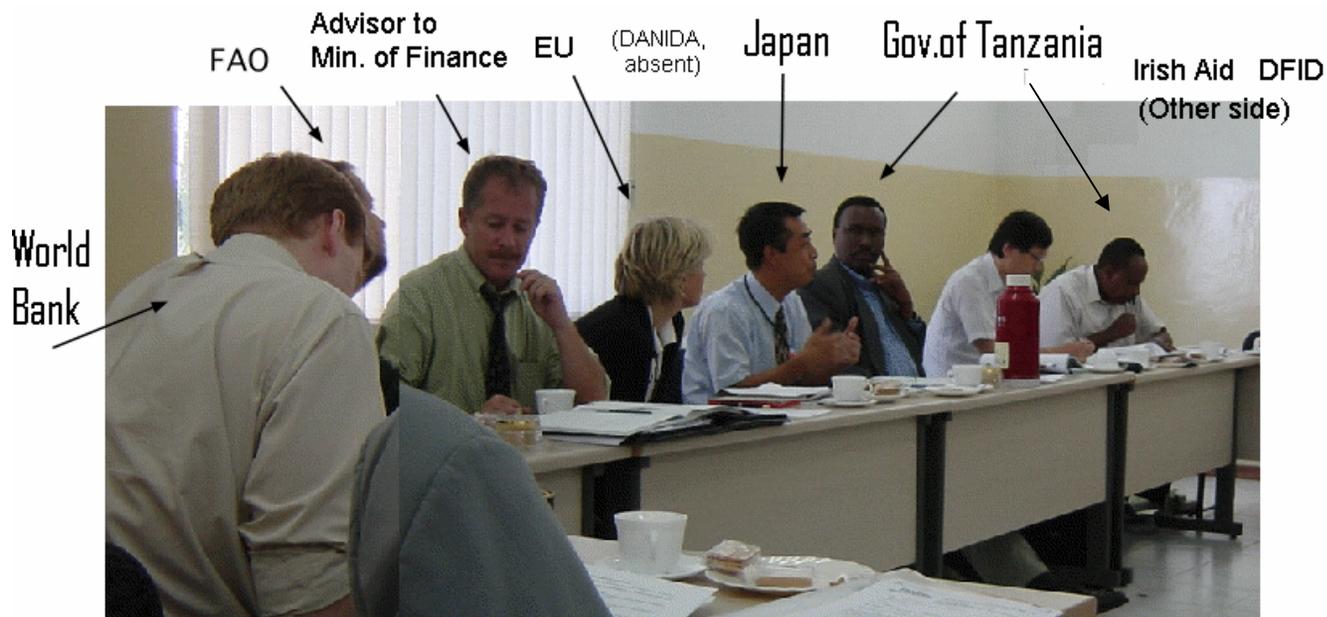


The Newest Issue in Aid Evaluation

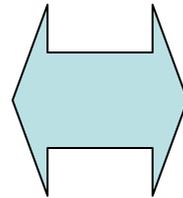


Ryoh SASAKI

Doctoral Student, InterDisciplinary
PhD in Evaluation

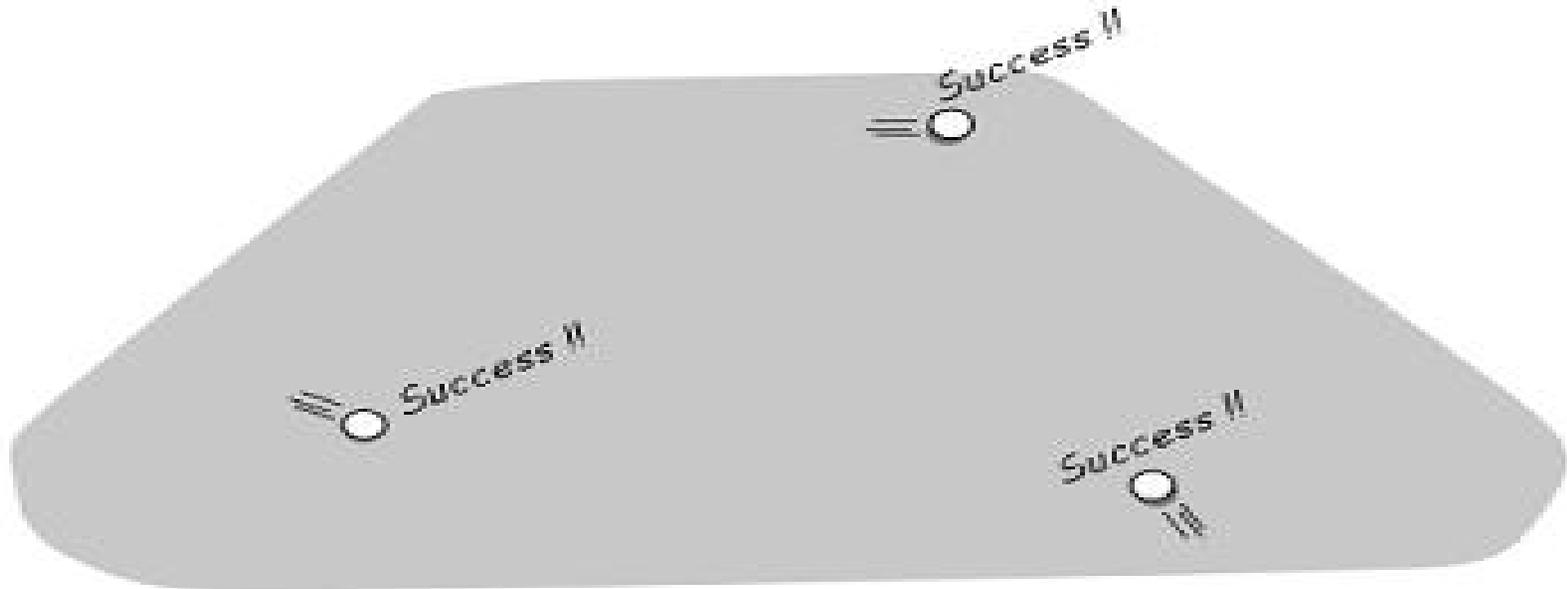
Mysterious Contradiction

Everybody claims
“We got a success!!”
(about its aid activity).



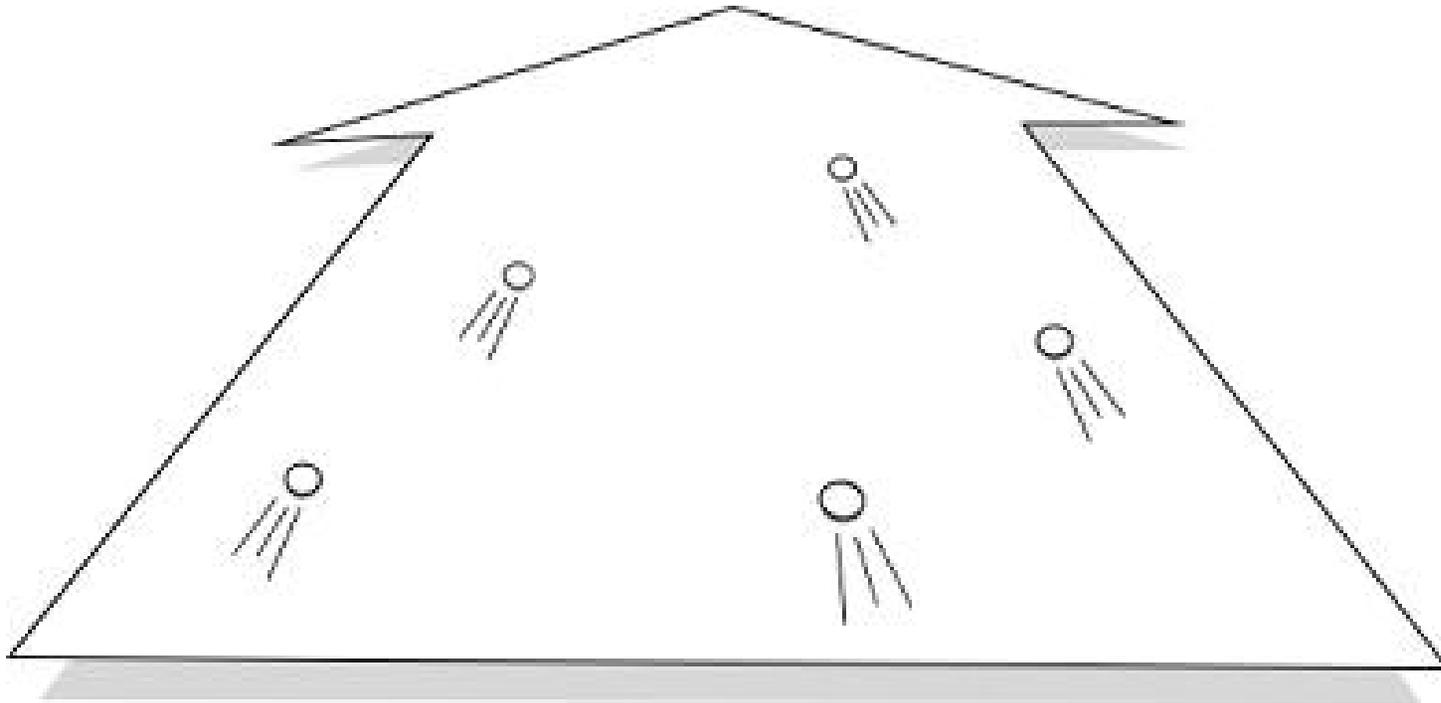
But nothing has
changed in last 50
years:
People are still poor
in developing
countries.

“Island effect” evaluation



.....This is the “Island Effect”.

We should move toward “Sector-wide effect” evaluation



*.....Let's reform the "Whole Ocean".
But what approach should be adopted and how
should be evaluated?*

What can we do?

(1) First of all, let's terminate
stand-alone project / program

• • • and • • •

(2) Apply **Sector-wide program**

- Coordinated & single Strategy
- Coordinated & single expenditure
- Coordinated & single Implementation



First feature:

Coordinated & single
Strategy

Tanzania ASDS Logframe

(One page summary version)

AGRICULTURAL SECTOR DEVELOPMENT STRATEGY (ASDS)

DURATION: 2002 - 2007

SUMMARY OF PURPOSE, OBJECTIVES, OUTPUTS AND INTERVENTIONS	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p><u>OVERALL GOAL</u></p> <ul style="list-style-type: none"> • Contribute to overall GDP growth, national and household incomes and growth in export earnings. 	<ul style="list-style-type: none"> • Real agricultural GDP growth from 3.6 per cent p.a. to 5.0 per cent p.a. by 2005/07. 	<ul style="list-style-type: none"> • Annual Economic Review Reports • National Bureau of Statistics 	<ul style="list-style-type: none"> • Political will and economic stability.
<p><u>PURPOSE</u></p> <ul style="list-style-type: none"> • To stimulate and facilitate agricultural sector growth and reduce rural poverty 	<ul style="list-style-type: none"> • Population below poverty line from 48 percent to 24 percent by year 2010. • Rural population below basic poverty reduced from 57 percent to 29 percent by year 2010. • Reducing proportion of food poor from 27 percent to 14 percent by year 2010. 	<ul style="list-style-type: none"> • Quarterly and Annual Survey Reports • Poverty monitoring master plan 	<ul style="list-style-type: none"> • Stable macro - economic policy and implementation of sector reform.

STRATEGIC OBJECTIVES

- To create an enabling and favourable environment for improving productivity and profitability of the agricultural sector
- To increase farm incomes in order to reduce rural poverty and ensure households food security.

Second feature:

Coordinated & single
Expenditure

Coordinated &
Single
Expenditure

*It is just
application of
“investment
fund” in private
sector.*

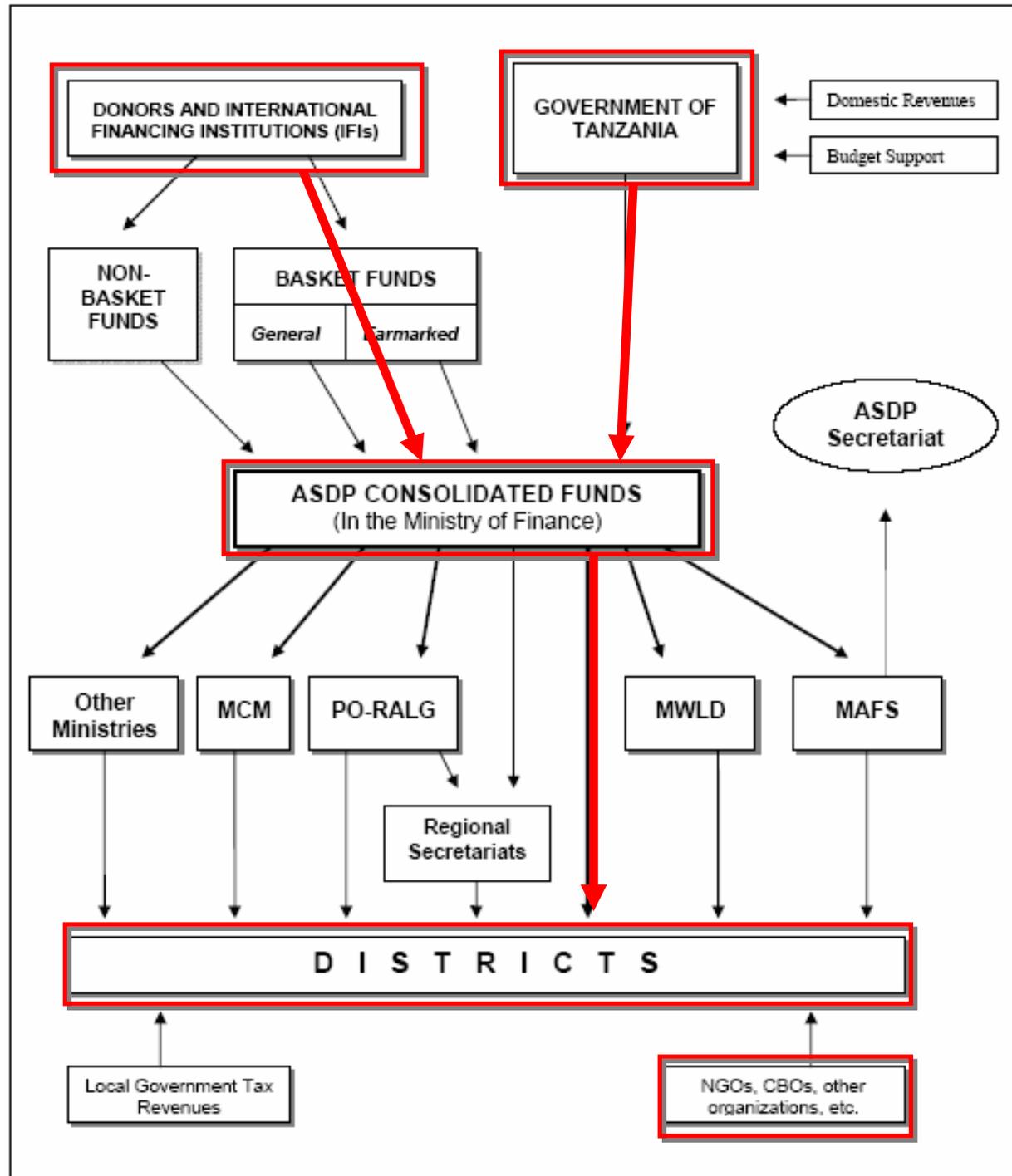


Table 1: Total Expenditure (Local and Foreign-Funded) by Agricultural Sector Ministries (TShs Billions)

Expenditure	1998/99		1999/00		2000/01		2001/02		2002/03
	approved	actual	approved	actual	approved	actual	approved	actual	approved
Recurrent	19.3	18.3	12.3	7.4	13.4	15.5	17.9	16.0	36.2
Development	23.3	21.7	28.1	11.8	21.0	15.1	19.1	15.0	23.5
Total	42.6	40.0	40.4	19.2	34.4	28.5	37.0	31.0	59.7

Table 7. Estimate of Overall ASDP Requirements (TShs Billion)

Sub-Programme	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Recurrent	41.3	44.8	47.1	49.3	51.4	217.9
Type A	19.9	29.5	42.1	58.6	80.1	230.3
Type B	29.0	29.2	28.3	25.9	21.4	133.8
Type C	2.6	3.1	3.7	4.4	5.3	19.2
Total Development	51.5	61.8	74.2	89.0	106.8	383.2
Overall Total	92.8	106.6	121.3	138.3	158.2	617.2

Source) United Republic of Tanzania (2003). ASDP Framework and Process Document (Final Draft).

Estimate of Overall ASDP Requirements (TShs Billion)

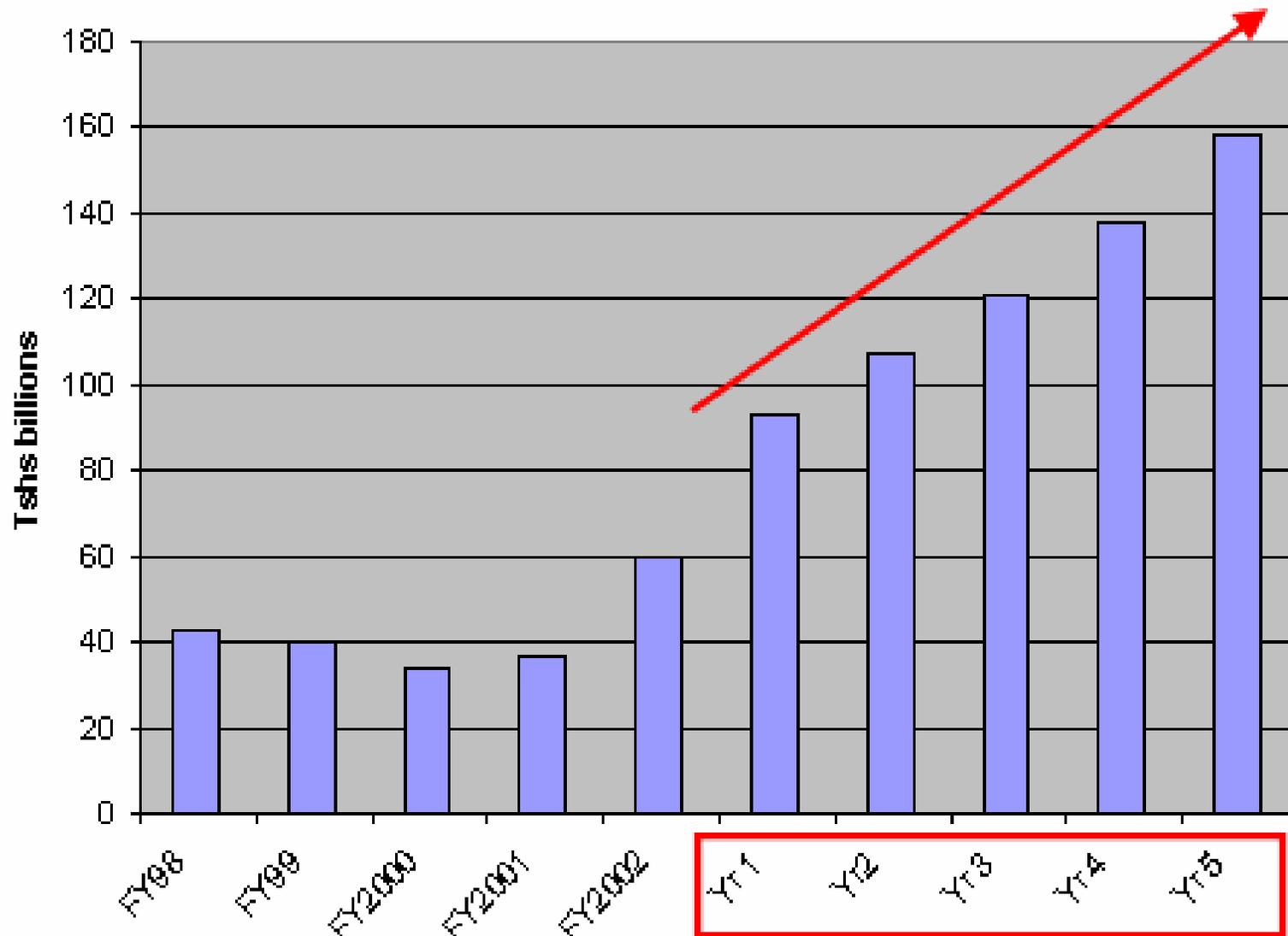


Table 1 Examples of Sector-wide programs in Africa

Country/ Program	Sector Policy Framework	Overall cost/Funding Support by the World Bank and other donors
Ethiopia/ Health	Health Sector Development Program	Overall: US\$715M (6 years) WB: US\$100M Other donors: US\$215M
Ethiopia/ Education	20-year Education M/P and Education Sector Development Program (EDSP)	Total: US\$ 1,800 M (5 years) WB: US\$100M Other donors: US\$180M
Gambia/ Education	Revised Education Policy, M/P and Investment Program	Overall: US\$51.3M (6 years) WB: US\$ 20M Other donors: US\$22M
Ghana/ Health	Medium-term Health Strategy toward Vision 2020	Overall: US\$825M (5 years) WB: US\$35M Other donors: US\$200M
Mozambique/ Education	The National Education Policy and Strategies for Implementation (NEPS) and revisions	Overall: US\$717.2M (5 years) WB: US\$ 71M Other donors: US\$118.8M NGOs: US\$30M
Senegal/ Health	10-year National Health Plan and 5-year action plan	Overall: US\$410M (5 years) WB: US\$50M Other donors: 14 donors will contribute funds.
Zambia/ Health	National Health Policy Paper (1991), Strategic Plan (1993)	Overall: US\$537M (4 years) WB: US\$56M Other donors: US\$141M
Zambia/ Education	Basic Education Sub-sector Investment Program (BESSIP)	Overall: US\$ 340M (3 years) WB: US\$ 40M (12%) Other donors: \$129M (38%)

Source: 1) World Bank, *Education and Health in Sub-Saharan Africa: Review of Sector-wide Approach*, 2001

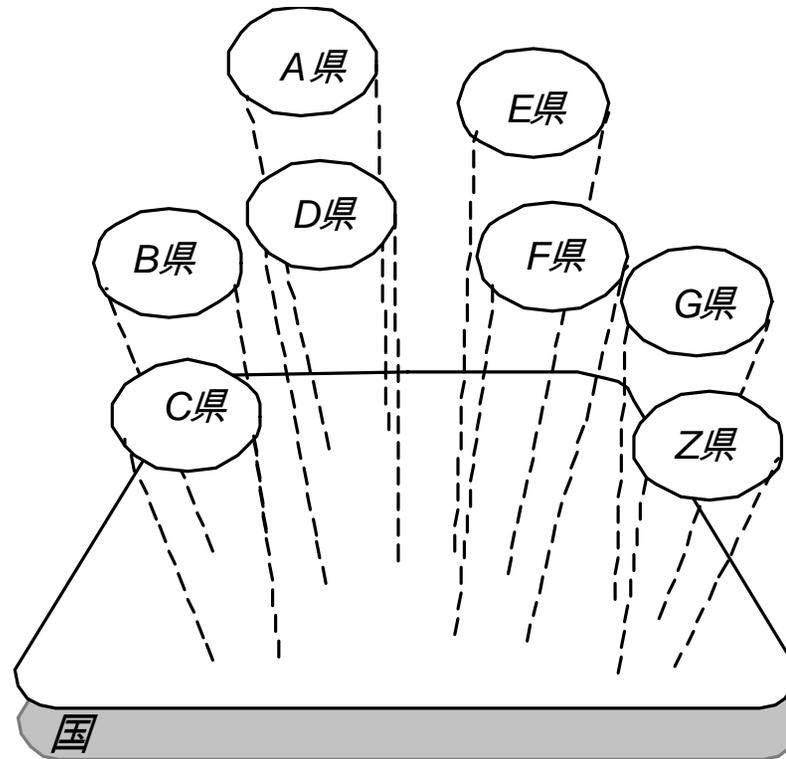
2) Institute of Health Sector Development, *Mapping of Sector Wide Approach in Health Sector*, 2003

Third feature:

Coordinated & single
Implementation

It is a “Proposal-base development”.

Each district makes and submits its development plan.

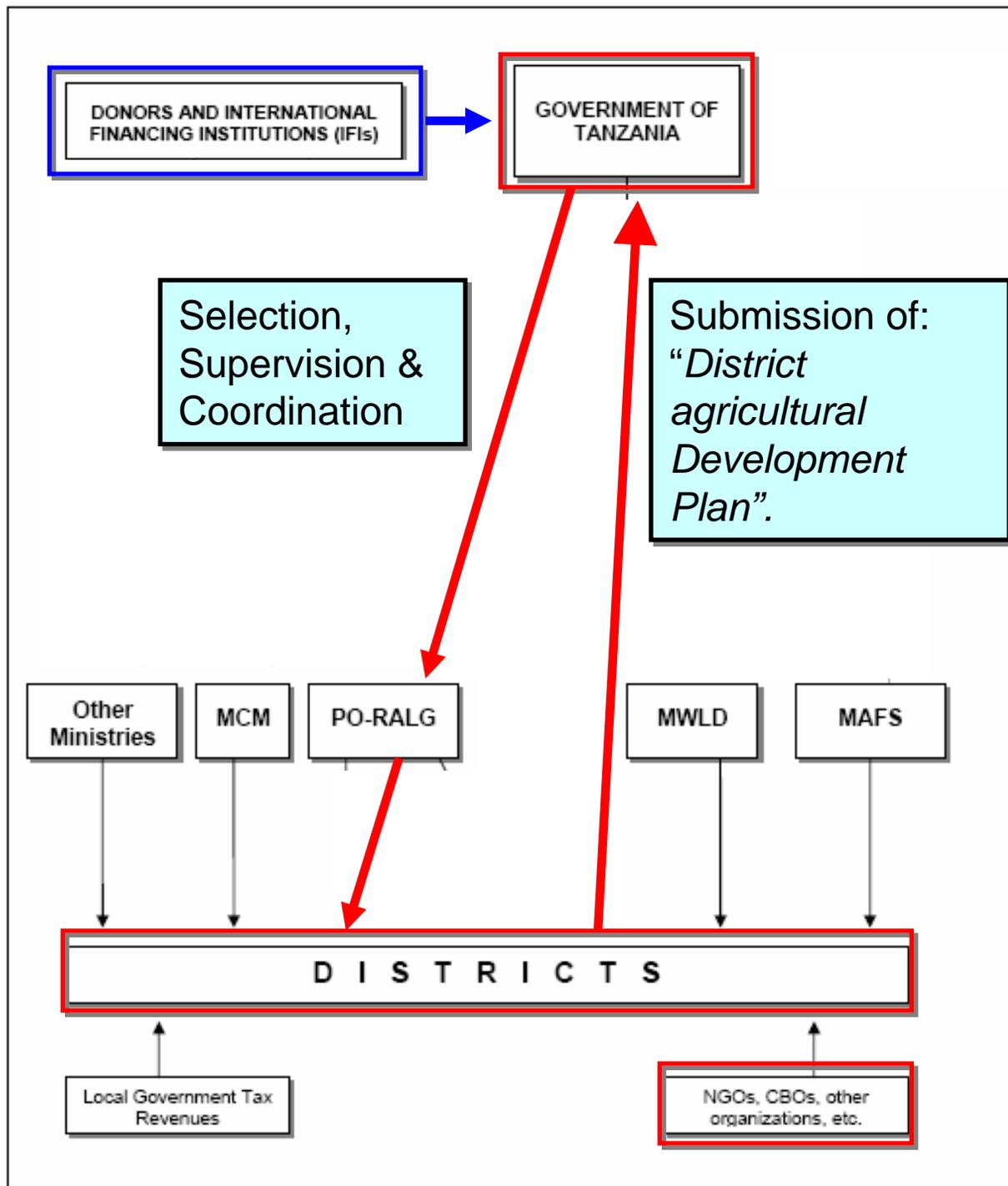


Within the common strategy & support base.

Donors are:

Supervisors & no more implementation

Coordinated &
Single
Implementation



So now,

- Coordinated & single Strategy
- Coordinated & single expenditure
- Coordinated & single Implementation

What about M & E??

The EU's definition

- ❑ An approved sectoral policy document & overall strategic framework
- ❑ A sectoral medium-term expenditure framework & an annual budget.
- ❑ A co-ordination process among the donors in the sector, led by government

The World Bank's definition

- A government-led partnership with key external partners
- Based on a comprehensive sector policy & expenditure framework
- Relying on government institutions & common procedures for implementation.

The OECD's definition

- (a) an approved sector strategy
- (b) a costed expenditure framework with a medium term horizon
- (c) a government-led system & process for coordination among donors supporting the sector

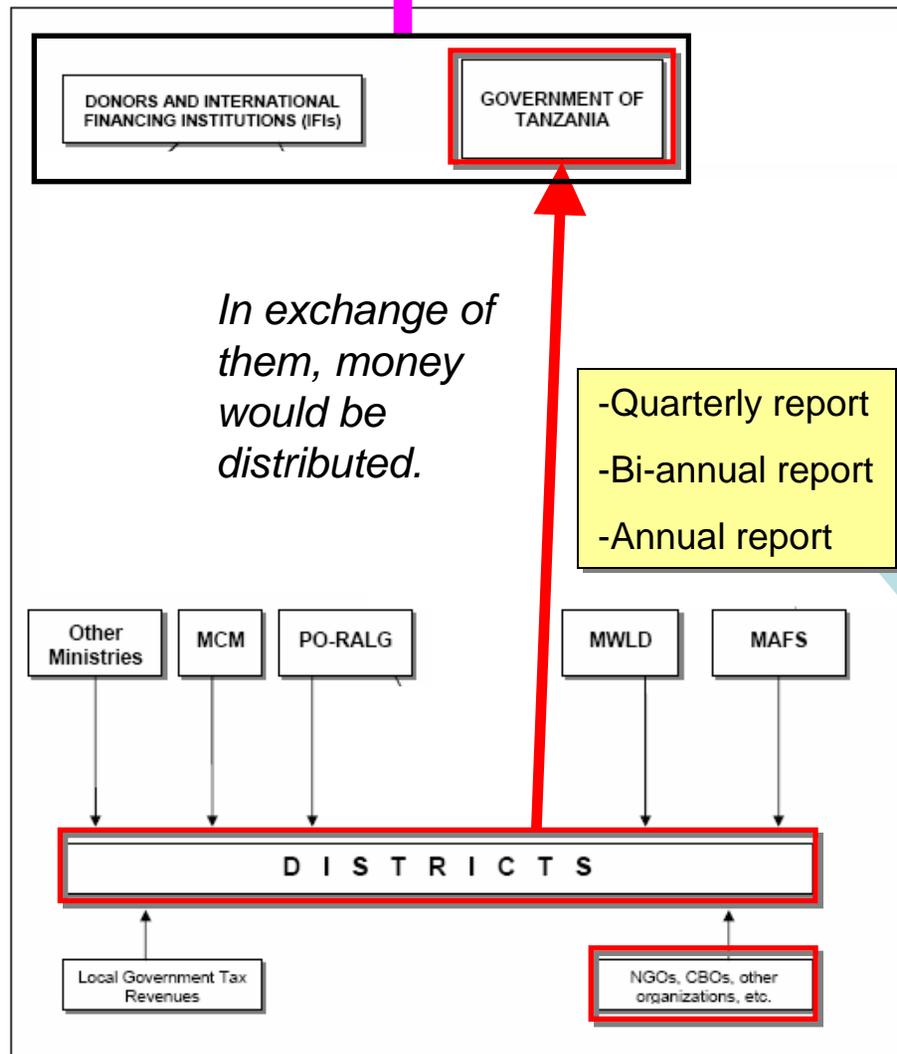
No mention about M & E.

Surprise, surprise..... but;

M & E

Joint Reviews are planned:

- *Annual review; (2) Mid-term review: (3) Final review*



Common methods:

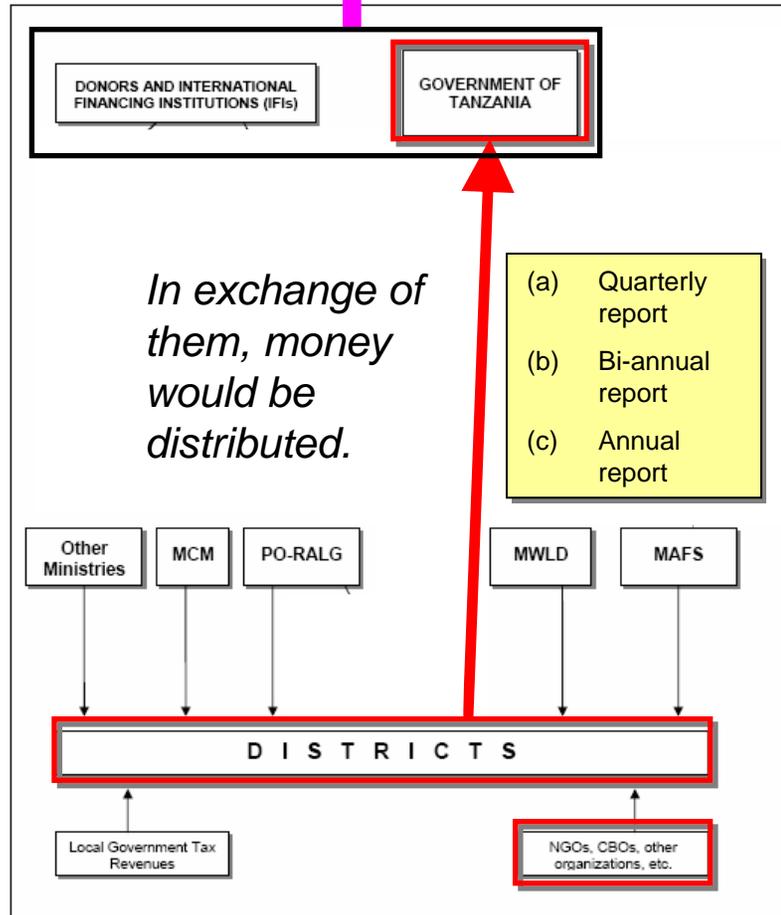
- Literature review
- Key informant interview at the central level.
- Field visit
- Examination of statistics
- Consultation of donor-government meetings.

- (1) Physical progress report
- (2) Financial progress report

M & E

Joint Reviews are planned:

- *Annual review; (2) Mid-term review; (3) Final review*



Experienced results:

- Low submission rate from districts.
- Very low quality of the reports from districts.
- The reviews at central levels are:

(1) Too much focus on what happened at the center level.

(2) Quick and incomprehensive data examination

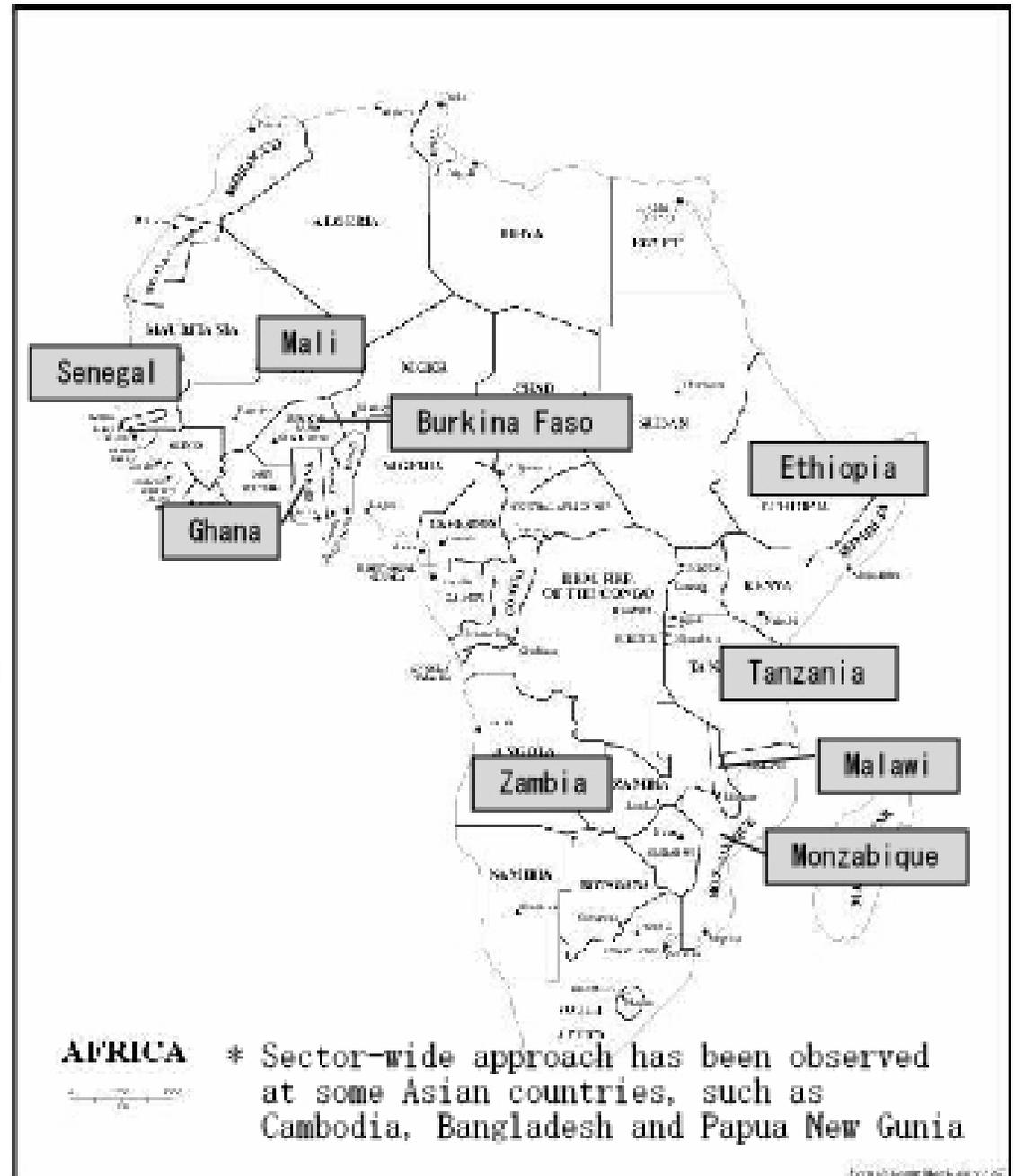
(3) Finally it is frequently difficult to verify the effectiveness of the conducted sector-wide program.

(But sometimes, it was verified at least at output level.

E.g.) Education sector of Tanzania

Now, 24 sector programs were underway in 12 African countries in 2002.

Active donors;
DANIDA, DFID(UK), GTZ/KfW, Italy, Netherlands, Belgium Switzerland, Finland, NORAD, Japan, the World Bank, the African Development Bank (AfDB) and the European Union.



Example of M & E experience 1:
Failure to choose right indicators:
Zambia's Health



Example of M & E experience 2:

Adjustment needed in M&E:

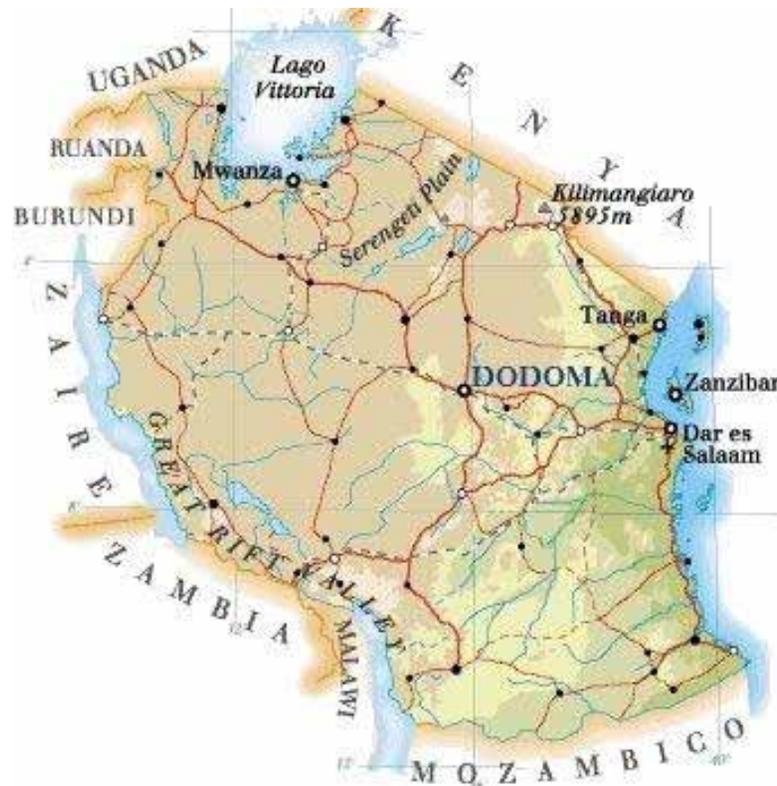
Mozambique GBM



Example of M & E experience 3:

Very late to focus on M&E:

Tanzania's ASDP



Strengths and Opportunities of current M & E practice

- (1) By developing a logical framework, goals, objectives, indicators, and target values are shared between government and donors and among donors.
- (2) Monitoring activities are installed as a country-wide activities.
- (3) Evaluation information have been actually used for key decision-making by some degree.

Weakness and constraints of current M & E in SWAps

- 1) M&E does not get enough attention at an initial stage of a sector program.
- 2) M&E guidelines are usually made in a later stage of a sector program.
- 3) Serious examination is not conducted to choose performance indicators
- 4) Unsolved discussion: Should we focus output more or outcome more?

5) Lack of incentives to conduct M & E at local levels.

6) Monitoring is now responsible of the host governments but they do not have enough capacity and resources.

7) Merit of criteria: whose values should be applied for sector program evaluation? Review??

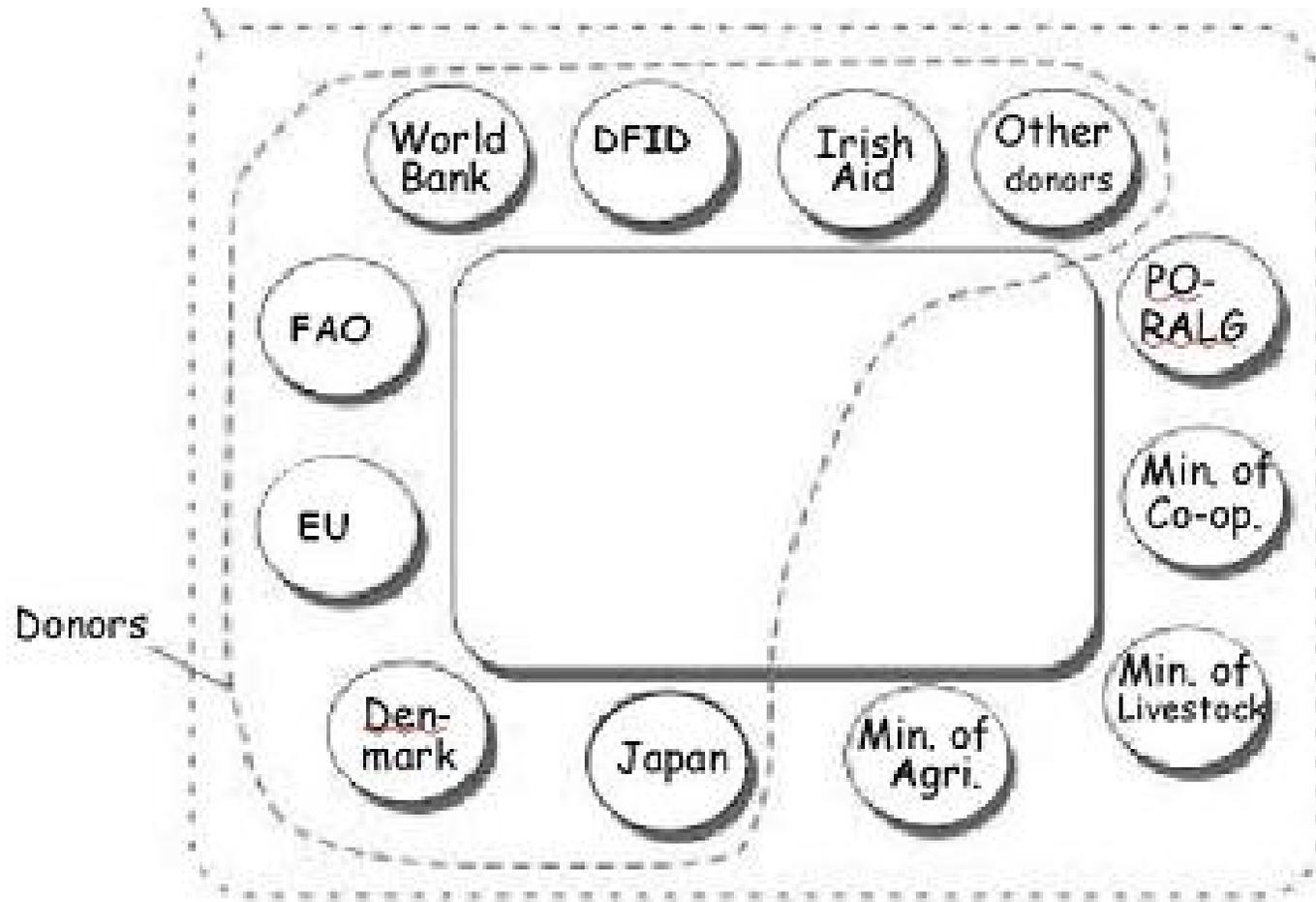
Final comment

Effectiveness of SWAps on the whole sector has not been confirmed yet in general.

If people don't see M&E as an essential part, this new aid approach, SWAps, would pass away just like the traditional stand-alone project approach.

Annex: Additional observation

- SWAps as international discussion arena.



Secretariats : Japan and Ministry of Agriculture and Food Security (MAFS)

My comments for promoting good SWAps
(especially for stakeholder coordination)

- For North European aid donors
- For American aid agencies
- For Japanese aid agencies
- For the host governments (in Africa)

Thank you very much!!

And

Asante Sana!!