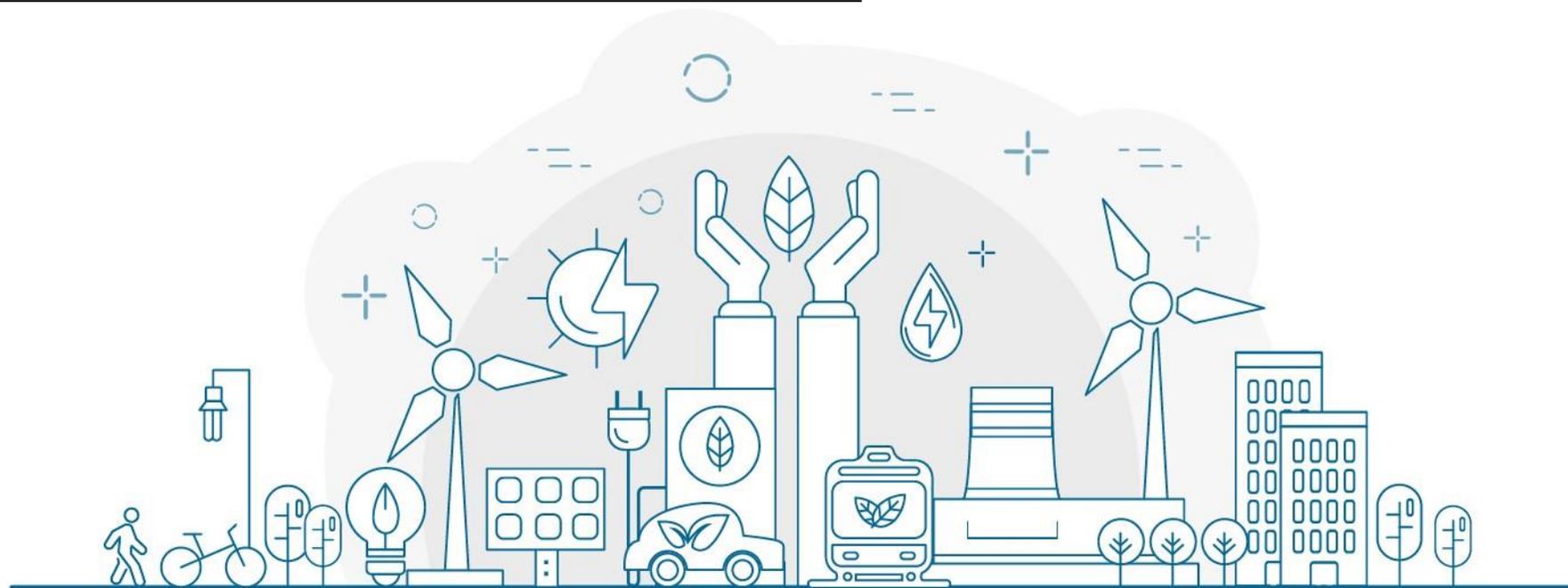


*The views expressed in this presentation are the views of the author/s and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this presentation and accepts no responsibility for any consequence of their use. The countries listed in this presentation do not imply any view on ADB's part as to sovereignty or independent status or necessarily conform to ADB's terminology.*



## **SESSION 7:**

# **Learning From Evaluation - Institutional Readiness Supporting Project Implementation**

Arjun Guha, Evaluation Specialist (Energy Sector Focal), ADB

# SESSION 7:

## LEARNING FROM EVALUATION - INSTITUTIONAL READINESS SUPPORTING PROJECT IMPLEMENTATION



**Mr. Arjun Guha**  
Evaluation Specialist  
Independent Evaluation Department  
Asian Development Bank



# Independent Evaluation at ADB

## Development effectiveness

Maximizing development effectiveness of ADB operations through evaluation feedback

### Accountability

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

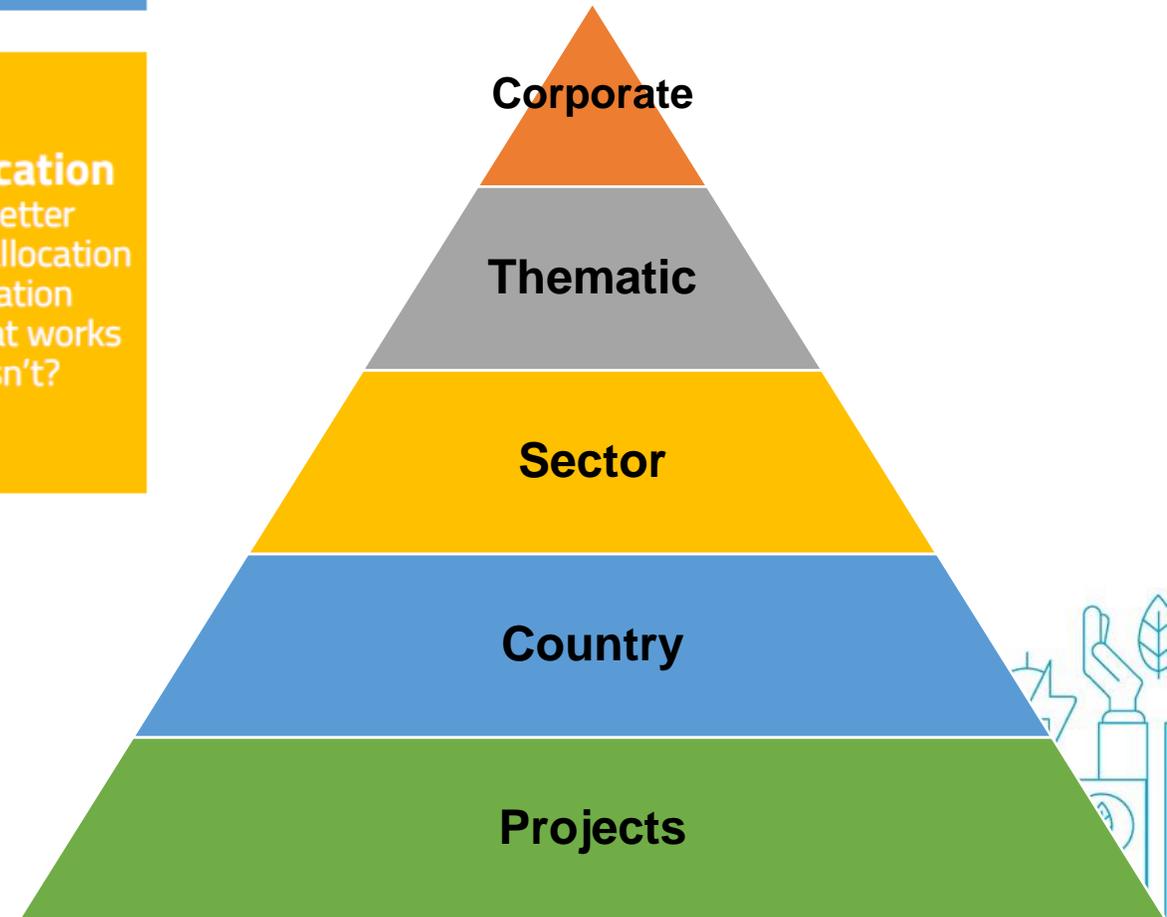
### Learning

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

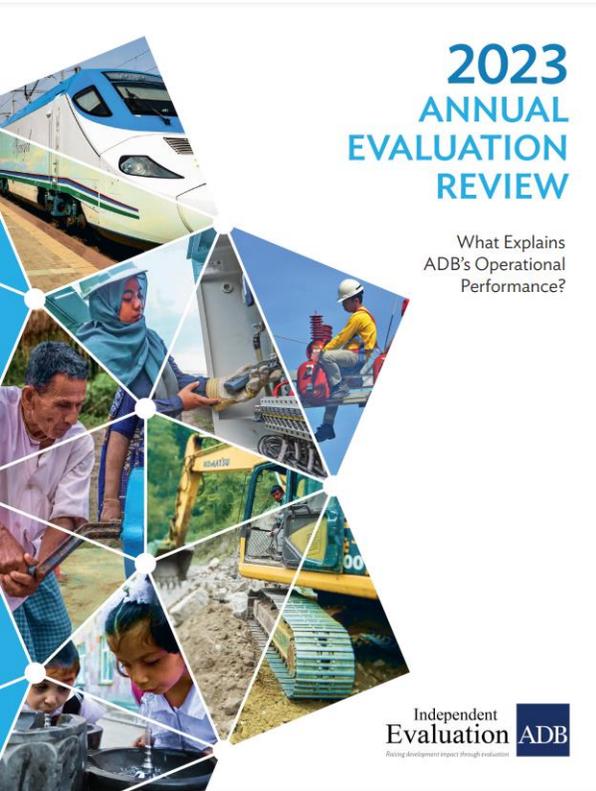
### Resource Allocation

How can ADB better improve resource allocation based on evaluation knowledge on what works and what doesn't?

**Independent Evaluation methodically and objectively assesses the development impact of ADB's operations.**



# Annual Evaluation Review 2023



- ❑ **Government and institutional readiness more likely to lead to project success.**
- ❑ Larger implementation teams are associated with lower project success.
- ❑ Complex projects are likely to overwhelm implementing agency capacities.
- ❑ Most higher-performing projects focus on strengthening the capacity of government agencies
- ❑ Projects delegated to ADB's country offices in a timely manner likely to perform better



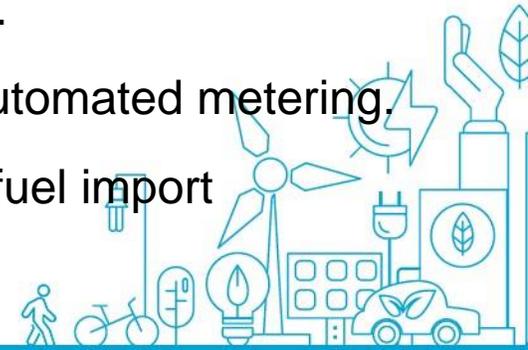
# Sector Assistance Programs | Energy

## Context

- ❑ Political factors that support status quo and resist reforms can slow down improvements.
- ❑ Power sector SOEs often lack focused incentives to improve performance.
- ❑ Hindrances to coordinated problem solving – enhancing inter- and intra-agency coordination.
- ❑ Revenue levels below cost-recovery push power sector entities into revolving debt.

## Recommendations

- ❑ Improvement of governance in the power sector.
- ❑ Support long-term, integrated system planning and management systems.
- ❑ Target underlying causes of revenue shortfalls and implement cost recovery tariffs.
- ❑ Distribution sector financials – efficient and modern infrastructure, reduce theft, automated metering.
- ❑ Renewables and energy conservation can improve sector financials and alleviate fuel import dependence.



# Lessons From Energy and Transport Sector Evaluations

Source: IED Lessons Database <https://lessons.adb.org/>

- ❑ Project administration success relies on capacity and commitment of executing agencies.
- ❑ Executing agency and PMU prior experience with IFI–financed procurement plays a key role.
  - ❑ Capacity building of the executing agency and PMU can lessen project implementation delays.
  - ❑ Establishing performance indicators for capacity building are important.
  - ❑ Strengthening financial management integral to capacity building.
  - ❑ Institutional strengthening should continue even after the ADB engagement.
- ❑ Institutional changes can create challenges to information collection, non-compliance with ADB guidelines.
  - ❑ Maintaining key specialists after major reforms helps retain institutional memory.
- ❑ Rigorous data collection on agreed indicators facilitates reliable assessment of performance.
  - ❑ Establishing the PPPMS at preparation stage with baseline data and routine monitoring.



# Reference Links

ADB's Independent Evaluation

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

IED Lessons Database

<https://lessons.adb.org/>

ADB Evaluation Guru instructional videos

[Link](#)

ADB's Annual Evaluation Review 2023

[Link](#)

Sector Wide Evaluation: ADB Energy Policy and Program 2009-2019

[Link](#)

Sector Wide Evaluation: ADB Support for Transport 2010-2018

[Link](#)

Sector Assistance Program Evaluation – Energy Sector in Pakistan (2019)

[Link](#)

