• Project design.</li> <li>• Responsive to needs.</li> <li>• Procurement and supervision.</li> <li>• Safeguards.</li> <li>• Policy dialogue.</li> <li>• Coordinating aid.</li> <li>• Strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Building local ownership.</li> <li>• Multi-stakeholder development assistance efforts.</li> <li>• Quality of CSP design.</li> <li>• Management of results.</li> <li>• Extent of use of national system.</li> </ul>	Optional.	<ul style="list-style-type: none"> <li>• Integration of quality enhancement and quality assurance processes.</li> <li>• Self evaluation systems.</li> <li>• Execution of fiduciary responsibilities.</li> <li>• IFAD country office support.</li> <li>• Level of cooperation and dialogue.</li> </ul>	Not stated.
<b>Borrower Performance</b>	<ul style="list-style-type: none"> <li>• Implementation.</li> <li>• Facilitation Monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Assuming partnerships.</li> <li>• Embracing policies and dialogue with AfDB.</li> <li>• Consulting with</li> </ul>	Optional.	<ul style="list-style-type: none"> <li>• Completion of baseline survey.</li> <li>• Use of progress reports.</li> <li>• Provision of counterpart resources.</li> </ul>	Not stated.

Criteria	Definitions				
	ADB <sup>104, 105</sup>	AfDB <sup>106</sup>	IDB <sup>107</sup>	IFAD <sup>108</sup>	WB <sup>109</sup>
		stakeholders. <ul style="list-style-type: none"> <li>Government leadership client participation.</li> <li>Delivery upon commitments/conditionalities</li> <li>Gender equity and other cross-cutting issues</li> </ul>		<ul style="list-style-type: none"> <li>Completion of audit reports.</li> <li>Effectiveness of procurement procedures.</li> <li>Government capacity.</li> </ul>	
<b>Cross-Cutting Issues</b>			<ul style="list-style-type: none"> <li>Institutional development.</li> <li>Partner coordination.</li> </ul>	<ul style="list-style-type: none"> <li>Gender equality and women's empowerment.</li> <li>Innovation and scaling up.</li> <li>Natural resources and the environment.</li> <li>Adaption to Climate Change.</li> </ul>	<ul style="list-style-type: none"> <li>Degree of client ownership of international development priorities.</li> </ul>
<b>Specific Country Examples</b>	<b>Bangladesh CPSFRV:</b> <ul style="list-style-type: none"> <li>Relevance, Effectiveness, Efficiency, Sustainability, Development Impacts, ADB performance, Borrower performance.</li> </ul> <b>Cambodia</b>	<b>Cameroon CSPE:</b> <ul style="list-style-type: none"> <li>Relevance, Effectiveness, Sustainability, Efficiency, Bank performance and Country performance.</li> </ul> <b>DRC CSPE:</b> <ul style="list-style-type: none"> <li>Relevance, Efficiency,</li> </ul>	<b>Bolivia CPE:</b> <ul style="list-style-type: none"> <li>Effectiveness, Relevance and Efficiency.</li> </ul> <b>Brazil CPE:</b> <ul style="list-style-type: none"> <li>Relevance, Effectiveness.</li> </ul> <b>Ecuador CPE:</b> <ul style="list-style-type: none"> <li>Effectiveness, Efficiency, Relevance.</li> </ul>	<b>India CSPE:</b> <ul style="list-style-type: none"> <li>Relevance, Effectiveness, Efficiency, Sustainability and cross cutting issues (Rural poverty impact, Innovation and Scaling up, Gender Equality, partnership</li> </ul>	<b>Brazil CPE:</b> <ul style="list-style-type: none"> <li>Relevance, Effectiveness and Sustainability.</li> </ul> <b>Mexico CPE:</b> <ul style="list-style-type: none"> <li>Relevance and Effectiveness.</li> </ul> <b>Rwanda CPE:</b> <ul style="list-style-type: none"> <li>Relevance and Effectiveness.</li> </ul>

Criteria	Definitions				
	ADB <sup>104, 105</sup>	AfDB <sup>106</sup>	IDB <sup>107</sup>	IFAD <sup>108</sup>	WB <sup>109</sup>
	<p><b>CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Efficiency, Sustainability, development impacts, ADB performance, Borrower performance.</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Efficiency, Sustainability, Development Impacts. ADB performance, partner performance.</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• Sovereign Sector operations: relevance, effectiveness, efficiency, sustainability and development impacts.</li> <li>• NSOs: development</li> </ul>	<p>Sustainability, Effectiveness, country performance.</p> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Efficiency, Sustainability, cross cutting issues (inclusiveness, regional disparities and environmental sustainability).</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Sustainability, Efficiency and cross cutting issues (regional integration, inclusiveness and environmental issues).</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Sustainability and cross cutting</li> </ul>	<p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, effectiveness.</li> </ul>	<p>building).</p> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Efficiency, Sustainability, and Cross Cutting Issues (Rural poverty impact, innovation, gender equality youth, natural resources management, climate change, knowledge management, partnership building and policy engagement), IFAD performance, borrower performance.</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Efficiency, Sustainability, Rural poverty impact, Cross cutting issues</li> </ul>	



Criteria	Definitions				
	ADB <sup>104, 105</sup>	AfDB <sup>106</sup>	IDB <sup>107</sup>	IFAD <sup>108</sup>	WB <sup>109</sup>
	<p>results, ADB investment profitability, ADB additionality and ADB work Quality.</p> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Relevance, Effectiveness, Efficiency, Sustainability, development impacts, ADB performance, borrower performance.</li> </ul>	<p>issues (Gender, Governance, HIV/AIDS, Environment).</p>		<p>(gender equality), Performance of Partners, COSOP performance and partnership.</p> <ul style="list-style-type: none"> <li>• Non-lending activities: Policy Dialogue, Partnerships, knowledge management, Grants, South-South and Triangular cooperation.</li> </ul>	

### Annex 5.6. Rating Scales and Weightings

There is a split between the use of four point and six point scales. ADB uses the terminology of “success”; whereas other institutions use the term “satisfactory”. The methods to reach a final rating (weightings, judgement, etc) are less consistent, with AfDB, IDB and WB using no weighting. ADB weights its scores but IFAD relies on evaluator judgement. In practice the number of criteria that can be actively rated varies depending on the level of detailed data available. As such there is variance between organisations.

**Table A 7. Summary of Rating Scales and Weightings Used in the CPE/CPRs Across the Five IFIs**

Criteria	ADB <sup>110, 111</sup>	AfDB <sup>112</sup>	IDB	IFAD	WB <sup>113, 114</sup>
<b>Scale</b>	Four point (numeric assigned).	Four point. (previously 6 pt and 5 pt)	Six point.	Six point.	Six point.
<b>Ratings</b>	Highly Successful (2.5 – 3.0) Successful (1.6 – 2.5) Less than Successful (0.8 – 1.5) Unsuccessful (0.0 – 0.8).	Highly satisfactory (4) Satisfactory (3) Unsatisfactory (2) Highly Unsatisfactory (1).	Highly satisfactory (6) Satisfactory (5) Moderately satisfactory (4) Moderately unsatisfactory (3) Unsatisfactory (2) Highly unsatisfactory (1).	Highly satisfactory (6) Satisfactory (5) Moderately satisfactory (4) Moderately unsatisfactory (3) Unsatisfactory (2) Highly unsatisfactory (1).	Highly Satisfactory Satisfactory Moderately Satisfactory Moderately Unsatisfactory Unsatisfactory Highly Unsatisfactory.
<b>Weighting</b>	An equal weighting is given to each relevance, efficiency, effectiveness, sustainability and development	None.	None.	An overall portfolio rating is assigned based on judgement.	None.

<sup>110</sup> ADB. 2019. *Annual Evaluation Review*. Independent Evaluation Department.

<sup>111</sup> ED: ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>112</sup> AfDB 2019. *Revised Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>113</sup> OED: WB 2005. *Country Assistance Evaluation Retrospective*. OED WB.

<sup>114</sup> WB. Appendix 1. Guide to IEG’s Country Program Evaluation Methodology.

Criteria	ADB <sup>110, 111</sup>	AfDB <sup>112</sup>	IDB	IFAD	WB <sup>113, 114</sup>
	<p>impacts.</p> <p>The weighted score of each criterion are added and divided by five.</p>				
<b>Other assessment</b>	ADB and Borrower performance are not required to be rated but should be discussed.	AfDB and recipient country performance are not always explicitly rated.		Ratings are only given for Relevance, Effectiveness, efficiency and sustainability.	
<b>Specific Country Examples</b>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>Weightings are assigned but not discussed (Strategic positioning: 0.2, Relevance: 0.2, Effectiveness 0.4, Efficiency: 0.2, Sustainability: 0.4, Development Impacts: 0.2, ADB and borrower performance: no weighting.)</li> <li>Program rated as successful using ratings of: satisfactory, relevant, Effective,</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>Weightings not explicitly discussed, it is assumed equal ratings are assigned to all criteria.</li> <li>Ratings assigned are: satisfactory, moderately satisfactory, moderately likely, moderately unsatisfactory.</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>Weightings not explicitly discussed, it is assumed equal ratings are assigned to all criteria.</li> <li>Ratings assigned are:</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>Weightings not expressly discussed.</li> <li>Projects rated rather than criteria</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>Weightings not expressly discussed</li> <li>Projects rated rather than criteria</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>Weightings not expressly discussed.</li> <li>Projects rated rather than criteria.</li> </ul>	<p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>six point scale used as set out in the guidelines.</li> <li>Ratings assigned for relevance, effectiveness, efficiency, cross cutting issues (poverty impact, natural resource management and climate change, institutions and policies), Sustainability, innovation and scaling up, gender equality, IFAD performance and government</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>Weightings not expressly discussed.</li> <li>Pillars of bank strategy and projects rated rather than criteria. <ul style="list-style-type: none"> <li>Apart from bank performance.</li> </ul> </li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>Weightings for activities rather than criteria (based on size and importance).</li> <li>Pillars of bank strategy and projects rated rather than criteria.</li> </ul>

Criteria	ADB <sup>110, 111</sup>	AfDB <sup>112</sup>	IDB	IFAD	WB <sup>113, 114</sup>
	<p>less than efficient, likely sustainable and less than satisfactory).</p> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Weightings are assigned but not discussed (Strategic positioning 10%, Relevance 10%, Effectiveness 20%, Efficiency 20%, Sustainability 20%, Development impacts 20%, ADB and borrower performance not weighted).</li> <li>• Program rated as less than successful using ratings of: satisfactory, relevant, effective, less than efficient, less likely to be sustainable and less than satisfactory).</li> </ul>	<p>moderately satisfactory, moderately unlikely, moderately unsatisfactory.</p> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• Weightings not explicitly discussed, it is assumed equal ratings are assigned to all criteria.</li> <li>• Ratings assigned are: satisfactory and moderately satisfactory.</li> <li>• Cross cutting issues are not rated.</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• Weightings varies depending on level of detail available.</li> <li>• Ratings assigned on a six point satisfactory scale.</li> <li>• Ratings assigned to relevance, effectiveness, sustainability, cross cutting issues, knowledge and policy contribution, efficiency, strategy quality, partnership</li> </ul>	<p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• Weightings not expressly discussed.</li> <li>• Projects rated rather than criteria.</li> </ul>	<p>performance.</p> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Non-lending activities are rated based on knowledge management, partnership building, policy engagement and grants.</li> <li>• Sovereign activities are rated on: IFAD performance, government performance, relevance, effectiveness.</li> <li>• Criteria rated on the six point scale used in the guidelines.</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>• Ratings based on a six point satisfactory scale.</li> <li>• Weightings not explicitly discussed.</li> </ul>	<p><b>Rwanda CPE:</b></p> <ul style="list-style-type: none"> <li>• Weightings not expressly discussed.</li> <li>• Relevance and effectiveness rated.</li> <li>• Pillars of Bank objectives also rated.</li> </ul>

Criteria	ADB <sup>110, 111</sup>	AfDB <sup>112</sup>	IDB	IFAD	WB <sup>113, 114</sup>
	<p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• Weightings are not assigned to evaluation criteria but rather to sectors.</li> <li>• Program rated as successful using ratings of: relevant, effective, efficient, likely sustainable and satisfactory.</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• Equal weightings assigned to relevance, effectiveness, efficiency, sustainability and development impacts.</li> <li>• The weighting assigned to the NSO portfolio is determined by its financial size.</li> <li>• Applies a proportional weight to sectoral and cross-sectoral performance.</li> <li>• Uses the four</li> </ul>	<p>and leverage, managing for development results.</p> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Weightings not explicitly discussed, it is assumed equal ratings are assigned to all criteria.</li> <li>• Ratings assigned are: highly satisfactory, moderately satisfactory, satisfactory, unsatisfactory.</li> <li>• Ratings assigned for: relevance, effectiveness, sustainability, cross cutting issues.</li> </ul>			

Criteria	ADB <sup>110, 111</sup>	AfDB <sup>112</sup>	IDB	IFAD	WB <sup>113, 114</sup>
	<p>point scale proposed in the guidelines.</p> <p><b>Indonesia</b> <b>CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Weightings are assigned and mentioned to be in line with guidelines (strategic positioning 10%, relevance 10%, efficiency 20%, Effectiveness 20%, Sustainability 20%, Development impacts 20%, ADB and borrower performances aren't weighted).</li> <li>• Program rated as successful using ratings of: satisfactory, less than relevant, less than efficient, effective, likely sustainable and satisfactory.</li> </ul>				

## Evaluand

Overall, the evaluand does vary across the IFIs. For ADB and IDB, there is a strong focus on the country program as a set of lending investments and there is a strong focus on portfolio performance. In ADB, this also includes an assessment of grants. In the case of IFAD and AfDB, there is a broader focus on the whole assistance strategy. EDB is considering this approach to assess the effect of the portfolio on country transition. In WB, there is a more comprehensive WBG approach on the expected engagement with the country and the context in which support is delivered. For the purpose of this study, different aspects of the evaluand were explored; the results framework for the CPS and how it affects the CPE; the activities covered in the evaluation and the coverage of non-leading activities.

### Annex 5.7. Scope of Activities included in CPE/CPRs in the IFIs

The Evaluation Question probed whether CPEs/CPRs focus solely on those results achieved within the Country Strategy period, or only results for those activities which were designed under the strategy. In general, the institutions cover any activities implemented in the strategy period including the portfolio and other non-sovereign activities. ADB provides the most explicit guidelines for coverage, including a recognition of difference in scope for larger and smaller country programs. The validations have a tighter scope but still include all activities implemented during the period, apart from stand alone programs. Investigation of the sample documents provided by ADB highlight the differences in scope of self evaluation validations and independent country evaluations. Self evaluation validations typically cover one CPS cycle. A commonality between independent validations across four out of five institutions (not IDB) is that they cover a period greater than a single CPS cycle. This number does vary however between two and four cycles both within and between organisations. In AfDB, operations approved before but which were completed during the evaluation period are included in some AfDB CSPEs to explore the results they have contributed to.

In order to distinguish between the portfolio that was mature and newly approved the portfolio without substantial results being yet realized, most IFIs only cover the full evaluation criteria for loans that are complete or beyond mid-term. For younger portfolios, generally only relevance is rated and no rating is assigned for effectiveness/efficacy.

**Table A 8. Scope of Activities in CPE/CPRs Across the Five IFIs**

Institution	Scope of activities and strategy cycles	Findings from Country evaluations
ADB <sup>115</sup>	CAPEs cover: <ul style="list-style-type: none"> <li>• 2-3 CPS cycle.</li> <li>• May include activities from previous CPS cycles if they are still being implemented or were completed in the CPS cycle being evaluated.</li> </ul>	<b>Bangladesh CPSFRV:</b> <ul style="list-style-type: none"> <li>• Validates report focussing on one CPS               <ul style="list-style-type: none"> <li>○ Covers the CPS, the Country Operations Business Plans (COBPs) and ADB program provided during the CPS period.</li> </ul> </li> </ul>

<sup>115</sup> ADB. 2019. *Annual Evaluation Review*. Independent Evaluation Department, p.2.

Institution	Scope of activities and strategy cycles	Findings from Country evaluations
	<ul style="list-style-type: none"> <li>The scope of activities evaluated depends on the size of the portfolio being evaluated. It may include only new projects and technical assistance or all projects and technical assistance. Portfolios of over 100 projects are confined to new projects approved over the period. .</li> </ul> <p>CPSFRVs:</p> <ul style="list-style-type: none"> <li>Validate the final review prepared by the Operations Department and includes findings from IED assessments where required.</li> <li>Covers operations started during the current CPS period and operations that were ongoing or closed during that period.</li> <li>Does not include stand-alone sector programs.</li> </ul>	<ul style="list-style-type: none"> <li>Encompasses programs implemented within the CPS (including those approved before the CPS).</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>Covers one CPS cycle <ul style="list-style-type: none"> <li>Covers the CPS, the COBPs and ADB program provided during the CPS period.</li> </ul> </li> <li>Encompasses programs implemented within the CPS (including those approved before the CPS).</li> <li>Upon request the scope was broadened to include projects implemented before the CPS cycle to assist in the development of the next CPS.</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>Covers CSP 2004-2006, CSP update 2006-2008, CPS 2008-2010 and CPS 2011-2015.</li> <li>“Examines the strategies and programs that have guided ADB’s engagement.”</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>Assesses sector programs, strategic agendas and special priorities.</li> <li>Covers all or part of three CPS cycles.</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>Covers the CPS, the COBPs and ADB program provided during the CPS period.</li> <li>Includes activities approved prior to but completed within CPS cycle, activities approved and implemented in CPS cycle and activities approved during the CPS cycle.</li> </ul>
AfDB <sup>116</sup>	<p>CSPEs cover;</p> <ul style="list-style-type: none"> <li>Bank funded lending operations, non-lending activities and country programme management processes.</li> <li>Board approved operations, ongoing, newly</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>Includes activities approved within the evaluation period, projects completed within the evaluation period and projects approved prior to but implemented in the evaluation period.</li> <li>“the results evaluation is focussed on the CSP priority</li> </ul>

<sup>116</sup> AfDB 2019. *Revised Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.



Institution	Scope of activities and strategy cycles	Findings from Country evaluations
	<p>initiated and completed assistance.</p> <ul style="list-style-type: none"> <li>• The revised draft manual states that a CSPE should cover at least one CSP cycle or a period long enough to observe development results.</li> <li>• In practice, during interviews and feedback, it appears that AfDB focuses on two CSP cycles for each evaluation.</li> </ul>	<p>sectors.”</p> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• Covers Bank strategies, operations, and policy dialogue activities.</li> <li>• Covers the whole evaluation period and CSPs in it.</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• Covers four CSP periods and a Regional Integration Strategy Paper.</li> <li>• Includes projects approved in the evaluation period.</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• Covers three CSPs.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Covers three CSPs.</li> <li>• Conducted upon request from the East Africa Regional Resource Centre.</li> <li>• Focused on core engagement area.</li> </ul>
IDB <sup>117</sup>	<p>CPE's cover:</p> <ul style="list-style-type: none"> <li>• Newly initiated, completed and ongoing assistance activities. <ul style="list-style-type: none"> <li>○ May include the last few years of a previous CPE in order to evaluate end-of-period assessments.</li> </ul> </li> <li>• The full content of IDB's program of engagement over the relevant period.</li> <li>• Areas of focus are based on client needs and pact programs.</li> <li>• In some cases a representative sample of strategy and assistance if the overall portfolio is large.</li> <li>• In some cases summaries of previous CPEs including the extent of integration of previous lessons and recommendations include public and</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers one Government Plan and one CS.</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers a period just over the length of one CS.</li> <li>• Covers all operations approved within evaluation period and approved prior to but implemented within the evaluation period.</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers 1 CS cycle.</li> <li>• Includes “the IDB Group's program” over the evaluation period.</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers one CS period.</li> </ul>

<sup>117</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C., p.1-2.

Institution	Scope of activities and strategy cycles	Findings from Country evaluations
	<p>private operations and advisory services.</p> <ul style="list-style-type: none"> <li>• Discussions to include IDB Lab (previously Multilateral investment Fund) operations to.</li> <li>• One strategy cycle.</li> </ul>	
IFAD <sup>118</sup>	<p>CSPEs cover:</p> <ul style="list-style-type: none"> <li>• Full range of IFAD support including: <ul style="list-style-type: none"> <li>○ Non-lending activities</li> <li>○ Grants</li> <li>○ South-South and Triangular Cooperation</li> <li>○ Reimbursable technical assistance</li> <li>○ Country program</li> <li>○ COSOP management processes</li> </ul> </li> <li>• Includes activities that were designed, completed and are ongoing over the evaluation period.</li> </ul>	<p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>• Evaluates the portfolio of projects supported by IFAD, non-lending activities and the COSOP.</li> <li>• Covers part of two CPS cycles.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Covers lending and non-lending activities, country programme and COSOP management processes.</li> <li>• Covers period since COSOP was presented to the board.</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>• Covers projects implemented in the evaluation period, both closed and ongoing.</li> <li>• Covers one COSOP cycle.</li> </ul>
WB <sup>119</sup>	<p>CPEs cover:</p> <ul style="list-style-type: none"> <li>• The relevance and implementation of the strategy</li> <li>• The design and supervision of interventions</li> <li>• The scope quality and follow-up of diagnostic work and other analytic and advisory activities</li> <li>• The consistency of support</li> <li>• Safeguard policies</li> <li>• Partnership activities</li> </ul> <p>CPEs cover all activities to some extent. CPEs cover the past two planning periods.</p>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers two CPS cycles.</li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers two CPS periods.</li> </ul> <p><b>Rwanda CPE:</b></p> <ul style="list-style-type: none"> <li>• Covers two CPS periods.</li> </ul>

<sup>118</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD, p.65.

<sup>119</sup> WB. 2013. *Appendix 1. Guide to IEG's Country Program Evaluation Methodology*.

## Annex 5.8. Results Frameworks

All institutions rely on a results framework for the conduct of CPE/CPRs but the framework and its use varies. For ADB, IFAD, AfDB and WB, there is already a country framework that is specific to the context and country strategy. IDB appears to report more strongly in relation to the overall corporate framework. Based on the country evaluations for each institution there are substantial variations in the frameworks used for each country evaluation even within the same institution.

**Table A 9. Summary of Results Frameworks for CPE/CPRs Across the Five IFIs**

IFI	Results Framework Y/N	Form/Structure and Scope	Examples from country evaluations
ADB 120	Yes	<p><b>CPS Results Frameworks</b> encapsulate the link and alignment between the program of ADB and national development priorities. The CPS results framework consists of the country long-term development goal indicators that the CPS is aligned with, and the development pathways to be taken by ADB to help the government achieve the related country development goals. Five columns used are:</p> <ul style="list-style-type: none"> <li>• CPS objectives and related impacts</li> <li>• CPS priority areas</li> <li>• Key outcomes that ADB contributes to</li> <li>• Outcome indicators, and</li> <li>• CPS resources</li> </ul>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• CPS Results frameworks, Design and Monitoring Framework and Sector Assessment frameworks <ul style="list-style-type: none"> <li>○Project,</li> <li>○Outcomes from Design and monitoring framework,</li> <li>○indicators/targets stated in CPS,</li> <li>○comments for validation</li> </ul> </li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• CPS results frameworks, Project Design and Monitoring Frameworks <ul style="list-style-type: none"> <li>○Government Sector Objectives</li> <li>○Sector Outcomes</li> <li>○ADB Contributions and Indicators</li> <li>○ADB Areas of Intervention</li> <li>○ADB resource allocation</li> <li>○Changes since last strategy</li> </ul> </li> <li>• Logic based Value-chain.</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• Different Frameworks for different CPSs <ul style="list-style-type: none"> <li>○2004-2006 CPS - Sector Road Maps and linkages between sector outcomes and CPS objectives</li> <li>○2008-2010 CPS - outcomes based on CPS</li> </ul> </li> </ul>

<sup>120</sup> ADB. 2016. *Revised Guidelines for Country Partnership Strategy Results Frameworks*, p.18.

IFI	Results Framework Y/N	Form/Structure and Scope	Examples from country evaluations
			<p>objectives used to present sector level outcomes</p> <ul style="list-style-type: none"> <li>○ 2011-2015 CPS - quantitative targets for outcomes.</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• Sector Results frameworks.</li> <li>• Sector Road Maps.</li> <li>• Design and monitoring frameworks <ul style="list-style-type: none"> <li>○ Outputs</li> <li>○ Outcomes</li> <li>○ indicators</li> </ul> </li> </ul> <p><b>Indonesia CPSFRV</b></p> <ul style="list-style-type: none"> <li>• CPS Results Framework <ul style="list-style-type: none"> <li>○ Government Sector Objectives</li> <li>○ Sector Outcomes</li> <li>○ ADB contributions and indicators</li> <li>○ ADB resource allocation</li> </ul> </li> <li>• Design and Monitoring Framework.</li> <li>• Sector results frameworks.</li> <li>• Results chains.</li> <li>• Logical framework.</li> </ul>
AfDB 121	Yes	<p><b>Results Analysis Framework</b> is a logical framework that is tailored to the particular CSP and country context. Involves the reconstruction of a Theory of change for the country. Two layers of assessment: Sector project level and portfolio and strategic level. The following elements are distinguished;</p> <ul style="list-style-type: none"> <li>• CSP inputs</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• Results Analysis Framework <ul style="list-style-type: none"> <li>○ Objectives</li> <li>○ Interventions</li> <li>○ Outputs</li> <li>○ Outcomes</li> <li>○ Impact</li> </ul> </li> </ul> <p><b>DRC CSPE:</b></p>

<sup>121</sup> AfDB 2019. Revised *Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

IFI	Results Framework Y/N	Form/Structure and Scope	Examples from country evaluations
		<ul style="list-style-type: none"> <li>• Investment projects in specific sectors</li> <li>• Policy based operations</li> <li>• Institutional support projects</li> <li>• Other inputs</li> <li>• CSP outputs: deliverables and outputs of other value adding activities.</li> <li>• CSP outcomes: expected development outcomes of one or more output.</li> </ul> <p>The evaluation is theory-based. The Theory of Change for the country is reconstructed based on desk review of the past strategies and discussions with Bank staff working in the country.</p> <p><b>One Bank Results Measurement Framework</b> provides indicators for Africa’s development progress towards inclusive and green growth for the AfDB corporate priorities. These indicators are taken up in the country level results analysis framework as far as applicable for the particular CSP.</p>	<ul style="list-style-type: none"> <li>• Theory of change models <ul style="list-style-type: none"> <li>○ Inputs</li> <li>○ Products</li> <li>○ Immediate Effect</li> <li>○ Long-term Effect</li> <li>○ Impact</li> </ul> </li> <li><b>Nigeria CSPE:</b> <ul style="list-style-type: none"> <li>• Theory of Change <ul style="list-style-type: none"> <li>○ Instruments</li> <li>○ Main Strategic Pillars for Nigeria</li> <li>○ Short Term Outcomes</li> <li>○ Medium Term Outcomes</li> <li>○ Ultimate Development outcomes</li> </ul> </li> </ul> </li> <li><b>Ethiopia CSPE:</b> <ul style="list-style-type: none"> <li>• Counterfactual Framework.</li> <li>• Evaluation Matrices.</li> <li>• Theory of Change <ul style="list-style-type: none"> <li>○ Bank Intervention Areas</li> <li>○ Short term outcomes</li> <li>○ Medium Term outcomes</li> <li>○ Main Strategic Pillars</li> <li>○ Ultimate Development Goals.</li> </ul> </li> </ul> </li> <li><b>Kenya CSPE:</b> <ul style="list-style-type: none"> <li>• Results-based framework.</li> <li>• Results matrices.</li> <li>• Limited data on inclusions.</li> </ul> </li> </ul>
IDB <sup>122</sup> , 123, 124	Yes	<b>Corporate Results Framework</b> - the primary tool for monitoring and measuring the IDB’s performance and the achievement of its strategic	<b>Bolivia CPE:</b> <ul style="list-style-type: none"> <li>• Results matrix highlighting priority sectors by</li> </ul>

<sup>122</sup> IDB. 2016. *Summary: Update to the Institutional Strategy 2016-2019*, p.12

<sup>123</sup> Office of Evaluation and Oversight. 2013. *Mid-term Evaluation of IDB-9 Commitments. Corporate Results Framework Background Paper*. IDB, Washington, D.C., p.4.

IFI	Results Framework Y/N	Form/Structure and Scope	Examples from country evaluations
		<p>objectives. The revised CRF 2016-2017 will track indicators on regional context, country development results, and performance of the institution.</p> <p>It is unclear if the CRF is applied to CPEs. More likely is that CPEs feed into the CRF which measures four levels: regional development goals, output contributions to regional goals, lending program priorities, and operational effectiveness and efficiency.</p> <p>CPEs use a results matrix which set the parameters of the evaluation, however it is unclear if results matrices are standardised or differ across countries and contexts. These matrices identify development gaps in IDB's priority areas and describe how IDB's operations are expected to address them.</p>	<p>strategic pillar.</p> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Results matrices.</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>• Limited country strategy results matrix so project level analysis was used in their absence.</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• CS results matrices <ul style="list-style-type: none"> <li>○ Priority areas</li> <li>○ strategic objectives</li> <li>○ atomized loan portfolio</li> </ul> </li> </ul>
IFAD 125, 126, 127	Yes	<p><b>Results Management Framework</b> is a logical framework that has ten targets to draw attention to areas requiring special consideration. These are;</p> <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Scaling up</li> <li>• Environment and Natural Resource Management</li> <li>• Rural poverty impact</li> </ul>	<p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>• COSOP Results framework <ul style="list-style-type: none"> <li>○ Country Alignment</li> <li>○ Strategic Objectives</li> <li>○ Outcome Indicators</li> <li>○ Milestone Indicators</li> <li>○ Institutional Policy Objectives</li> </ul> </li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Evaluation Framework</li> </ul>

<sup>124</sup> IDB. 2015. *Proposal to Update the Country Strategy Guidelines. Second revised version*, p.25.

<sup>125</sup> IFAD. 2018. *Annual Report on Results and Impact of IFAD Operations*. Evaluation Committee. Rome.

<sup>126</sup> IFAD. 2017. *IFAD11 Results Management Framework*. Consultation on the Eleventh Replenishment of IFAD's resources: third session. Power Point Presentation.

<sup>127</sup> IFAD. 2019. *Operational Procedures and Guidelines for Country Strategies*.

IFI	Results Framework Y/N	Form/Structure and Scope	Examples from country evaluations
		<ul style="list-style-type: none"> <li>• Adaptation to climate change</li> <li>• Gender Equality and Women's Empowerment</li> <li>• Effectiveness</li> <li>• Government performance</li> <li>• Sustainability</li> <li>• Efficiency</li> </ul> <p>It has a three-tier structure; portfolio-level analysis of IFAD-funded projects included in the CSPE scope, non-lending activities (policy dialogue, knowledge management and partnership building), and the performance of partners (i.e. IFAD and the government) in managing the country programme. It encompasses self-assessment, independent evaluation and disaggregated reporting. Aligned to IFAD's Theory of Change.</p>	<ul style="list-style-type: none"> <li>○ Evaluation Criteria</li> <li>○ Evaluation Question</li> <li>○ Indicators and markers</li> <li>○ Data source</li> <li>• Theory of Change <ul style="list-style-type: none"> <li>○ Institutional Capacity Building</li> <li>○ Natural Resource Management</li> <li>○ Value Chains</li> <li>○ Financial Services</li> <li>○ Improved and more resilient livelihoods</li> </ul> </li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>• Logical Frameworks.</li> <li>• Results and impact management system.</li> <li>• COSOP results management framework : <ul style="list-style-type: none"> <li>○ Aligns four strategic objectives with country priorities</li> <li>○ outcome indicators</li> <li>○ milestone indicators</li> <li>○ institutional and policy objectives</li> </ul> </li> </ul>
WB <sup>128</sup>	Yes	<p><b>A nested results framework</b>, with layers of objectives and corresponding indicators consisting of;</p> <ul style="list-style-type: none"> <li>• Country Development Goals</li> <li>• Key Constraints</li> <li>• CPF Objectives and Objective Indicators</li> <li>• Supplementary Progress Indicators</li> <li>• Interventions that Achieve Objectives</li> <li>• Sometimes an intervention logic that displays how the World Bank contributes to the objectives</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Results Chain <ul style="list-style-type: none"> <li>○ Individual interventions</li> <li>○ Objectives</li> <li>○ Intermediate goals</li> </ul> </li> </ul> <p><b>Mexico CPE:</b> Mentions Results frameworks but does not elaborate.</p> <p><b>Rwanda CPE:</b> Mentions CPS results framework but with limited detail.</p>

<sup>128</sup> World Bank. *Results Frameworks in Country Strategies – Lessons from Evaluations*. Independent Evaluation Group.

## Annex 5. 9. Coverage of Non-Sovereign Activities.

**Table A 10. Extent and methods of inclusion of non-sovereign activities in CPEs/CPRs**

Institution	NSO Evaluation Body	NSO Evaluation Title	NSO Evaluation Indicators	NSO Evaluation Methods	Country Examples
ADB <sup>129, 130</sup>	IED	<ul style="list-style-type: none"> <li>• Program and Project Performance Evaluation Reports.</li> <li>• IED's validations of extended annual review reports.</li> </ul>	Assessed in terms of: <ul style="list-style-type: none"> <li>• Development results.</li> <li>• ADB investment profitability.</li> <li>• ADB additionality.</li> <li>• ADB work quality.</li> <li>• Appropriateness of combination with sovereign activities.</li> <li>• Integration.</li> <li>• Collaboration.</li> </ul>	NSOs: <ul style="list-style-type: none"> <li>• Evaluated as part of private sector operations in CPEs.</li> <li>• Only lightly touched upon in CPSFRV's.</li> </ul>	<b>Bangladesh CPSFRV:</b> Mentioned but not explicitly assessed <b>Cambodia CPSFRV:</b> Mentioned but not explicitly assessed <b>China CAPE:</b> Assessed in terms of: <ul style="list-style-type: none"> <li>• Development results</li> <li>• Investment profitability</li> <li>• Work quality</li> <li>• Additionality</li> </ul> <b>India CAPE:</b> Assessed in terms of: <ul style="list-style-type: none"> <li>• Development results</li> <li>• Investment profitability</li> </ul>

<sup>129</sup> ADB. October 2013. *Operations Manual: Bank Policies: Independent Evaluation*. ADB. [For Internal Use by ADB]

<sup>130</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.



Institution	NSO Evaluation Body	NSO Evaluation Title	NSO Evaluation Indicators	NSO Evaluation Methods	Country Examples
					<ul style="list-style-type: none"> <li>• Additionality</li> <li>• Work quality</li> </ul> <b>Indonesia CPSFRV:</b> NSOs are included in sector assessments but not evaluated in their own right
AfDB <sup>131132</sup> 133			Investigates additionality and development outcomes.	<ul style="list-style-type: none"> <li>• Use GPS.</li> </ul>	<b>Cameroon CSPE:</b> Mentioned but not explicitly rated <b>DRC CSPE:</b> Not mentioned <b>Nigeria CSPE:</b> Mentioned but not assessed <b>Ethiopia CSPE:</b> not mentioned <b>Kenya CSPE;</b> Not mentioned.
IDB			Evaluated in terms of relevance, effectiveness, efficiency, and sustainability.		<b>Bolivia CPE:</b> Mentioned but not assessed. <b>Brazil CPE:</b> Mentioned but not assessed.

<sup>131</sup> AfDB Operations Evaluation Department (OPEV). February 2004. *Manual: Monitoring and Evaluation Guidelines Private Sector Projects Funded by ADB*. AfDB.

<sup>132</sup> AfDB 2019. *Revised Draft Evaluation Manual Chapter 7: Country/Regional Integration Strategy and Program Evaluations*.

<sup>133</sup> AfDB. *Policy on Non-Sovereign Operations*.

Institution	NSO Evaluation Body	NSO Evaluation Title	NSO Evaluation Indicators	NSO Evaluation Methods	Country Examples
					<p><b>Ecuador CPE:</b> Discussed in terms of synergy with sovereign operations</p> <p><b>Peru CPE:</b> Assessed in terms of relevance but data is too limited for effectiveness, efficiency and sustainability</p>
IFAD	IOE		<p>Assessed in terms of:</p> <ul style="list-style-type: none"> <li>• Relevance</li> <li>• Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Review of documentation</li> <li>• Interviews with stakeholders</li> <li>• Field visits if required.</li> </ul>	<p><b>Brazil CSPE:</b> • Discusses private sector operations</p> <p><b>India CSPE:</b> • Discusses private sector operations</p> <p><b>Kenya CSPE:</b> • Discusses private sector involvement</p>
WB				<ul style="list-style-type: none"> <li>• External Literature review.</li> <li>• Desk study of relevant World Bank documentation.</li> <li>• Purposively sampled semi-structured interviews.</li> <li>• Other methods as required including online analytics.</li> </ul>	<p><b>Brazil CPE:</b> Not mentioned</p> <p><b>Mexico CPE:</b> Not mentioned</p> <p><b>Rwanda CPE:</b> Not mentioned</p>

## Annex 5.10. Coverage of Non-Lending Activities

**Table A 11. Extent and methods of inclusion of non-lending activities in CPEs/CPRs**

Institution	Evaluation Body	Included in CPE?	Evaluation Indicators	Evaluation Methods	Country Examples
ADB <sup>134, 135</sup>				Non-lending activities: <ul style="list-style-type: none"> <li>• Included in sector program assessments.</li> <li>• Limited exploration in country evaluations due to time constraints.</li> </ul>	<b>Bangladesh CPSFRV:</b> Mentioned in different contexts (e.g. ADB performance) but not explicitly assessed in its own right. <b>Cambodia CPSFRV:</b> Mentioned but not explicitly assessed <b>China CAPE:</b> Mentioned in terms of difficulties in measuring impact. <b>India CAPE:</b> Mentioned in assessment but not explicitly assessed in its own right. <b>Indonesia CPSFRV:</b> Mentioned but not explicitly assessed
AfDB <sup>136, 137, 138</sup>	IDEV.	Included in CSPEs. <ul style="list-style-type: none"> <li>• Business</li> </ul>	CSPEs include investment loans, grants, policy operations, institutional	<ul style="list-style-type: none"> <li>• Uses the same methods as public sector evaluations.</li> </ul>	<b>Cameroon CSPE:</b> Mentioned but not explicitly rated

<sup>134</sup> ADB. October 2013. *Operations Manual: Bank Policies: Independent Evaluation*. ADB. [For Internal Use by ADB]

<sup>135</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>136</sup> AfDB Operations Evaluation Department (OPEV). February 2004. *Manual: Monitoring and Evaluation Guidelines Private Sector Projects Funded by ADB*. AfDB.

<sup>137</sup> AfDB 2019. *Revised Draft Evaluation Manual Chapter 7: Country/Regional Integration Strategy and Program Evaluations*.

<sup>138</sup> AfDB, 2007. *Independent Evaluation Policy and Functional Responsibilities of the OPEV*.

Institution	Evaluation Body	Included in CPE?	Evaluation Indicators	Evaluation Methods	Country Examples
		processes <ul style="list-style-type: none"> <li>• Advisory services</li> <li>• Knowledge networks</li> <li>• Technical assistance</li> <li>• Coordination</li> <li>• Partnerships</li> </ul>	support, equity investments, economic and sector work, analytical and advisory services, knowledge building, services for resource mobilization and policy dialogue <ul style="list-style-type: none"> <li>• Included in effectiveness rating</li> </ul> Assessed in terms of: <ul style="list-style-type: none"> <li>• Business success</li> <li>• Development outcome</li> <li>• AfDB's investment profitability</li> <li>• AfDB's operational effectiveness</li> </ul>		<b>DRC CSPE:</b> Included in Theory of change model as a driver of development but not rated <b>Nigeria CSPE:</b> <ul style="list-style-type: none"> <li>• Included in theory of change</li> <li>• Included in criteria for measuring effectiveness.</li> </ul> <b>Ethiopia CSPE:</b> not mentioned <b>Kenya CSPE;</b> Included in effectiveness assessment
IDB			Evaluated in terms of relevance, effectiveness, efficiency, and sustainability.		<b>Bolivia CPE:</b> Non-financial mentioned but not assessed <b>Brazil CPE:</b> Not mentioned <b>Ecuador CPE:</b> Non-financial mentioned but not assessed <b>Peru CPE:</b> Discussed in terms of relevance and additionality
IFAD	IOE includes non-lending activities in CSPEs.		Assessed in terms of: <ul style="list-style-type: none"> <li>• Relevance</li> <li>• Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Review of documentation</li> <li>• Interviews with stakeholders</li> <li>• Field visits if required.</li> </ul>	<b>Brazil CSPE:</b> <ul style="list-style-type: none"> <li>• Policy Dialogue</li> <li>• Knowledge management</li> <li>• Partnership-building</li> <li>• Each rated individually</li> </ul>

Institution	Evaluation Body	Included in CPE?	Evaluation Indicators	Evaluation Methods	Country Examples
					<p>and then used to create rating for non-lending</p> <p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>• Knowledge management</li> <li>• Partnerships</li> <li>• Policy dialogue</li> <li>• Separate assessment to lending activities</li> <li>• Examines activities and results.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Knowledge management</li> <li>• Partnership-building</li> <li>• Policy engagement</li> <li>• Rating for each aspect</li> </ul>
WB				<ul style="list-style-type: none"> <li>• External Literature review.</li> <li>• Desk study of relevant World Bank documentation.</li> <li>• Purposively sampled semi-structured interviews.</li> <li>• Other methods as required including online analytics.</li> </ul>	<p><b>Brazil CPE:</b> Non-lending activities mentioned in assessment of lending portfolio but not rated</p> <p><b>Mexico CPE:</b> Mentioned as an instrument for development but not expressly rated.</p> <p><b>Rwanda CPE:</b> Mentioned as an instrument for development but not expressly rated.</p>

## Annex 5.11. Extent and Role of Country Partner Involvement in CPE/CPRs in the IFIs

Most IFI's mention that they aim to involve country stakeholders but there is limited detail of how this is achieved effectively. Staff from the AfDB defined Country Partners- as government officials, civil society, beneficiaries, trade unions, private sectors, other development partners etc. They noted the importance of defining stakeholders and providing opportunities for different partners and the beneficiaries to be consulted separately to maintain confidentiality of feedback. World Bank in particular currently pays less attention to partner involvement, with the country evaluations being seen as an internal learning and accountability exercise. Nonetheless WB is currently re-considering its approach and stronger engagement of country partners is a matter of active discussion.

**Table A 12. Summary of Country Partner Involvement in CPE/CPRs Across the Five IFIs**

Institution	Country Stakeholder involvement	Role of Country Governments	Challenges/Opportunities	Specific Country Examples
ADB <sup>139</sup>	<ul style="list-style-type: none"> <li>• Joint Country Program Evaluations               <ul style="list-style-type: none"> <li>○ Don't always result in a shared report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Hosts evaluation missions</li> <li>• Consulted throughout process</li> <li>• Final evaluation reports are disseminated to governments for CAPEs</li> </ul>	<ul style="list-style-type: none"> <li>• Can reduce costs if effort shared between governments and development partners.</li> <li>• Allows for an additional data source to be included in the report.</li> <li>• Consultation is important to achieve significant government learning.</li> <li>• Challenges arise in differing opinions.</li> </ul>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Government encouraged to take ownership of recommendations</li> <li>• Borrower performance is an evaluation criteria.</li> <li>• Government included in consultation process</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Borrower performance is an evaluation criteria</li> <li>• Evaluators met with government agencies</li> <li>• CPSs are prepared to match government planning cycles</li> </ul> <p><b>China CAPE;</b></p> <ul style="list-style-type: none"> <li>• Government representatives were surveyed and interviewed</li> </ul>

<sup>139</sup> IED: ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

Institution	Country Stakeholder involvement	Role of Country Governments	Challenges/Opportunities	Specific Country Examples
				<ul style="list-style-type: none"> <li>• ADB planning cycle coincides with government planning cycle</li> <li>• Borrower performance is an evaluation criteria</li> <li>• Recommendations include numerous partnerships between ADB and government</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• Utilised government data sources</li> <li>• Government representatives were interviewed</li> <li>• Future government partnerships are mentioned in recommendations</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Borrower performance is an evaluation criteria</li> <li>• Government officials were interviewed</li> </ul>
AfDB <sup>140, 141</sup>	<ul style="list-style-type: none"> <li>• Joint CSPE (with other funding partners): <ul style="list-style-type: none"> <li>• Don't always result in a shared report but rather shared efforts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Actively engaged from design stage through process.</li> <li>• Part of reference group</li> <li>• Participation in evaluation validation workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraged to enhance evaluation capacity of governments</li> <li>• Reduce costs</li> <li>• Provide a broader perspective</li> <li>• Foster cross agency</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• Discussions were held with government stakeholders</li> <li>• Country performance is an evaluation criteria</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• Government is encouraged to</li> </ul>

<sup>140</sup> AfDB. 2019. Revised Draft Evaluation Manual *Chapter 7: Country/Regional Integration Strategy and Program Evaluations*. AfDB.

<sup>141</sup> IDEV: AfDB. February 2013. *African Development Bank Independent Evaluation Strategy 2013-2017*. AfDB.

Institution	Country Stakeholder involvement	Role of Country Governments	Challenges/Opportunities	Specific Country Examples
	<p>and learning</p> <ul style="list-style-type: none"> <li>• AFDB-led CPEs Engages a wide range of stakeholders in the process of individual evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Supports data collection efforts</li> </ul>	<p>learning</p> <ul style="list-style-type: none"> <li>• Provides an opportunity for more candid evidence when separate consultations are held with different groups.</li> <li>• Some beneficiaries are less critical in their feedback when government staff are present.</li> </ul>	<p>use recommendations</p> <ul style="list-style-type: none"> <li>• Qualitative data was collected from government stakeholders</li> <li>• Country performance is an evaluation criteria</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• Government stakeholders were invited to an emerging findings workshop to validate finding, fact-check and identify gaps</li> <li>• Government stakeholders provided data to the evaluation team.</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• Government documents were reviewed.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Government documents were reviewed</li> <li>• Government stakeholders were interviewed.</li> </ul>
IDB	<p>CPEs aim to include country stakeholders from design through evaluation</p>	<ul style="list-style-type: none"> <li>• Views the approach paper</li> <li>• Extensively interviewed throughout process</li> <li>• Comment on draft report</li> </ul>	<ul style="list-style-type: none"> <li>• to maintain independence CPEs are not jointly conducted.</li> <li>• Provides another perspective for inclusion in the evaluation</li> <li>• Feedback on their interaction with IDB is invaluable.</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• Mentions Government's role in management and implementation but not evaluation</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Mentions Government's role in management and</li> </ul>



Institution	Country Stakeholder involvement	Role of Country Governments	Challenges/Opportunities	Specific Country Examples
			<ul style="list-style-type: none"> <li>Allows for greater sharing of findings. Lessons and recommendations</li> <li>Additional time required to engage government</li> <li>Requires clear clarification of the role of OVE and expectations.</li> </ul>	<p>implementation but not evaluation</p> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>Government employees were interviewed,</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>Government authorities assisted with the development of the CPE</li> </ul>
IFAD <sup>142</sup>	Major stakeholder and part of core learning partnership	<ul style="list-style-type: none"> <li>provides input on approach paper</li> <li>conducts self assessment</li> <li>Consulted throughout process</li> <li>Comment on draft report</li> <li>Co-hosts a end of evaluation workshop</li> <li>Agrees to follow up on recommendations through an agreement at completion point</li> <li>Findings and recommendations discussed with government at end of process workshop</li> </ul>	<ul style="list-style-type: none"> <li>Improved country context understanding including constraints and rationale for choices.</li> <li>Allows for better understanding of government priorities.</li> <li>Limited time for engagement</li> </ul>	<p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>Government performance is a rated aspect.</li> <li>Kenyan government is listed as a body responsible for the implementation of some recommendations.</li> <li>Government comments are incorporated in the final report</li> <li>Government actions noted as a contributing factor to the changes as assessed in the CSPE</li> </ul> <p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>Government is identified as an important partner to ensure the implementation of recommendations</li> <li>The Government prepared self evaluations</li> </ul>

<sup>142</sup> IFAD, 2018. *Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programmes*. IFAD.

Institution	Country Stakeholder involvement	Role of Country Governments	Challenges/Opportunities	Specific Country Examples
				<ul style="list-style-type: none"> <li>Government performance is an evaluation criteria.</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>Government performance is an evaluation criteria</li> <li>Government invited to comment on evaluation</li> <li>Governments conduct self assessments</li> </ul>
WB <sup>143</sup>	<ul style="list-style-type: none"> <li>IEG relies on the borrower's monitoring and evaluation frameworks as far as is feasible or assists the borrower to improve their systems.</li> <li>Secondary audience after Bank management and country teams.</li> </ul>		<ul style="list-style-type: none"> <li>Mutual learning</li> <li>Politics can make the evaluation process more complicated</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>Insights were gained from government representatives</li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>Evaluation team met with government officials</li> </ul> <p><b>Rwanda CPE:</b></p> <ul style="list-style-type: none"> <li>Insights were gained from government representatives</li> <li>Government is encouraged to implement lessons and recommendations</li> </ul>

<sup>143</sup> WB. *Operations Manual. OP 13.60 Monitoring and Evaluation.*

## Annex 5.12. Data Collection, Analysis and Attribution of CPE/CPRs in the IFIs

### Data Collection

The CPE/CPR processes vary considerably in depth and scope of data collection methods but there is a general recognition that both primary and secondary data is required. The scope of data collected is related to the viability of data collection methods given the time and resources available. Most acknowledge the value of self-evaluations as an important data source.

### Data Aggregation/Synthesis

Triangulation between data sources is a common aggregation/synthesis approach.

### Results Attribution

A common limitation is the difficulty in attributing results to IFI intervention.

**Table A 13. Summary of Data Collection and Results Attribution in CPE/CPRs Across the Five IFIs**

Institution	Data Collection Methods	Data Aggregation/Synthesis	Correlation/Attribution	Specific Country Examples
ADB <sup>144</sup>	<ul style="list-style-type: none"> <li>• Perceptions Survey.</li> <li>• Document Review.</li> <li>• Economic and financial analysis.</li> <li>• Quantitative assessments preferred over qualitative.</li> <li>• Consultations with CPS team, ADB staff, agency stakeholders in country, private sector representatives.</li> <li>• Participatory workshops.</li> <li>• Key informant interviews.</li> <li>• Field visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation.</li> <li>• Weighted average of the individual sector program assessment scores.</li> </ul>	Contribution analysis – however causal relationships are difficult to prove and assumptions must be made.	<p><b>Bangladesh CPSFRV:</b> Data collection:</p> <ul style="list-style-type: none"> <li>• CPSFR report.</li> <li>• Desk review.</li> <li>• Consultations.</li> <li>• Independent Evaluation Mission.</li> </ul> <p><b>Cambodia CPSFRV:</b> Data collection:</p> <ul style="list-style-type: none"> <li>• CPSFR report.</li> <li>• Desk review.</li> <li>• Independent evaluation mission.</li> <li>• Consultations with government, partners and staff.</li> </ul> <p><b>China CAPE:</b></p>

<sup>144</sup> ADB. 2015. *Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. IED.

Institution	Data Collection Methods	Data Aggregation/ Synthesis	Correlation/Attribution	Specific Country Examples
				<p>Data collection:</p> <ul style="list-style-type: none"> <li>• Review of project databases.</li> <li>• Document review.</li> <li>• Discussions with ADB staff.</li> <li>• Evaluation mission.</li> <li>• Surveys.</li> <li>• Consultations with key stakeholders.</li> </ul> <p><b>India CAPE:</b></p> <p>Data collection:</p> <ul style="list-style-type: none"> <li>• Document and file study.</li> <li>• Portfolio data analysis.</li> <li>• Interviews with key stakeholders.</li> <li>• Field observations.</li> <li>• Questionnaire surveys.</li> </ul> <p>Data Aggregation:</p> <ul style="list-style-type: none"> <li>• Sector program assessments are weighted based on the volume of ADB support.</li> </ul> <p><b>Indonesia CSPFRV:</b></p> <p>Data collection:</p> <ul style="list-style-type: none"> <li>• Document review.</li> <li>• National Survey data analysis.</li> <li>• Interviews with key stakeholders.</li> </ul>

Institution	Data Collection Methods	Data Aggregation/ Synthesis	Correlation/Attribution	Specific Country Examples
AfDB <sup>145</sup>	<p>Data collection occurs over 7-10 days, as context permits. Primary methods are;</p> <ul style="list-style-type: none"> <li>• Interviews with Country Team and key stakeholders.</li> <li>• Workshops.</li> <li>• Semi-structured interviews.</li> <li>• Focus group discussions.</li> <li>• Community meetings.</li> <li>• Stakeholder perception surveys.</li> <li>• Field visits.</li> <li>• Other surveys – intra-household, household, community and private enterprise.</li> </ul>	<p>A rating system is used to aggregate from project level to sector level. The sectors are then weighted based on portfolio size and the final rating includes this and takes into account non-operational activities such as policy dialogue.</p> <p>A “building block” approach is adopted whereby ratings are developed at the project and sector levels and are aggregated to the pillar level and then aggregated again to the CSP level.</p>	<ul style="list-style-type: none"> <li>• Contribution analysis – analyses the role of other development partners in the achievement of CSP results.</li> <li>• Theory of change as basis for causal analysis</li> <li>• Top down evidence is used to understand AfDB contribution to development outcomes</li> </ul>	<p><b>Cameroon CSPE:</b> Data Collection:</p> <ul style="list-style-type: none"> <li>• Document review.</li> <li>• Discussions with key stakeholders.</li> <li>• Two field missions.</li> <li>• Project field visits.</li> <li>• Focus groups.</li> </ul> <p>Quality Control:</p> <ul style="list-style-type: none"> <li>• Data triangulation.</li> <li>• Quantitative and qualitative data sources.</li> </ul> <p><b>DRC CSPE:</b> Data collection:</p> <ul style="list-style-type: none"> <li>• Document review.</li> <li>• Questionnaire survey.</li> <li>• Semi-structured interviews.</li> <li>• Observation.</li> <li>• Site visits.</li> <li>• Stakeholder consultation workshops.</li> </ul> <p>Quality Control:</p> <ul style="list-style-type: none"> <li>• Quantitative and Qualitative.</li> <li>• Triangulation.</li> <li>• Stakeholder consultation.</li> </ul>

<sup>145</sup> AfDB. Revised *Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

Institution	Data Collection Methods	Data Aggregation/ Synthesis	Correlation/Attribution	Specific Country Examples
				<p><b>Nigeria CSPE:</b> Data collection:</p> <ul style="list-style-type: none"> <li>• Desk review.</li> <li>• Analysis of Bank portfolio.</li> <li>• Interviews.</li> <li>• Participatory activities.</li> </ul> <p>Quality Control</p> <ul style="list-style-type: none"> <li>• Theory of Change.</li> <li>• Triangulation.</li> <li>• Qualitative and Quantitative.</li> </ul> <p><b>Ethiopia CSPE:</b> Data Collection:</p> <ul style="list-style-type: none"> <li>• Literature review.</li> <li>• Stakeholder consultation.</li> <li>• Site visits.</li> </ul> <p>Contribution:</p> <ul style="list-style-type: none"> <li>• Theory of change.</li> <li>• Qualitative evidence.</li> <li>• Case studies.</li> </ul> <p>Aggregation:</p> <ul style="list-style-type: none"> <li>• Rationalisation of the theory of change.</li> <li>• Tracing logical connections</li> </ul> <p><b>Kenya CSPE:</b> Data Collection:</p>

Institution	Data Collection Methods	Data Aggregation/Synthesis	Correlation/Attribution	Specific Country Examples
				<ul style="list-style-type: none"> <li>• Document Review.</li> <li>• Key informant Interviews.</li> <li>• Survey Questionnaire.</li> <li>• Field Visits.</li> </ul>
IDB <sup>146</sup>	<ul style="list-style-type: none"> <li>• Primary data sources: <ul style="list-style-type: none"> <li>○ Stakeholder interviews</li> <li>○ Field visits</li> <li>○ Focus groups</li> <li>○ Sample surveys</li> </ul> </li> <li>• Secondary data sources are obtained from <ul style="list-style-type: none"> <li>○ The Bank</li> <li>○ Development partners</li> <li>○ Research institutions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Greater focus on qualitative aggregation than quantitative.</li> <li>• The extent to which operations are aligned with the CS and local development challenges.</li> <li>• Use aggregate level data where possible.</li> <li>• OVE uses primary data collection to validate data from secondary sources.</li> <li>• Differences in evidence must be carefully reconciled and explained.</li> <li>• The aim should be to obtain the widest possible breadth of information, to analyse evidence carefully and to base findings on</li> </ul>	<ul style="list-style-type: none"> <li>• Attribution will consider whether the Bank has made a contribution to the key results that are both plausible and meaningful. <ul style="list-style-type: none"> <li>○ Characterising the Bank's role in the sector or thematic domain</li> <li>○ Examining the policies and actions of other major development partners</li> <li>○ Examining the role of other development partners and exogenous events.</li> </ul> </li> <li>• May use counterfactuals to measure the Bank's contribution. However, these should only be used when they are defensible.</li> <li>• Triangulation from several data sources regarding if credible</li> </ul>	No specifics supplied in sample documentation.

<sup>146</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C., p. 5-6.

Institution	Data Collection Methods	Data Aggregation/Synthesis	Correlation/Attribution	Specific Country Examples
		information that has been successfully validated from multiple sources.	results chains exist.	
IFAD <sup>147</sup>	<p>Uses a mixed-method approach including;</p> <ul style="list-style-type: none"> <li>• Desk review</li> <li>• Interviews with relevant stakeholders</li> <li>• Direct observation in the field</li> </ul> <p>A combination of methods are used in the field;</p> <ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Stakeholder meetings</li> <li>• Sample household visits (using a pre-agreed set of questions)</li> </ul>	<ul style="list-style-type: none"> <li>• Using mixed methods to triangulate information from different approaches to yield greater validity than one method alone.</li> <li>• A Theory of Change framework is used to connect project achievements to the country strategic objectives and assess the extent to which these have been achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution analysis – use one of two approaches; <ol style="list-style-type: none"> <li>1. Before and after</li> <li>2. With and without/ counterfactuals - provide an assessment of impact attribution</li> </ol> </li> <li>• Some pre-existing outcome/impact studies that use counterfactual analysis.</li> <li>• Adopt a ‘realist’ approach investigating ‘mechanisms’ that generate change and impacts.</li> </ul>	<p><b>India CSPE:</b></p> <p>Data Collection</p> <ul style="list-style-type: none"> <li>• Desk review.</li> <li>• Focus groups.</li> <li>• Stakeholder meetings.</li> <li>• Household visits.</li> <li>• Field visit.</li> <li>• Workshops.</li> </ul> <p>Quality Control:</p> <ul style="list-style-type: none"> <li>• Triangulation.</li> </ul> <p><b>Kenya CSPE:</b></p> <p>Data Collection:</p> <ul style="list-style-type: none"> <li>• Field visits.</li> <li>• Interviews.</li> <li>• Group discussions.</li> <li>• Site checks.</li> <li>• Asset verification.</li> <li>• Surveys.</li> <li>• Document review.</li> <li>• Focus groups.</li> </ul> <p>Data Synthesis:</p> <ul style="list-style-type: none"> <li>• Conglomerated into three pillars that are then synthesised.</li> </ul>

<sup>147</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD.



Institution	Data Collection Methods	Data Aggregation/Synthesis	Correlation/Attribution	Specific Country Examples
				<p><b>Brazil CSPE:</b></p> <p>Data collection:</p> <ul style="list-style-type: none"> <li>• Site visits, semi-structured interviews.</li> <li>• Written self assessments from project implementation teams and partners.</li> <li>• Document review.</li> <li>• Data analysis.</li> </ul>
WB <sup>148</sup>	<ul style="list-style-type: none"> <li>• IEG has unrestricted access to the staff and records of the Bank.</li> <li>• Primary Data collection from consultations with: <ul style="list-style-type: none"> <li>○ Borrower governments</li> <li>○ Beneficiaries</li> <li>○ Co-financers</li> <li>○ Operational managers</li> <li>○ Other stakeholders</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Narrative synthesis.</li> <li>• Clear decision rules are in place on how to move from a lower rating to a higher one.</li> </ul>	<ul style="list-style-type: none"> <li>• Causal contribution is addressed through methods and data triangulation.</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• No specific outline of methods.</li> <li>• Interviews are mentioned.</li> <li>• Attribution Analysis.</li> </ul> <p><b>Mexico CPE:</b></p> <p>Data collection</p> <ul style="list-style-type: none"> <li>• Document Review.</li> <li>• Interviews.</li> <li>• Geospatial analysis.</li> <li>• Statistical analysis.</li> </ul> <p>Attribution:</p> <ul style="list-style-type: none"> <li>• Time-series analysis.</li> </ul>

<sup>148</sup> WB Operations Manual. OP 13.60 - Monitoring and Evaluation

Institution	Data Collection Methods	Data Aggregation/ Synthesis	Correlation/Attribution	Specific Country Examples
				<ul style="list-style-type: none"> <li>• Correlation analysis.</li> </ul> <p><b>Rwanda CPE:</b> No specific methods outlined but interviews are mentioned.</p>

## Annex 5.13 Methods used in CPE/CPRs in the IFIs

### Methodological Approaches

In general, the CPE is a summative approach to evaluation, usually coinciding with the completion of a country program strategy. In the case of WB, there was less focus on summative approaches, tending more towards a complexity-focussed approach. However, the documentary review and the interviews there was no specific explanation of methodological approaches, rather the guidelines were focussed more on the methods to be applied and the resources available. These are summarised in the following tables.

### Methods used.

Almost all develop a guiding document such as an approach paper or inception report that is approved/reviewed by stakeholders. Some of these reports mention the use of standard evaluation questions but these are not always supplied in the evaluation report itself (ADB).

Field/site missions are common in independent country evaluations but are less often seen in validations. All field missions tend to include a combined Top down and bottom up approach” i.e.to span the operations from the strategic, through the operational to the level of project participants.

Approaches for analysis are less clear. Generally, the reliance on evaluator judgement based on the evidence is the main means of analysis. There are some attempts at attribution/contribution analysis common but these are also noted as difficult/limited in validity due to lack of data/time.

All have stringent review processes – but most make it clear that the report is not subject to final management approval –instead comments and objections are published along with report.

**Table A 14. Summary of Methods in CPE/CPRs Across the Five IFIs**

Method	ADB <sup>149, 150, 151</sup> (Annex 6 & Annex 7)	AfDB <sup>152</sup>	IDB <sup>153</sup>	IFAD <sup>154</sup>	WB <sup>155</sup>
Approach paper	<ul style="list-style-type: none"> <li>Define scope, country context, and CPS objectives and outline ADB strategies and programs.</li> <li>Identify methodology, questions, budget, human resources, timeline, and implementation requirements.</li> <li>Developed through discussions with regional departments and the strategy and policy department.</li> <li>For validations, a more limited validation plan is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>Defines approach and parameters.</li> <li>Works to brief the main stakeholders.</li> <li>Summarises context, constraints, opportunities, strategic frameworks and exogenous shocks.</li> </ul>	<ul style="list-style-type: none"> <li>Identify approach.</li> <li>Establish parameters.</li> <li>Brief key stakeholders.</li> <li>Timeline.</li> </ul>	<ul style="list-style-type: none"> <li>Provide context.</li> <li>Outline objectives, methods and timeline for evaluation.</li> <li>Review the logical chain that underpins IFAD's partnership with the country during the period under review, in-line with theory-based evaluations.</li> <li>Utilise a results-based approach, with more results, information and focus on baselines, indicators, quantification and annual reporting.</li> </ul>	
Standard Evaluation Questions		<ul style="list-style-type: none"> <li>Was the CSP design relevant to the country's needs and strategic framework and did it</li> </ul>	<ul style="list-style-type: none"> <li>Were the Bank's strategy and program relevant to the development challenges facing the</li> </ul>		

<sup>149</sup> ADB. 2019. *Annual Evaluation Review*. IED.

<sup>150</sup> ADB. 2016. *Country Partnership Strategy*. Operations Manual Bank Policies. Strategy and Policy Department.

<sup>151</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

<sup>152</sup> AfDB 2019. *Revised Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>153</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008*. New revised version. Washington, D.C.

<sup>154</sup> IFAD. 2015. *Evaluation Manual*. Second Edition. Independent Office of Evaluation of IFAD.

<sup>155</sup> World Bank. 2007. *Monitoring and Evaluation*. Operational Manual. Independent Evaluation Group.

Method	ADB <sup>149, 150, 151</sup> (Annex 6 & Annex 7)	AfDB <sup>152</sup>	IDB <sup>153</sup>	IFAD <sup>154</sup>	WB <sup>155</sup>
		<p>comply with the AfDB strategies?</p> <ul style="list-style-type: none"> <li>• Were there any aspects or dimensions of the CSP which were not addressed by the set of projects?</li> <li>• Has the CSP been effective in achieving development outcomes? What evidence demonstrates CSP results?</li> <li>• Have CSP achievements continued and/or are they likely to be sustained after conclusion of (major) external assistance provided?</li> <li>• Has the CSP converted its inputs into benefits efficiently?</li> <li>• How has the AfDB performed as development partner in CSP design, implementation and</li> </ul>	<p>country?</p> <ul style="list-style-type: none"> <li>• Were suitable instruments of assistance selected to achieve strategic priorities?</li> <li>• Did the Bank assistance achieve its desired objectives? If so, were they achieved efficiently?</li> <li>• Are these achievements sustainable over time?</li> <li>• Was there a suitable division of labour and were there effective coordination arrangements with other development partners?</li> </ul>		

Method	ADB <sup>149, 150, 151</sup> (Annex 6 & Annex 7)	AfDB <sup>152</sup>	IDB <sup>153</sup>	IFAD <sup>154</sup>	WB <sup>155</sup>
		<p>management for results?</p> <ul style="list-style-type: none"> <li>• How has the country Government performed as key development partner in CSP design, implementation and management for results?</li> <li>• Which factors can be derived from the findings that drive or hinder achievement of CSP outcomes?</li> </ul>			
Data Collection	<ul style="list-style-type: none"> <li>• Field missions: <ul style="list-style-type: none"> <li>○ CAPES: 2-3 visits</li> <li>○ CSPFRVs: usually only have one field mission</li> </ul> </li> <li>• Consultations with host government and development partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Field visits.</li> <li>• Consultations.</li> <li>• Surveys.</li> </ul>		<ul style="list-style-type: none"> <li>• Desk review.</li> <li>• Develop evaluation questions.</li> <li>• Identify data gaps.</li> <li>• Field Missions: <ul style="list-style-type: none"> <li>○ Lasts around four weeks</li> <li>○ Broad ranging consultations</li> </ul> </li> </ul>	Bottom up and top down approach.
Results Analysis		<ul style="list-style-type: none"> <li>• The situation at the end of the evaluation period in relation to the CSP indicators.</li> <li>• How this has changed since the start of the CSP.</li> </ul>	Top-down, bottom-up, attribution contribution assessments .	<ul style="list-style-type: none"> <li>• An inductive approach should focus on the results of all IFAD-supported activities in the country.</li> <li>• A deductive approach should focus on a</li> </ul>	<p>Results are measured across three levels:</p> <ul style="list-style-type: none"> <li>• Pillar</li> <li>• Sub-Pillar</li> <li>• Overall World Bank Program</li> </ul>

Method	ADB <sup>149, 150, 151</sup> (Annex 6 & Annex 7)	AfDB <sup>152</sup>	IDB <sup>153</sup>	IFAD <sup>154</sup>	WB <sup>155</sup>
		<ul style="list-style-type: none"> <li>• How this data can be attributed to CSP activities.</li> </ul>		<p>systematic assessment of the results achieved at the overall programme level.</p> <ul style="list-style-type: none"> <li>• A contribution assessment is aimed at determining how the main partners, particularly IFAD and the government have performed.</li> <li>• The performance of partners is assessed.</li> </ul>	
Evaluation Matrix/Framework		Sets out evaluation criteria, questions, indicators, data sources and collection techniques.	<ul style="list-style-type: none"> <li>• Work to define the implicit causal model from assistance program design</li> <li>• Contextual analysis</li> <li>• Examination of relevance</li> <li>• Assessment of validity of program</li> </ul>		
Report Preparation	<ul style="list-style-type: none"> <li>• Elaboration of approach.</li> <li>• Overview of monitoring and implementation.</li> </ul>	Acknowledged.	Key findings and lessons are then drawn from the performance assessment to provide the foundation for future recommendations.	Acknowledged.	

Method	ADB <sup>149, 150, 151</sup> (Annex 6 & Annex 7)	AfDB <sup>152</sup>	IDB <sup>153</sup>	IFAD <sup>154</sup>	WB <sup>155</sup>
Review Process	<ul style="list-style-type: none"> <li>• IED staff.</li> <li>• Peer review.</li> <li>• ADB staff.</li> <li>• Government and other stakeholders (only for CAPEs).</li> </ul>	<ul style="list-style-type: none"> <li>• Internal review.</li> <li>• In-country presentations.</li> <li>• Director of IDEV reviews.</li> <li>• AfDB management reviews.</li> <li>• Committee on Operations and Development Effectiveness.</li> </ul>	Acknowledged.	<ul style="list-style-type: none"> <li>• IOE.</li> <li>• IFAD management.</li> <li>• Government.</li> </ul>	
Additional Processes			CPEs also include an assessment of evaluability, which considers how well a proposed strategy or program sets out criteria and metrics to be used in its subsequent evaluation.		
Country Examples	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• No stated methods</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• No clearly stated methods</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• Guidelines are mentioned but there is not clearly stated</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• Data collection methods discussed but no full methodology.</li> <li>• Included two field visits</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• Structuring of evaluative questions</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• No Specific methods outlined</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• No Specific methods outlined</li> </ul> <p><b>Ecuador CPE;</b></p> <ul style="list-style-type: none"> <li>• No Specific methods outlined</li> </ul>	<p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>• Approach paper</li> <li>• Desk review</li> <li>• Preparatory mission</li> <li>• Field visit</li> <li>• Preliminary findings presented to major stakeholders</li> <li>• Comments incorporated into</li> </ul>	<p><b>Rwanda CPE:</b></p> <p>No clear methods.</p> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Guidelines attached but no specific methods</li> </ul> <p><b>Mexico CPE:</b></p> <p>Guidelines</p>



Method	ADB <sup>149, 150, 151</sup> (Annex 6 & Annex 7)	AfDB <sup>152</sup>	IDB <sup>153</sup>	IFAD <sup>154</sup>	WB <sup>155</sup>
	<p>methods</p> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• Refers to approach paper for methods – not explicitly stated in CAPE report</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• No stated methods</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of strategies and interventions</li> <li>• Pre-filling evaluation tools and formulating initial responses to evaluative questioning</li> <li>• Data collection and analysis</li> <li>• Formulate responses to the evaluation questions</li> <li>• Report formulation.</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• Large focus on data collection and quality control methods</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• Desk Research</li> <li>• Interviews and Stakeholder consultations</li> <li>• Project Sampling</li> <li>• Data analysis</li> </ul> <p><b>Kenya CSPE;</b></p> <ul style="list-style-type: none"> <li>• Clear methods relating to data collection – limited overall methodology</li> </ul>	<p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>• No Specific methods outlined</li> </ul>	<p>report</p> <ul style="list-style-type: none"> <li>• Draft report prepared</li> <li>• Internal peer review</li> <li>• Management and government review</li> <li>• Report finalisation.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Preparatory mission</li> <li>• Approach paper</li> <li>• Document review</li> <li>• Field visit</li> <li>• Wrap up meeting to present preliminary findings</li> <li>• Internal review</li> <li>• Report presentation at national workshop</li> <li>• Agreement at completion developed to include final comments.</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Approach Paper</li> <li>• Preparatory Mission</li> <li>• Desk Review</li> <li>• Field visit</li> <li>• Data triangulation and analysis</li> <li>• Report writing</li> <li>• Internal review</li> <li>• Management review</li> </ul>	<p>attached but no specific methods</p>

### Annex 5.14. Resources Applied

The information on resources required for CPE/CPRs was not readily available in documentation. The IFI survey asked: What resources are applied to CPE/CPRs? What is the average cost of a CPE/CPR? Most institutions found it difficult to provide a specific figure for the resources required to complete a country level evaluation because of the large variance present in the scope of activities and projects implemented in each country.

**Table A 15. Summary of resources applied to CPE/CPRs across the five IFIs**

Institution	Resources applied to evaluations
ADB <sup>156</sup>	<p>CSFRVs:</p> <ul style="list-style-type: none"> <li>• Three to five member team consisting of national and international members.</li> <li>• Includes a one to two week field mission.</li> <li>• Consultant costs up to \$60, 000.</li> </ul> <p>CAPEs:</p> <ul style="list-style-type: none"> <li>• Human resources dependent on size of country portfolio, generally between one and five members both national and international backgrounds.</li> <li>• Consultant costs up to \$450, 000.</li> </ul>
AfDB <sup>157</sup>	Varies between evaluations based on portfolio size and time constraints.
IDB <sup>158, 159, 160</sup>	<ul style="list-style-type: none"> <li>• Average cost of \$393, 000 including staffing, consultants, travel and any workshops/meetings required.</li> <li>• Cost depends on a number of factors including portfolio size and the ratio of staff to consultants.</li> </ul>
IFAD <sup>161, 162, 163</sup>	<ul style="list-style-type: none"> <li>• US\$200,000 not including team leader salary.</li> <li>• 4-5 consultants (both national and international).</li> </ul> <p>Plus a team leader – staff member of evaluation office.</p>
WB <sup>164</sup>	<ul style="list-style-type: none"> <li>• Between US\$400,000 and US\$1m.</li> </ul> <p>Team composition varies dependent on nature and size of the country program.</p>

<sup>156</sup> ADB. 2016. *Revised Guidelines for Country Partnership Strategy Results Frameworks*, p.18.

<sup>157</sup> AfDB. *Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>158</sup> IDB. 2016. *Summary: Update to the Institutional Strategy 2016-2019*, p.12

<sup>159</sup> Office of Evaluation and Oversight. 2013. *Mid-term Evaluation of IDB-9 Commitments. Corporate Results Framework Background Paper*. IDB, Washington, D.C., p.4.

<sup>160</sup> IDB. 2015. *Proposal to Update the Country Strategy Guidelines. Second revised version*, p.25.

<sup>161</sup> IFAD. 2018. *Annual Report on Results and Impact of IFAD Operations*. Evaluation Committee. Rome.

<sup>162</sup> IFAD. 2017. *IFAD11 Results Management Framework*. Consultation on the Eleventh Replenishment of IFAD's resources: third session. Power Point Presentation.

<sup>163</sup> IFAD. 2019. *Operational Procedures and Guidelines for Country Strategies*.

<sup>164</sup> World Bank. *Results Frameworks in Country Strategies – Lessons from Evaluations*. Independent Evaluation Group.

## Annex 5.15. Evaluation Regularity and Cycle Timing

This section provides more detail to the summary information contained in the selection criteria (see Table A 3). The Evaluation Question for this section raised sub-questions: what point in the Country Strategy cycle are CPEs conducted? Do CSPEs cover one or two strategy cycles? Or what is the evaluation period covered by the CSPEs?

In general CPE/CPRs are conducted close to the end of a country strategy to still have relevance to new cycle but also still be able to collate data from activities. The timeliness of evaluations outlined in the guidelines seem to translate into practice across all of the institutions with the main evaluation activities occurring toward the end one strategy cycle and before the beginning of a new cycle.

**Table A 16. Summary of Evaluation Regularity/Cycles Covered in CPE/CPRs Across Five IFIs**

Institution	When are CPEs conducted?	Evaluation Period	Country Examples
ADB <sup>165, 166, 167</sup>	Country level evaluations are conducted at the end of a CPS cycle in order to inform the development of the next CPS. Country level evaluations are conducted every four to five years to coincide with five year plans of governments or the tenures of elected officials.	<p>CAPEs cover:</p> <ul style="list-style-type: none"> <li>• 7-12 years.</li> <li>• take up to 12 months to complete.</li> </ul> <p>CPSFRVs:</p> <ul style="list-style-type: none"> <li>• Focus on the latest CPS cycle – usually covers five years but can be extended to seven years.</li> <li>• Takes a minimum of 5 months.</li> </ul>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• 2011-2015.</li> <li>• Published a year after the completion of the CPS period.</li> <li>• Published in the same year as the development of a new CPS.</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• 2011-2013.</li> <li>• Published the year following the completion of the CPS period.</li> <li>• Published in the same year as the development of the new CPS.</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• 2006-2013.</li> <li>• Published in the same year as the end of the final CPS period but evaluation period only covers half of the final CPS cycle.</li> <li>• Published in the year prior to the development of a new CPS.</li> </ul> <p><b>India CAPE:</b></p>

<sup>165</sup> ADB. 2019. *Annual Evaluation Report*. IED.

<sup>166</sup> ADB. 2015. *Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. IED.

<sup>167</sup> Strategy and Policy Department: ADB. September 2016. *Operations Manual Bank policies – Country Partnership Strategy*. ADB. [For Use by ADB]

Institution	When are CPEs conducted?	Evaluation Period	Country Examples
			<ul style="list-style-type: none"> <li>• 2007-2015.</li> <li>• Published in the same year as the end of the final CPS period but evaluation period only covers half of the final CPS cycle.</li> <li>• Published one year prior the development of new CPS.</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• 2012-2014.</li> <li>• Published in the year following the CPS period.</li> <li>• Published in the same year as the development of the new CPS.</li> </ul>
AfDB <sup>168</sup>	<p>CSPEs are conducted before the development of a new CSP or regional strategy</p> <ul style="list-style-type: none"> <li>• The timing of a CSPE should permit the evaluation findings, lessons and recommendations to feed into the next CSP cycle.</li> <li>• CSPEs should at least cover one full CSP cycle.</li> </ul>	<p>CSPEs cover</p> <ul style="list-style-type: none"> <li>• a 10 year period (or a period long enough to observe development results).</li> <li>• take approximately 12 months to complete after approval of approach paper.</li> <li>• The CSPE performance assessment will cover the full period of assistance.</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• 2004-2013.</li> <li>• Completed one year prior to the end of a CSP cycle.</li> <li>• Completed in the same year as the development of the new CSP.</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• 2004-2015.</li> <li>• Completed in the same year as the development of the new CSP.</li> <li>• Completed in the final year of a CSP period.</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• 2004-2016.</li> <li>• Completed one year after the completion of a CSP cycle.</li> <li>• Completed in the same year as the development of a new CSP.</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• 2004-2013.</li> <li>• Completed the year following the completion of</li> </ul>

<sup>168</sup> AfDB 2019. *Revised Draft Evaluation Manual*. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

Institution	When are CPEs conducted?	Evaluation Period	Country Examples
			<p>a CSP period.</p> <ul style="list-style-type: none"> <li>Completed in the same year as the development of a new CSP.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>2002-2012.</li> <li>Completed a year after the development of a new CSP.</li> <li>Completed three years after the evaluation period and the last relevant CSP.</li> </ul>
IDB <sup>169</sup>	<p>CPEs cover:</p> <ul style="list-style-type: none"> <li>Are conducted in the final year of a CS cycle to inform the development of a new CS.</li> <li>IDB's Vice Presidency for Countries creates a schedule for the development of new country strategies and this guides the schedule of CPEs.</li> </ul>	<p>CPEs cover:</p> <ul style="list-style-type: none"> <li>A period of assistance that is long enough to witness development results and performance. This varies depending on the electoral cycle of a country.</li> <li>Takes between 6-12 months.</li> <li>The initial draft should be ready for sharing with Management in the first three months succeeding the end of the CS period.</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>2011-2015.</li> <li>Completed in the final year of CS.</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>2011-2014.</li> <li>Completed the year following the completion of CS period.</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>2012-2017.</li> <li>Completed the year following the completion of the CS period.</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>2012-2016.</li> <li>Completed in the final year of the CS period.</li> </ul>
IFAD <sup>170</sup>	CSPEs are conducted one to two years before a new country	<p>CSPEs cover:</p> <ul style="list-style-type: none"> <li>Approximately a</li> </ul>	<p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>2010-2015.</li> </ul>

<sup>169</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C.

<sup>170</sup> IFAD, 2018. Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programmes. IFAD.

Institution	When are CPEs conducted?	Evaluation Period	Country Examples
	<p>strategy is prepared CSPEs cover:</p> <ul style="list-style-type: none"> <li>• Period since previous CSPE</li> <li>• To provide guidance for future COSOPs</li> </ul>	<p>10 year period. OR</p> <ul style="list-style-type: none"> <li>• The period since the previous CSPE.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed one year after the evaluation period.</li> <li>• Completed one year prior to the new COSOP period.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• 2011-2019.</li> <li>• Completed in the same year as the development of the new COSOP.</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>• 2008-2015.</li> <li>• Published in the final year of a COSOP.</li> <li>• Conducted one year before the development of a new COSOP.</li> <li>• Took 9 months to complete.</li> </ul>
WB <sup>171</sup>	<p>CLRRs cover: Country Learning Reviews are self evaluations conducted at the end of a CPF and then validated by IEG. CPEs are conducted in time to inform new CPFs.</p>	<p>CLRRs coverage is not stated in the documentation</p> <p>CPEs cover approximately ten years.</p> <p>Usually covers 4-5 years but can be up to 10 years.</p>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• 2004-2011.</li> <li>• Conducted two years after the completion of the CPS cycle.</li> <li>• Completed one year prior to the implementation of new CPS.</li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>• 2008-2017.</li> <li>• Completed one year before the completion of a CPS period.</li> <li>• Completed two years prior to the development of the new CPS.</li> </ul> <p><b>Rwanda CPE:</b></p> <ul style="list-style-type: none"> <li>• 2009-2017.</li> <li>• Completed one year prior to the end of an extended CPS cycle.</li> </ul>

<sup>171</sup> IEG Website, available at: <http://ieg.worldbankgroup.org/>

## Annex 5.16. Learning, Limitations and Use of CPE/CPRs Across the Five IFIs

### Developing Recommendations, Lessons Learned and Report Dissemination

All institutions emphasise the need for a stringent review process for the evaluation report for fact checking and agreement /dissent from Operations. Most IFIs make a special effort through presentations to try and encourage learning from evaluations. Evaluation reports are generally made publically available, are published online and disseminated through stakeholder lists.

**Table A 17. Summary of the Development and Dissemination of Evaluation Findings from CPE/CPRs Across the Five IFIs**

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
<b>ADB</b> <sup>172, 173</sup>	Independent evaluations are subject to a stringent review process before being published (see methods section).		<ul style="list-style-type: none"> <li>All Independent evaluations are published online – IED and ADB websites</li> <li>Some are posted on social media</li> <li>Findings of evaluations are sometimes presented at workshops and seminars</li> </ul>	<p><b>Bangladesh CPSFRV:</b> Reviewed by Resident field mission and the South Asia Department</p> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>Peer reviewed</li> <li>The resident mission and the regional office also reviewed</li> </ul> <p><b>China CAPE:</b> Review Process</p> <ul style="list-style-type: none"> <li>Externally peer reviewed</li> <li>Internally peer reviewed</li> </ul> <p>Management response is included in report.</p> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>Internally and externally peer reviewed</li> </ul> <p><b>Indonesia CPSFRV:</b></p>

<sup>172</sup> ADB. October 2013. *Operations Manual: Bank Policies: Independent Evaluation*. ADB. [For Internal Use by ADB]

<sup>173</sup> IED ADB. March 2015. *2015 Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. ADB.

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
				<ul style="list-style-type: none"> <li>Externally and internally reviewed</li> <li>The resident mission and the regional office also reviewed</li> </ul>
AfDB <sup>174, 175</sup>	<ul style="list-style-type: none"> <li>Independent evaluations are subject to a stringent review process before being published (see methods section).</li> <li>Draft reports are shared with management, borrowing country's authorities, implementing agencies and co-financers.</li> </ul>		<ul style="list-style-type: none"> <li>Evaluation summaries are widely distributed</li> <li>Evaluation reports are widely disseminated through print and electronic means</li> <li>Reports are also presented at workshops and disseminated through evaluation capacity development activities.</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>Management response included in report</li> <li>No lessons learned section</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>Internally and externally peer reviewed</li> <li>Management response included in the report</li> <li>No lessons learned section</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>Externally peer reviewed</li> <li>Management response included in report</li> <li>Four lessons learned <ul style="list-style-type: none"> <li>"Strike the right balance between banking objectives and development bank objectives</li> <li>How to accelerate</li> </ul> </li> </ul>

<sup>174</sup> AfDB. 2019. *Revised Draft Evaluation Manual Chapter 7: Country/Regional Integration Strategy and Program Evaluations*. AfDB.

<sup>175</sup> AfDB OPEV. March 2007. *Independent Evaluation Policy and Functional Responsibilities of the Operations Evaluation Department (OPEV)*. AfDB.



Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
				<p>progress towards Sustainable Development Goals (SDGs)</p> <ul style="list-style-type: none"> <li>○ Enhance collaboration</li> <li>○ Focus on the broad scope of knowledge products on comparative advantage</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>• Internally and externally peer reviewed</li> <li>• Management response included in report</li> <li>• No lessons learned section</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• No mention of review process</li> <li>• Management response included in report</li> <li>• No lessons learned section</li> </ul>
<b>IDB</b> <sup>176</sup>	<p>A draft of the CPE is reviewed</p> <ul style="list-style-type: none"> <li>• Internally by OVE staff and management.</li> <li>• Externally by:</li> </ul>		<ul style="list-style-type: none"> <li>• Presentations to parliament</li> <li>• Public seminars</li> <li>• Consultation workshops</li> <li>• Press briefings</li> <li>• Summaries are more widely</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• No mention of review process</li> <li>• Mentions lessons learned as an objective</li> </ul>

<sup>176</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C.

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
	<ul style="list-style-type: none"> <li>○ Operations staff</li> <li>○ country stakeholders - have four weeks to provide feedback and comment</li> <li>○ External reviewers.</li> <li>● The final report acknowledges any points of disagreement from the review process.</li> </ul>		disseminated that full reports.	<p>but not expressly presented.</p> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>● No mention of review process</li> <li>● No management response</li> <li>● Lessons learned mentioned but not formulated and presented</li> </ul> <p><b>Ecuador CPE:</b></p> <ul style="list-style-type: none"> <li>● No mention of review process</li> <li>● No management response</li> <li>● Lessons learned indicated for individual projects</li> </ul> <p><b>Peru CPE:</b></p> <ul style="list-style-type: none"> <li>● No mention of review process</li> <li>● No management response included</li> <li>● No lessons learned presented</li> </ul>
IFAD	<p>IFAD management and government given four weeks to review and respond to draft report.</p> <ul style="list-style-type: none"> <li>● May include a</li> </ul>			<p><b>Brazil CSPE:</b></p> <p>Review:</p> <ul style="list-style-type: none"> <li>● Internally peer reviewed</li> <li>● Shared with</li> </ul>

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
	meeting/visit with stakeholders			<p>management and government for review</p> <p>Response</p> <ul style="list-style-type: none"> <li>• Inclusion in report of Agreement at Completion Point section: reflection of commitment by IFAD and Government to adopt and implement recommendations</li> </ul> <p>Dissemination:</p> <ul style="list-style-type: none"> <li>• CPE national roundtable workshop</li> </ul> <p>Lessons learned:</p> <ul style="list-style-type: none"> <li>• Form the basis of part of one recommendation</li> </ul> <p><b>India CSPE:</b></p> <p>Review</p> <ul style="list-style-type: none"> <li>• Internally and externally peer reviewed</li> <li>• IFAD, government and other partners provide comments</li> <li>• Comments received during wrap-up meeting are incorporated.</li> </ul> <p>Response:</p> <ul style="list-style-type: none"> <li>• “Agreement at completion point”</li> </ul>

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
				<p>section in the report.</p> <p>Dissemination:</p> <ul style="list-style-type: none"> <li>• National roundtable workshop to discuss findings and learnings</li> <li>• Publicly disclosed</li> </ul> <p>Lessons learned</p> <ul style="list-style-type: none"> <li>• Form a part of the recommendations</li> </ul> <p><b>Kenya CSPE:</b></p> <p>Review:</p> <ul style="list-style-type: none"> <li>• Internal review</li> </ul> <p>Response</p> <ul style="list-style-type: none"> <li>• Government and IFAD provide comments included in the Agreement at completion point</li> </ul> <p>Dissemination:</p> <ul style="list-style-type: none"> <li>• National workshop</li> </ul> <p>Lessons learned</p> <ul style="list-style-type: none"> <li>• Focus on lessons learned at the project level</li> </ul>
<b>WB<sup>177</sup></b>	IEG aims to include the view points of reviewers in their reports but reports are			<p><b>Brazil CPE:</b></p> <p>Review:</p>

<sup>177</sup> WB. Operations Manual. OP 13.60 Monitoring and Evaluation.

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
	not subject to the approval of management.			<ul style="list-style-type: none"> <li>• Internally and externally reviewed</li> </ul> <p>Response:</p> <ul style="list-style-type: none"> <li>• Management agrees to actions in the management action record section</li> </ul> <p>Dissemination</p> <ul style="list-style-type: none"> <li>• Report dissemination not discussed</li> </ul> <p>Lessons Learned:</p> <ul style="list-style-type: none"> <li>• Incorporated into the conclusions section</li> </ul> <p><b>Mexico CPE:</b></p> <p>Review:</p> <ul style="list-style-type: none"> <li>• Internally and externally peer reviewed</li> </ul> <p>Response:</p> <ul style="list-style-type: none"> <li>• No response included</li> </ul> <p>Dissemination:</p> <ul style="list-style-type: none"> <li>• Report dissemination not discussed</li> </ul> <p>Lessons learned:</p> <ul style="list-style-type: none"> <li>• Five lessons identified: <ul style="list-style-type: none"> <li>○ Providing policy guidance and exercising convening power</li> </ul> </li> </ul>

Institution	Responses to Evaluation	Lessons Learned	Publishing and Dissemination	Specific Country Examples
				<ul style="list-style-type: none"> <li>○ Balancing detailed strategy with flexibility</li> <li>○ Deepening sub-national engagement in lagging regions</li> <li>○ Leveraging knowledge and partnerships</li> <li>○ Maximising private finance</li> </ul>

<b>Additional World Bank Example (adjusted format to save pages)</b>
<b>Rwanda CPE:</b>
Review:
<ul style="list-style-type: none"> <li>• Externally peer reviewed</li> </ul>
Response:
<ul style="list-style-type: none"> <li>• Report to the Board from the Committee on Development Effectiveness to come</li> </ul>
Dissemination:
<ul style="list-style-type: none"> <li>• No mention of report dissemination</li> </ul>
Lessons Learned:
<ul style="list-style-type: none"> <li>• Six lessons learned <ul style="list-style-type: none"> <li>○ Strong government leadership and discipline are critical determinants of development progress</li> <li>○ General budgetary support can be an effective means of supporting development</li> <li>○ Sustained collaboration among staff is essential to realizing synergies</li> <li>○ Systemic integration of sector experiences is key to effectively tackling cross-cutting areas.</li> <li>○ Rapid agricultural modernization program points to the potential for widening inequalities</li> </ul> </li> </ul>
In countries with limited institutional capacity \, basing senior task team leaders in the field can help build policy-making capacity and ensure smooth project implementation.

## Annex 5.17. Use of Evaluation Findings, Recommendations and Learning

The main use of the evaluation findings, learning/recommendations are to inform the Board of performance and to feed back into the next cycle. This is in line with the stated purpose as outlined in Table A 1.

**Table A 18. Summary of Use of Evaluation Findings, Recommendations and Learning in CPE/CPRs Across the Five IFIs**

IFI	Use of Results	Implementation of Recommendations	Use of Learning	Specific Country Examples
<b>ADB</b> <sup>178</sup>	CAPEs and CPSFRVs are prepared in time to influence the next CPS cycle.	Recommendations are shown to Board members before the development of the new country strategy.		<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Issues specifically suggest working into the new CPS</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Identifies future priority areas</li> <li>• Will influence the development of new CPS</li> </ul> <p><b>China CAPE:</b></p> <ul style="list-style-type: none"> <li>• Management agrees with and plans to take action on five out of six areas.</li> <li>• Actions include: <ul style="list-style-type: none"> <li>○ Expansion of programs</li> <li>○ Adoption of new programs</li> <li>○ Refining the new CPS</li> </ul> </li> <li>• Limited by the priorities/permission of the government</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>• Intended to feed back into new CPS but no specifics on how the learnings/results/recommendations will be adopted</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• Mentions aiming to feed into new CPS but doesn't mention specifically how.</li> </ul>
<b>AfDB</b> <sup>179</sup>	CSPEs are prepared in time to influence the	Management Action Record System allows Operations Departments to report	Operations Department prepares a management	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• Inclusion of management action record in CSPE report</li> <li>• Recommendations and conclusions taken into</li> </ul>

<sup>178</sup> Asian Development Bank. October 2013. *Operations Manual: Bank Policies: Independent Evaluation*. ADB. [For Use by ADB]

<sup>179</sup> AfDB. 2019. *Revised Draft Evaluation Manual Chapter 7: Country/Regional Integration Strategy and Program Evaluations*. AfDB.

IFI	Use of Results	Implementation of Recommendations	Use of Learning	Specific Country Examples
	development of a new CSP	to the board biannually action that has been taken based on recommendations from previous evaluations.	response that is presented to the Board with the Evaluation report. This is used to influence the development of the new Country strategy.	<p>consideration in preparation of new CSP.</p> <ul style="list-style-type: none"> <li>• Actions include: <ul style="list-style-type: none"> <li>○ Conducting studies to improve data availability</li> <li>○ Creation of new programs</li> <li>○ Program expansion</li> <li>○ More comprehensive risk assessments</li> <li>○ Improved partnership dialogue</li> <li>○ Increased use of national systems</li> </ul> </li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• Inclusion of management action record in CSPE report</li> <li>• Actions taken: <ul style="list-style-type: none"> <li>○ Changed selectivity criteria incorporated into new CSP</li> <li>○ Improved baseline studies to improve data availability</li> <li>○ Inclusion of new project components</li> <li>○ Change in project scope</li> <li>○ Increased communication with stakeholders</li> <li>○ Defining new strategies</li> <li>○ Improved partner dialogue</li> <li>○ Concerted effort to improve logical frameworks</li> <li>○ Capacity building activities</li> </ul> </li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>• Inclusion of management action record in CSPE report</li> <li>• Actions taken: <ul style="list-style-type: none"> <li>○ Incorporate recommendations in new CSP</li> <li>○ New projects</li> <li>○ Increased number of studies to provide more credible reasoning</li> <li>○ Change in focus/scope</li> <li>○ Increased focus on private sector through skill development</li> </ul> </li> </ul>



IFI	Use of Results	Implementation of Recommendations	Use of Learning	Specific Country Examples
				<ul style="list-style-type: none"> <li>○ Adoption of new results tools</li> <li>○ Increased M&amp;E staff capacity</li> </ul> <p><b>Ethiopia CSPE:</b></p> <ul style="list-style-type: none"> <li>● Inclusion of management action record in CSPE report</li> <li>● Findings have been incorporated into new CSP</li> <li>● Actions taken: <ul style="list-style-type: none"> <li>○ Targeted investment</li> <li>○ Mainstreaming cross cutting issues</li> <li>○ Commissioning new studies</li> <li>○ New collaborations</li> <li>○ Use of national systems and resources</li> <li>○ Encourage client ownership</li> <li>○ Skills development activities</li> </ul> </li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>● Inclusion of management action record in CSPE report</li> <li>● Key lessons have been integrated into the new CSP</li> <li>● Actions taken: <ul style="list-style-type: none"> <li>○ New selectivity criteria</li> <li>○ Increased cooperation</li> <li>○ Improved background studies</li> <li>○ Increased focus on cross cutting issues</li> <li>○ New efficiency measures</li> </ul> </li> </ul>
<b>IDB</b> <sup>180</sup>	CPEs are prepared in time to influence the development of the next CS and provided to government at a time when		Learning takes place across the whole institution including the Board and Country teams.	<p><b>Bolivia CPE:</b> No mention of how management responded to report</p> <p><b>Brazil CPE:</b> Link to management comments included</p> <p><b>Ecuador CPE:</b> No mention of how management responded to report</p> <p><b>Peru CPE:</b> No mention of how management responded to report</p>

<sup>180</sup> IDB. 2009. *Protocol for Country Program Evaluation (CPE) 2008. New revised version.* Washington, D.C.

IFI	Use of Results	Implementation of Recommendations	Use of Learning	Specific Country Examples
	they will have maximum impact. Summaries of evaluations are also used for comparative purposes.			
<b>IFAD</b> <sup>181</sup>		At the completion of an evaluation the Government and IFAD commit to following up recommendations	Evaluation office provide comments to management on the new country strategy in line with evaluations.	<p><b>Brazil CSPE:</b> Inclusion of “Agreement at Completion point”</p> <ul style="list-style-type: none"> <li>• Endorses some recommendations</li> </ul> <p><b>India CSPE:</b> inclusion of “Agreement at Completion point”</p> <ul style="list-style-type: none"> <li>• Places responsibility for follow up and implementation clearly on each party (IFAD or Government)</li> <li>• Proposes actions to implement recommendations</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Includes a “Detailed Action matrix” <ul style="list-style-type: none"> <li>○ Specifies actions, timeframe, status and responsible party.</li> </ul> </li> <li>• Includes an “Agreement at completion” section</li> </ul>
<b>WB</b> <sup>182</sup>		Recommendations identified in Country Assistance Evaluations (now CPEs) are utilised in two thirds of new Country Strategies.		<p><b>Brazil CPE:</b> Includes “management action record”</p> <ul style="list-style-type: none"> <li>• Shows level of acceptance by management and management response.</li> </ul> <p><b>Mexico CPE:</b> No mention of management response to CPE.</p> <p><b>Rwanda CPE:</b> No mention of management response to CPE.</p>

<sup>181</sup> IFAD, 2018. Revised Guidelines and procedures for Results-Based Country Strategic Opportunities Programmes. IFAD.

<sup>182</sup> OED WB. 2005. *Country Assistance Evaluation Retrospective*. OED WB.

## Annex 5.18. Stated Limitations:

**Table A 19. Stated Limitations of CPE/CPRs Across the Five IFIs**

Limitations	ADB <sup>183</sup>	AfDB <sup>184</sup>	IDB <sup>185, 186</sup>	IFAD	WB <sup>187</sup>
<b>Results Framework</b>	Can be difficult to construct results frameworks without a robust baseline.	<ul style="list-style-type: none"> <li>• Limitations can occur in the use of the CSP results framework if the original framework was broadly defined making analysis of relationships along CSP results and logic frameworks difficult.</li> </ul>			
<b>Data Collection/Results Attribution</b>	Limitations of data collection at ADB include that the IED does not have the time to collect large amounts of primary data, recent data may be unavailable, and causal relationships are difficult to prove (relating to correlation, contribution and attribution) and may be dependent on assumptions.	<ul style="list-style-type: none"> <li>• Limitations in terms of data collection centre on the limited availability of baseline data and the number of unverified Project completion reports that contribute as a source of secondary data.</li> <li>• Limitations also exist in the development of causal links between a CSP's activities and development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution and formal attribution are difficult to ascertain because of the multiplicity of factors that affect development outcomes and impacts at the country-level.</li> <li>• Attribution of results is extremely difficult and so report focuses on plausible and meaningful contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• Before and after assessments - lack of baseline data and inadequate monitoring and evaluation systems.</li> </ul>	In-depth causal analysis is not feasible given the trade off between depth and scope present in country level evaluations.

<sup>183</sup> ADB. 2016. *Revised Guidelines for Country Partnership Strategy Results Frameworks*

<sup>184</sup> AfDB 2019. Revised Draft Evaluation Manual. Chapter 7: Country/Regional Integration Strategy and Program Evaluations.

<sup>185</sup> IDB, 2009. *Protocol for Country Program Evaluation (CPE) 2008. New Revised Version.*

<sup>186</sup> IDB, 2015. *Proposal to Update the Country Strategy Guidelines. Second Revised Version (Confidential.)*

<sup>187</sup> WB, 2018. *Update to guidance on World Bank Group Program Outcome ratings in Independent Evaluation Group Country Program Evaluations.*

Limitations	ADB <sup>183</sup>	AfDB <sup>184</sup>	IDB <sup>185, 186</sup>	IFAD	WB <sup>187</sup>
		<ul style="list-style-type: none"> <li>• Attribution is difficult to ascertain.</li> </ul>			
<b>Methodology</b>	<ul style="list-style-type: none"> <li>• Time and resource constraints.</li> <li>• Trying to predict the future impacts of a project still in the implementation phase is difficult.</li> <li>• Difficulties in weighting the importance of success or failure of individual projects.</li> <li>• Evaluators judgement has to play a role.</li> </ul>	<ul style="list-style-type: none"> <li>• Data at the outcome level is difficult to obtain.</li> <li>• Aggregation of results is difficult across portfolios.</li> </ul>	<ul style="list-style-type: none"> <li>• Attribution and aggregation challenges.</li> <li>• Limited results for operations approved during CS period.</li> <li>• Data availability.</li> <li>• Weak results frameworks in some cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Time and financial resources constrain detail.</li> <li>• Final product is dense and lengthy constraining its usefulness.</li> </ul>	<ul style="list-style-type: none"> <li>• There has previously been a lack of comparability between country level evaluations.</li> <li>• Scope vs depth trade-off.</li> <li>• Resource time and data constraints.</li> </ul>
<b>Specific Country Examples</b>	<p><b>Bangladesh CPSFRV:</b></p> <ul style="list-style-type: none"> <li>• “The CPS framework was poorly designed and no plausible link existed between the objectives stated ... the CPS, sector, and projects.”</li> <li>• Misalignment between design and monitoring framework, sector results framework and CPs results</li> </ul>	<p><b>Cameroon CSPE:</b></p> <ul style="list-style-type: none"> <li>• Weak national and institutional M&amp;E systems</li> <li>• Attribution difficulties</li> </ul> <p><b>DRC CSPE:</b></p> <ul style="list-style-type: none"> <li>• Weak correlation between the CSP and project results frameworks</li> <li>• Logistical constraints hindering representative visits.</li> <li>• Low project implementation</li> </ul>	<p><b>Bolivia CPE:</b></p> <ul style="list-style-type: none"> <li>• Quality of indicators</li> <li>• Time lag between implementation and results.</li> </ul> <p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Limited monitoring of indicators throughout strategy period.</li> </ul>	<p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>• Time constraints lead to less than comprehensive country coverage during field missions.</li> <li>• Data reliability.</li> <li>• Data .aggregation levels.</li> </ul> <p><b>India CSPE:</b></p> <ul style="list-style-type: none"> <li>• Time and resource constraints</li> </ul>	<p><b>Brazil CPE:</b></p> <ul style="list-style-type: none"> <li>• Ambitious objectives and complicated results.</li> <li>• Baseline data only being collected as interventions near completion.</li> </ul> <p><b>Mexico CPE:</b></p> <ul style="list-style-type: none"> <li>• Difficulties in measuring knowledge benefits.</li> </ul>

Limitations	ADB <sup>183</sup>	AfDB <sup>184</sup>	IDB <sup>185, 186</sup>	IFAD	WB <sup>187</sup>
	<p>framework.</p> <ul style="list-style-type: none"> <li>Disparities in financial amounts shown in CPS results framework and CPSFRV framework.</li> <li>Information was provided too late in the validation process to allow for proper independent validation.</li> </ul> <p><b>Cambodia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>Difficult to attribute results due to short implementation period.</li> <li>Weaknesses in CPS and CPSFR results frameworks pertaining to the definition of outcome achievement .</li> <li>Some outcome indicators were plausibly linked to programs.</li> <li>Limited indicators for some aspects.</li> <li>The indicators used in results</li> </ul>	<p>rate in some sectors</p> <ul style="list-style-type: none"> <li>Lack of baseline data.</li> </ul> <p><b>Nigeria CSPE:</b></p> <ul style="list-style-type: none"> <li>Impact of external factors on Bank performance – attribution.</li> <li>Data gaps.</li> <li>Availability of project information.</li> </ul> <p><b>Ethiopia CSPE;</b></p> <ul style="list-style-type: none"> <li>Data gaps.</li> <li>Weak project documents.</li> <li>Attribution difficulties.</li> </ul> <p><b>Kenya CSPE:</b></p> <ul style="list-style-type: none"> <li>Time and contextual constraints.</li> <li>Data accessibility.</li> </ul>		<p>limiting data collection.</p> <ul style="list-style-type: none"> <li>Time and resource constraints limit geographical coverage.</li> </ul> <p><b>Brazil CSPE:</b></p> <ul style="list-style-type: none"> <li>Language barriers.</li> <li>Geographic coverage within time constraints.</li> <li>Projects only in the initial stages of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Attribution difficulties.</li> <li>Scale up potential and replicability are difficult to measure.</li> <li>Time lags.</li> </ul> <p><b>Rwanda CPE:</b></p> <ul style="list-style-type: none"> <li>Project level evaluations tend to focus on activities and processes rather than outcomes.</li> </ul>

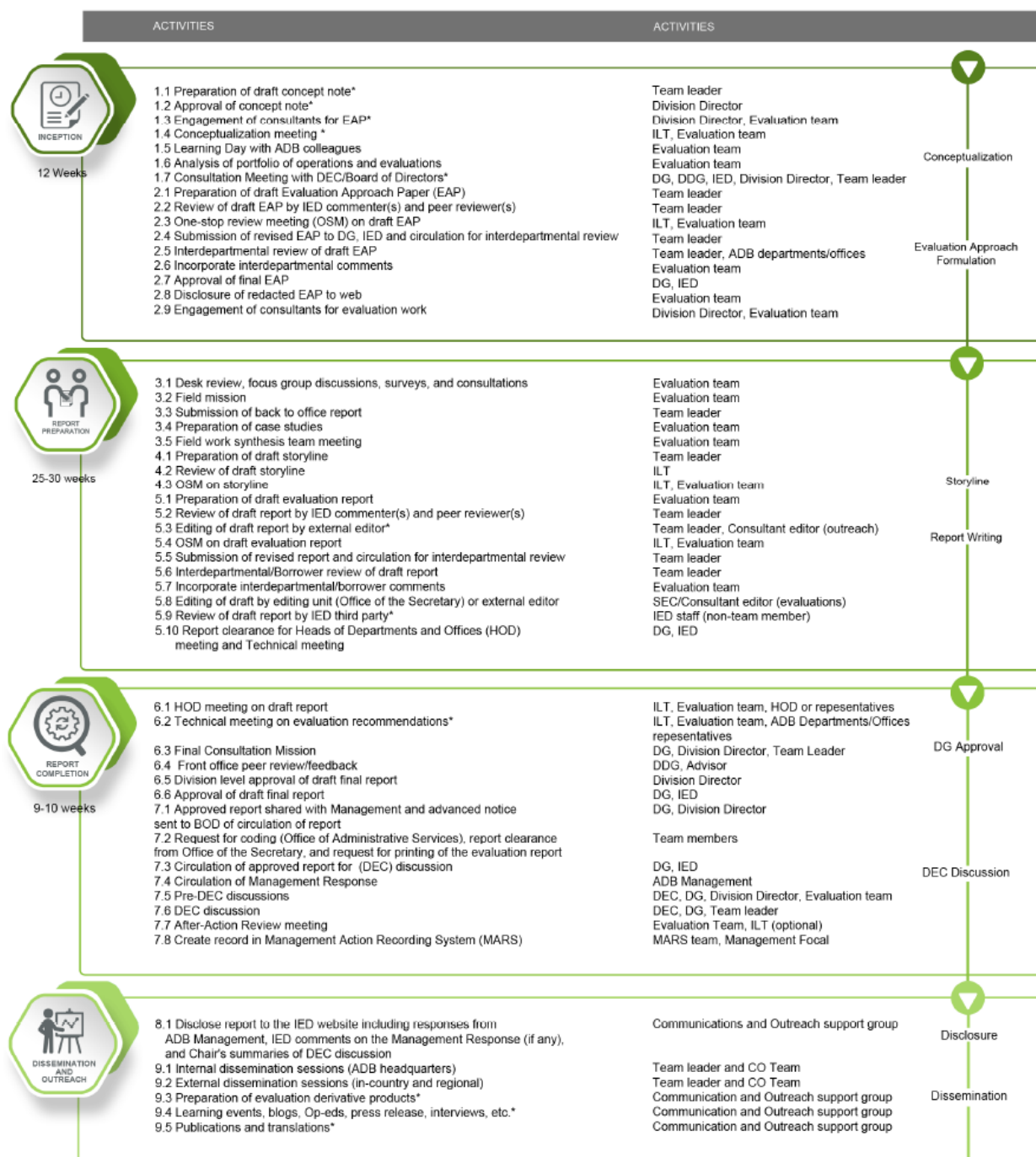
Limitations	ADB <sup>183</sup>	AfDB <sup>184</sup>	IDB <sup>185, 186</sup>	IFAD	WB <sup>187</sup>
	<p>frameworks do not reflect ADB priorities.</p> <ul style="list-style-type: none"> <li>Limited review of some indicators due to time and resource constraints.</li> </ul> <p><b>India CAPE:</b></p> <ul style="list-style-type: none"> <li>Frameworks didn't always include clear indicators of the contribution of ADB support.</li> </ul> <p><b>Indonesia CPSFRV:</b></p> <ul style="list-style-type: none"> <li>Broad targets are used in CPS results frameworks that don't well to activities and projects.</li> </ul>				

## Annex 6. ADB CPSFRV Process

	ACTIVITIES	IED RESPONSIBILITY CENTER	
1 INCEPTION	1.1 Validation plan formulation	1.1 Preparation of draft validation plan Team leader	
	1.3 Preparation for	1.2 Sharing of draft validation plan with the relevant RD (interdept commenting - need to check schedule)	Evaluation team
		1.3 Engagement of consultants for evaluation work (Can commence with the receipt of a DRAFT or FINAL CPS Final Review )	Evaluation team
	2.1 Field work	1.4 Approval of validation plan (this will be done after receipt of the FINAL VERSION of the CPS FR report from RD)	Division director
		1.5 Sharing of final validation plan to RD and the corresponding Board Member	Evaluation team
		1.6 Data gathering for desk review/mission preparation, including portfolio preparation ( can commence with a DRAFT CPSFR in view)	Evaluation team
2.1 Desk review and meeting with concerned ADB project officers		Evaluation team	
2 EVALUATION REPORT PREPARATION	2.2 Zero draft*	Evaluation team	
	2.4 Report writing	2.3 Evaluation mission (only after FINAL CPS FR is received)	Evaluation team
		2.4 Submission of back-to-office report (BTOR) to division director	Team leader
	3.1 Circulation for interdepartmental review (CPSFR Validation will not be shared with Government, assuming that the CPSFR has already been shared with / cleared by the Government)	2.5 Preparation of draft evaluation report	Evaluation team
		2.6 Director's clearance of draft report for OSM	Evaluation team, Division director
		2.7 Review of report by ILT/IED commenter(s) and peer reviewer(s)	Team leader
		2.8 OSM on draft evaluation report	ILT, Evaluation team, IED commenter
		2.9 Submission of revised report addressing OSM comments (minutes issued by Director to EILT within a week)	Division director, Team leader
		3.2 Incorporate interdepartmental	Evaluation team
		3.3 Copy editing of draft report by the Office of the Secretary (SEC) or external editor; simultaneously share recommendations with RD and request if they want to have further meeting on these on short notice	Evaluation team, IED consultant editor*
		3.4 Incorporate comments from the editor and comments after meeting with RD	Evaluation team
		3.5 Internal Quality Review	Evaluation Analyst
		4.1 Approvals	4.1 Submission of draft final report for Division director's clearance
	4.2 Submission of draft to IEOD for review		Advisor
4.3 Submission of draft final report for DG approval	Division director, Team leader		
4.4 Approval of final report	DG, Team leader		
3 REPORT COMPLETION	5.1 Advance notice sent to the Board of Directors	Evaluation team, IEOD	
	5.2 Courtesy copy of approved report shared with the regional department and the resident mission	DG, Division director, Team leader	
	5.3 Requests for report clearance from SEC and printing of the approved report	Evaluation team	
	6.1 Circulation	6.1 Circulation of approved report to the Board of directors and the Management (for Development Effectiveness Committee [DEC] discussion*)	DG, Evaluation team, IEOD
		6.2 Circulation of Management Response*	Team leader, IEOD
	6.4 DEC discussion	6.3 Pre-DEC discussions*	DG/DDG, Division director, Team leader
6.4 DEC discussion*		DG, Division director, Team leader	
4 DISSEMINATION	7.1 Disclosure,	Team leader, CO team	
	7.2 Publications and translations*	7.1 Disclose report to the IED website including responses from ADB Management, IED comments on the Management Response (if any), and Chair's summary of DEC discussion	Team leader, CO team
		7.2 Publications and translations*	Team leader, CO team

# Annex 7. Country Assistance Program Evaluations (ADB)

## Country Assistance Program Evaluations



\* If required