

Project cluster evaluations. Sharing lessons from AFDB, FAO, IFAD and UNODC

31 May 2023 3pm CEST



Food and Agriculture
Organization of the
United Nations

IOE



IFAD
Investing in rural people

Independent Office of Evaluation



UNODC

United Nations Office on Drugs and Crime



AFRICAN DEVELOPMENT BANK GROUP



IDEV

Independent Development Evaluation
African Development Bank



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What do we mean by cluster evaluation?

Different projects/units included in a cluster share something in common, but variety in terms of:

- Filters for the selection of clusters
- Evaluation criteria
- Size of cluster and number of projects covered
- Evaluation approaches



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Panelists



Mikal Khan

Evaluation Officer
IFAD



Seda Kojoyan

Evaluation Specialist
FAO



Joseph Mouanda

Chief Evaluation Officer
African Development Bank



Carlos Asenjo Ruiz

Evaluation Officer
UNODC

Project Cluster Evaluations at the Independent Office of Evaluation of the International Fund for Agricultural Development (IFAD)

Glocal event: Project Cluster Evaluations

31 May 2023

**Mikal Khan
Evaluation Officer
Independent Office of Evaluation, IFAD**

International Fund for Agricultural Development (IFAD)

- International financial institution and specialized agency of the United Nations with a focus on the rural poor
- Provides loans and grants – current portfolio of 209 investment projects in 93 countries for a value of US\$ 8 billion

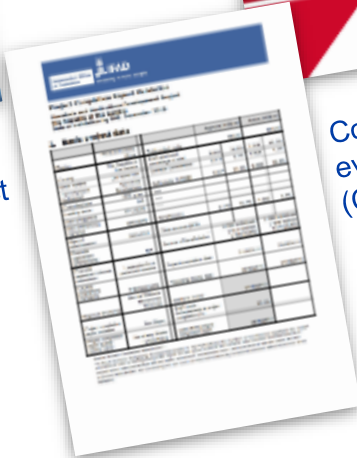
Independent Office of Evaluation:

- Full organizational independence since 2011
- 24 staff (professional and general service) all based in HQ
- Conducts independent assessments of IFAD operations

Evaluation reports



Annual Report on Results and Impact of IFAD Operations (ARRI)



Project Completion Report Validations (PCRVs)



Corporate-level evaluations (CLEs)



Project Performance Evaluations (PPEs)



Impact evaluations

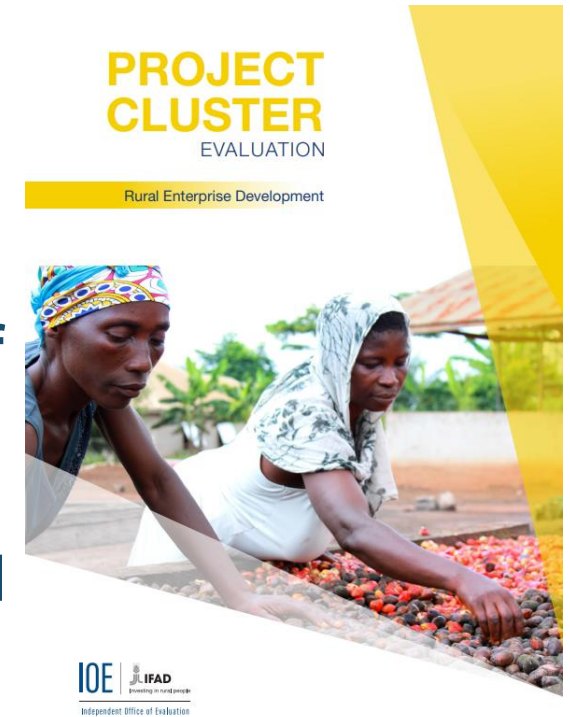


Evaluation synthesis reports



Country strategy and programme evaluations (CSPEs)

- Introduced in 2021 as a new stand alone product
- Only 1 PCE fully finalized – second being finalized
- Cluster criteria: learning through comparison of similar projects in areas of strategic importance
- Cluster selection based on IOE portfolio analysis and consultations with IFAD management
- 3-5 projects with similar thematic focus, in different countries, combining ongoing and completed projects





Food and Agriculture
Organization of the
United Nations

Office of Evaluation (OED)

Project cluster evaluations

Seda Kojoyan
Evaluation Specialist
Food and Agriculture Organization of the UN

FAO Office of Evaluation – mission and vision

Mission: To enable well-informed decisions. To support and promote stakeholders' culture of evidence in decision-making.

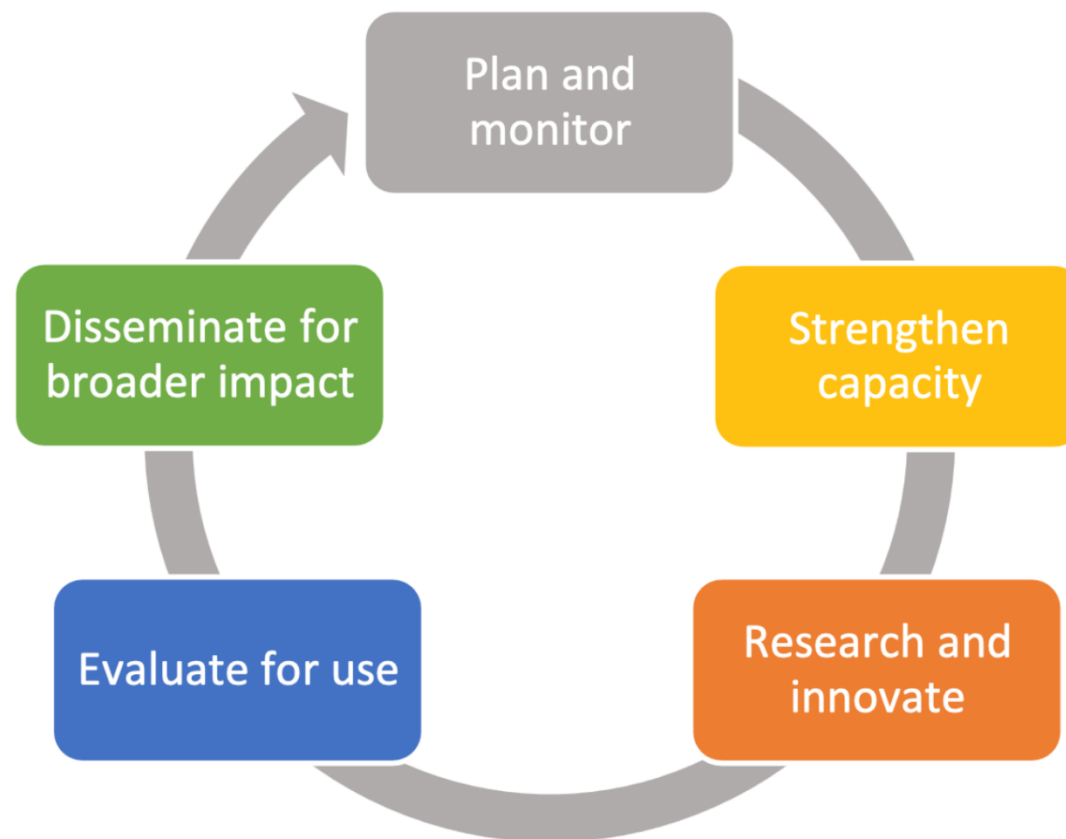
Vision: To generate evidence and recommendations that inform thinking, deliberations and, ultimately, decisions of FAO, Members, donors, partners and other actors seeking to support the 2030 Agenda through the transformation to more efficient, inclusive, resilient and sustainable agrifood systems for better production, better nutrition, a better environment and a better life, leaving no one behind.

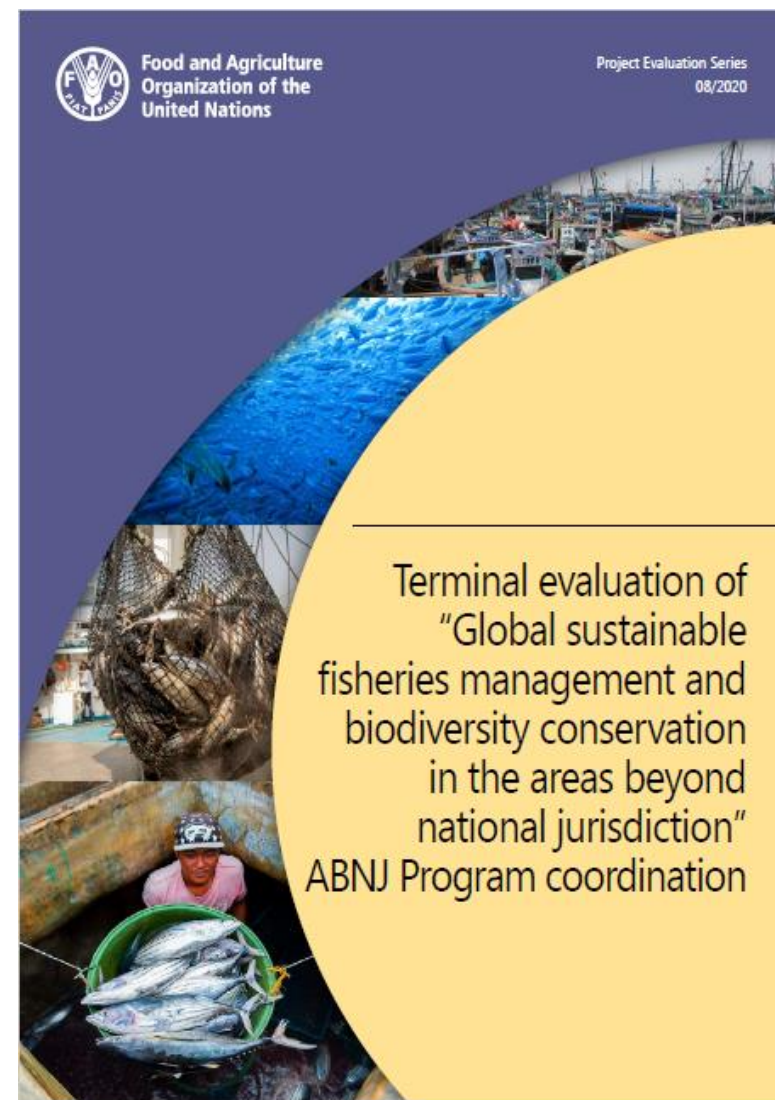
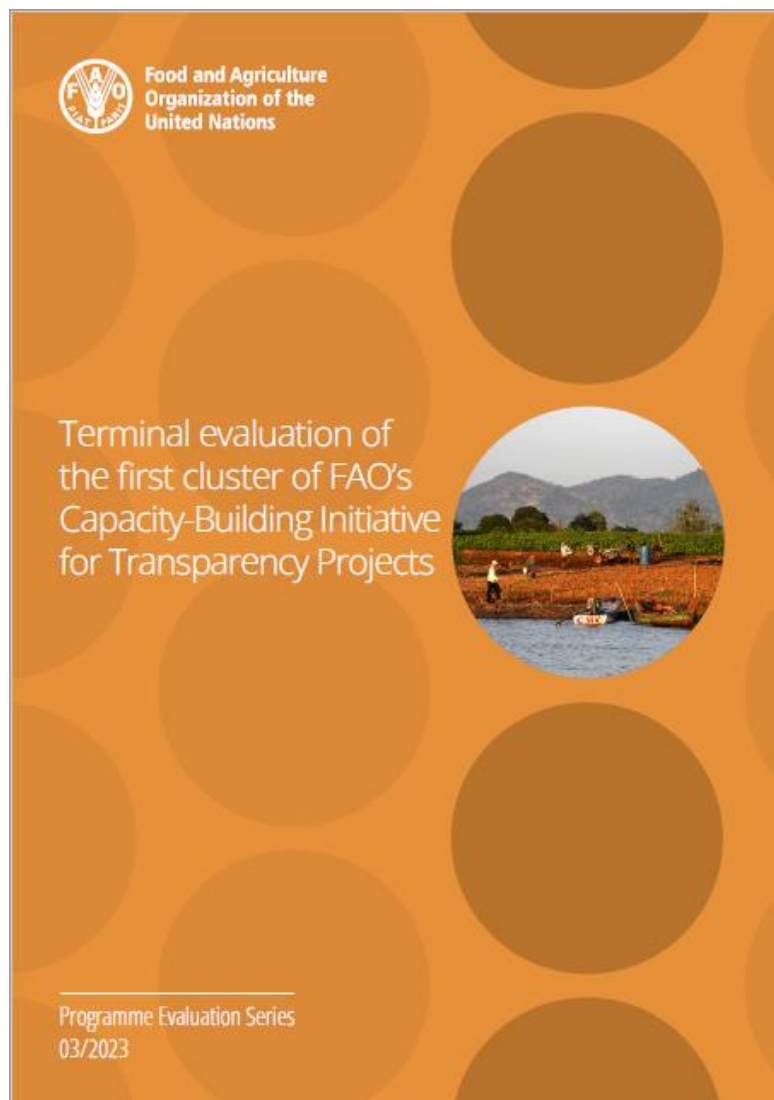
Goals

To pursue its mission and vision by:

- a. Generating robust and useful evidence that supports learning and accountability.
- b. Making potentially transformative recommendations to FAO stakeholders.
- c. Contributing knowledge to the field(s) in which FAO operates.

Five focus areas:



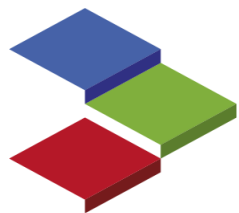


Rationale for a cluster evaluation

Efficiency: projects individually very small, but under the same programmatic area, were clustered.

Resources savings: human, financial and time.

Agreement from the donor: evaluation required from the donor, reached agreement to conduct them as a cluster.



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PROJECT CLUSTER EVALUATIONS: Experience from IDEV/AfDB

Presenter

Joseph MOUANDA,
Chief Evaluation Officer

Date and venue

Online, 31 May 2023

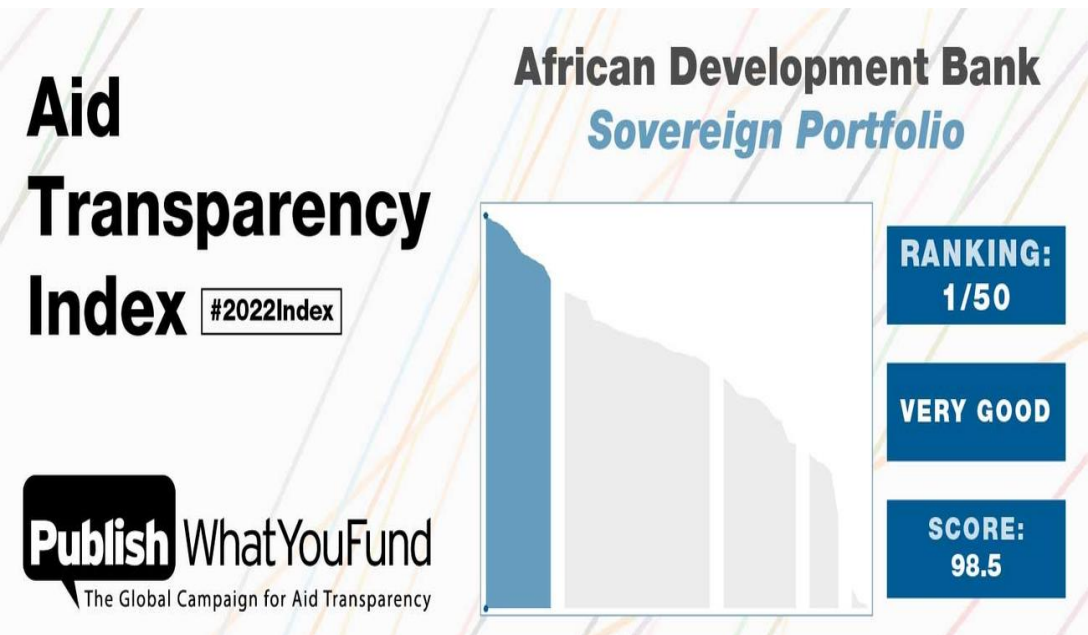
idev.afdb.org



Dr. Akinwumi A. Adesina
President of the African
Development Bank Group

The African Development Bank Group is the premier development finance institution on the continent.

Founded	1964 - AfDB headquarters Abidjan, Côte d'Ivoire
Constituent Institutions	<ul style="list-style-type: none">▪ The African Development Bank (ADB)▪ The African Development Fund (ADF)▪ The Nigeria Trust Fund (NTF)
Shareholders	<ul style="list-style-type: none">▪ 54 African countries (regional member countries)▪ 27 non-African countries (non-regional member countries)
Mission	To promote sustainable economic growth and reduce poverty in Africa.
Total Cumulative Approvals 1967–2021	6,575 operations totaling USD 175.75 billion



- The AfDB was ranked by **Global Finance** as the **Best multilateral financial institution** in the world in 2021.
- The African Development Fund was ranked by CGD as **second best in the world**, ahead of all 28 concessional financing institutions in developed countries.
- The African Development Bank, rated "AAA" by the world's leading rating agencies (Moody's, S&P, Fitch and Japan Credit Rating) with a stable outlook, the only one in Africa.

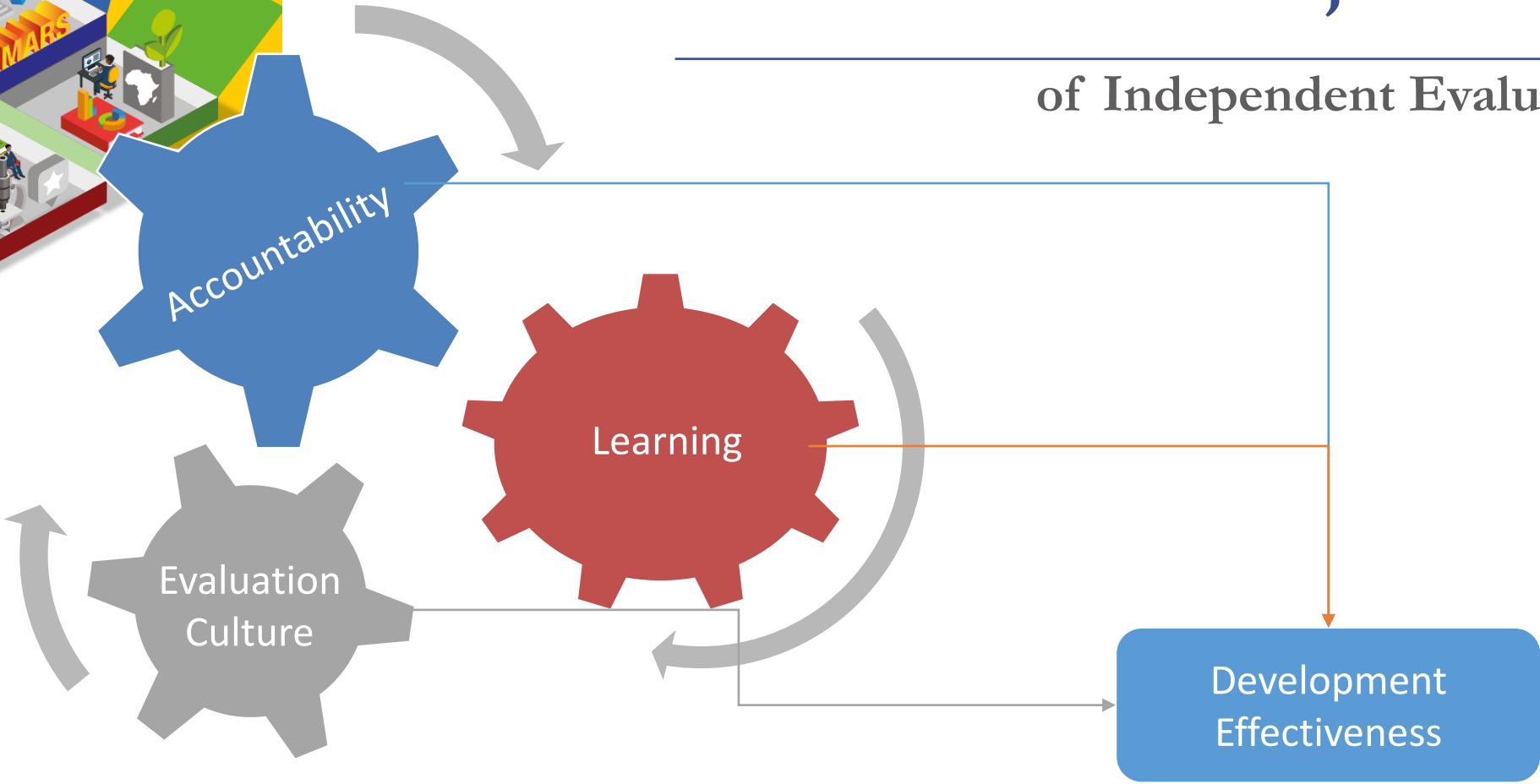
For more: www.afdb.org

Independent
Development
Evaluation

at the African Development Bank



The **three**
Interrelated
Objectives of
Independent
Evaluation



The Three Objectives

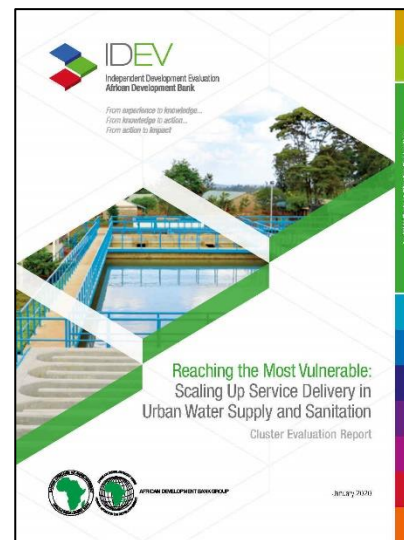
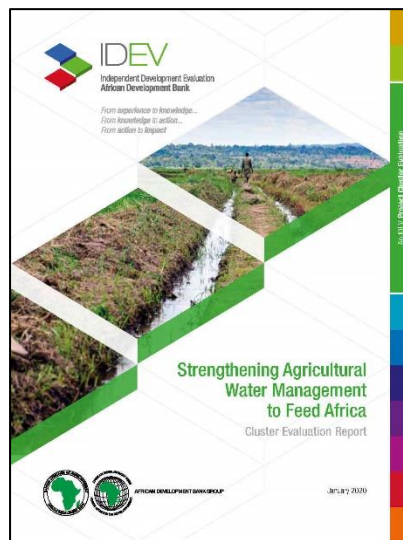
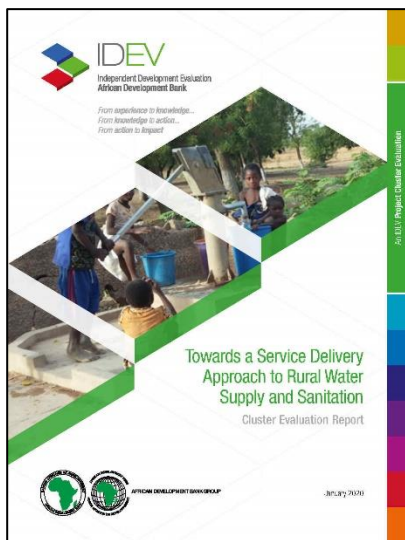
of Independent Evaluation

- ❑ **CONTEXT:** Moving from project-level to high-level evaluations.
- ❑ **WHAT:** Cluster evaluation examines a group of similar or related interventions - common issue, but local variation encouraged.
- ❑ **WHY:** Cluster Evaluation of interventions emerged because of the limitation of one single project evaluation knowledge transferability or external validity. It is intended to learn from experiences across the cluster, ascertain commonalities and differences, and draw lessons.
- ❑ **CHARACTERISTICS:**
 - Focus on learning rather than drawing overall conclusions about program quality or value. Emphasis upon formative evaluation.
 - The important role of a capitalization workshop with stakeholders

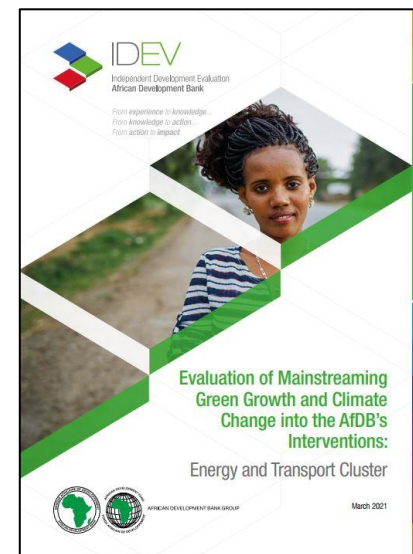
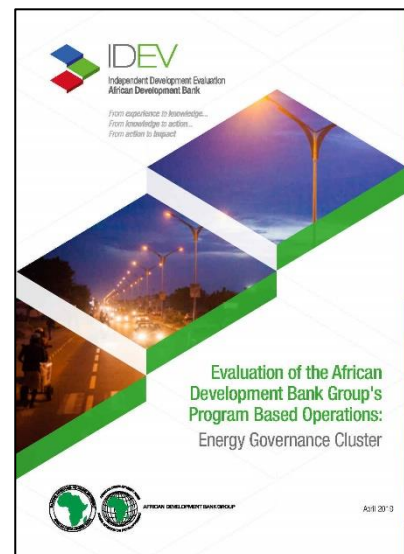
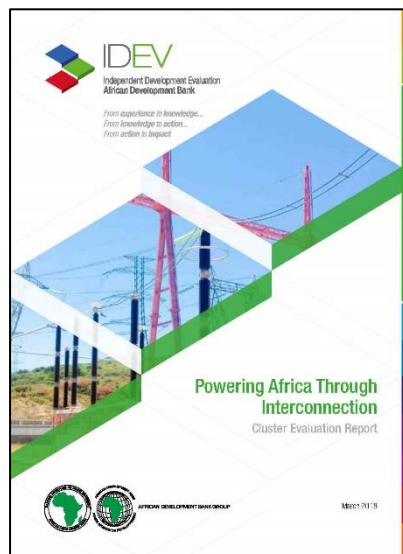
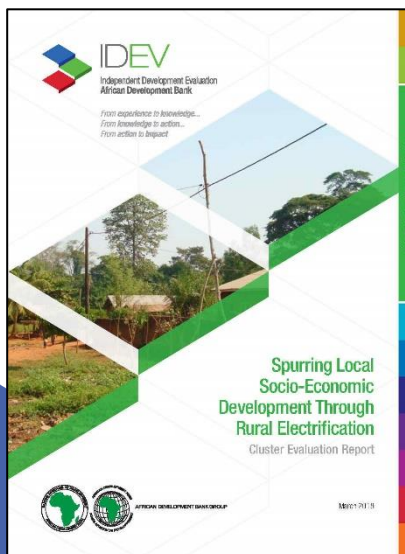
❑ **METHODOLOGY:**

- While there is no specific methodology, cluster evaluations use a theory-based approach and mixed-methods but are more likely to use qualitative approaches with networking and context analysis to supplement any quantitative data collected.
- Cluster Evaluations use purposive sampling method
- Use of common cluster instruments : data collection protocol – Network of Local Evaluation Consultant
- Technical assistance on assessment methods and instruments made available for project evaluators by cluster evaluators – and Evaluation Capacity Development.

IDEV Project Cluster Evaluation Reports



Water sector



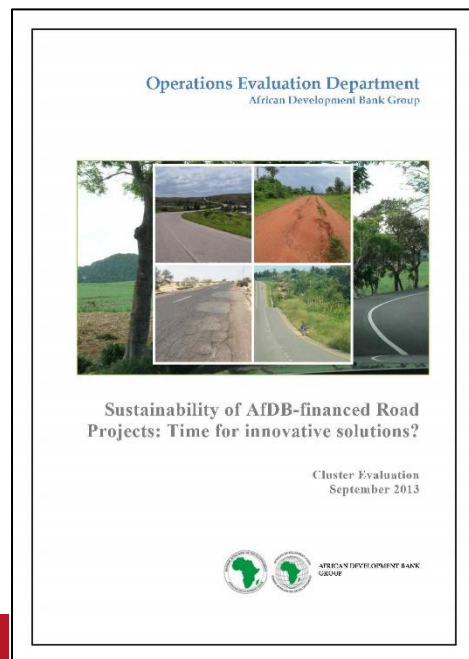
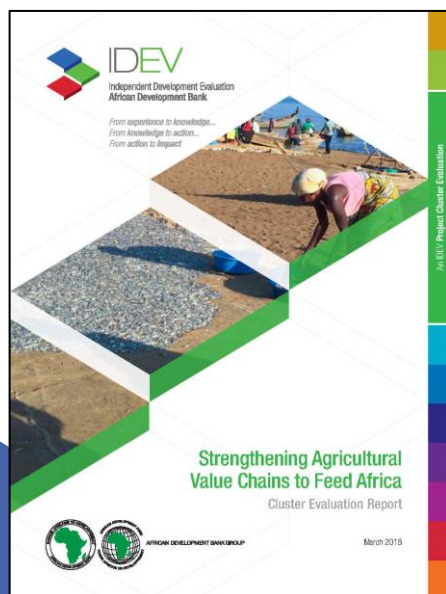
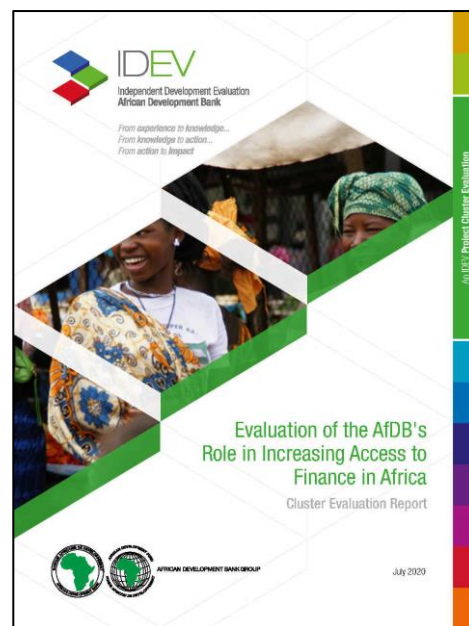
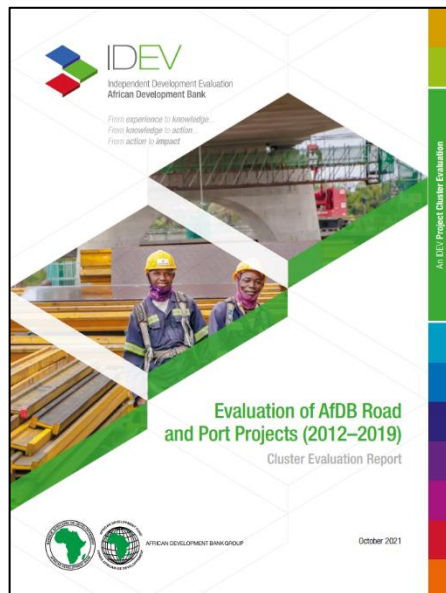
idev.afdb.org

Energy Sector



Resources Management

IDEV Project Cluster Evaluation Reports



LIST OF AfDB/IDEV Cluster Evaluations

1. [Cluster Evaluation on the Management of Resources in African Development Fund \(ADF\)-Funded Projects, 2022](#)
2. [Cluster Evaluation on Road and Port Project, 2021](#)
3. [Cluster on Energy and Projects – GG and CC, 2021](#)
4. [Cluster Evaluation of Urban Water Projects, 2020](#)
5. [Cluster Evaluation of Rural Water Projects, 2020](#)
6. [Cluster Evaluation of Agricultural Water Management Projects, 2020](#)
7. [Cluster Evaluation of the AfDB's Role in Increasing Access to Finance in Africa, 2020](#)
8. [Cluster on Energy Governance Projects, 2019](#)
9. [Cluster Evaluation of Strengthening Agricultural Value Chains to Feed Africa, 2018](#)
10. [Cluster Evaluation on Power Interconnection Projects, 2018](#)
11. [Cluster Evaluation on Rural Electrification Projects, 2018](#)
12. Cluster Evaluation on Road Projects Sustainability, 2013 (not published)

INDEPENDENT CLUSTER EVALUATIONS IN THE UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)

CARLOS A. ASENJO RUIZ, EVALUATION OFFICER, IES

1. UNITED NATIONS OFFICE ON DRUGS AND CRIME —

UNODC aims at helping the world safer from drugs, organized crime, corruption and terrorism

Based in Vienna, with activities in 98 countries and 137 physical locations

Established within the UN Secretariat in 1997 (renamed in 2002)



2. INDEPENDENT EVALUATION SECTION (IES)



UNODC's evaluation function is performed by the Independent Evaluation Section (IES)

IES aims at improving UNODC's accountability, decision-making and learning by fostering evaluation practice

IES is operationally independent, with the Chief of IES reporting directly on evaluation results to UNODC's Executive Director and Member States



3. THREE PILLARS OF IES'S WORK

IMPROVED UNODC AND PARTNER COUNTRIES' ACCOUNTABILITY AND EVALUATION-BASED DECISION MAKING



CAPACITY

EVALUATION
CAPACITY
DEVELOPMENT
AND SDGS



EVALUATION

EVALUATION
RESULTS



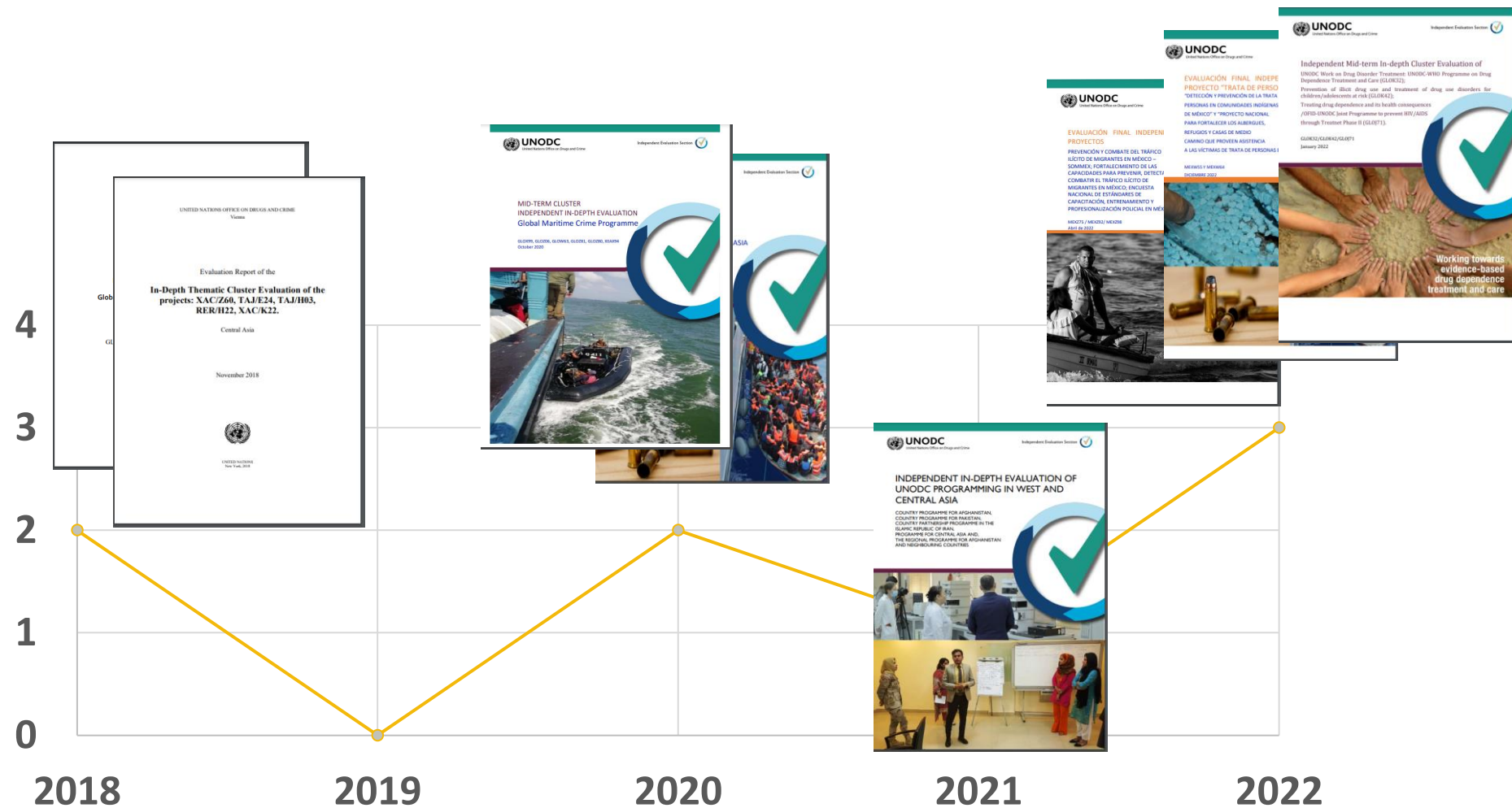
KNOWLEDGE

EVALUATION
KNOWLEDGE
PRODUCTS,
COMMUNICATION
AND INNOVATION



4. INDEPENDENT CLUSTER EVALUATIONS IN UNODC

13 independent cluster evaluations carried out since 2015 –totalling 93 projects and programme segments



4. WHY EVALUATE PROJECTS IN CLUSTERS?

To make evaluation processes more efficient, by optimizing budget and human resources



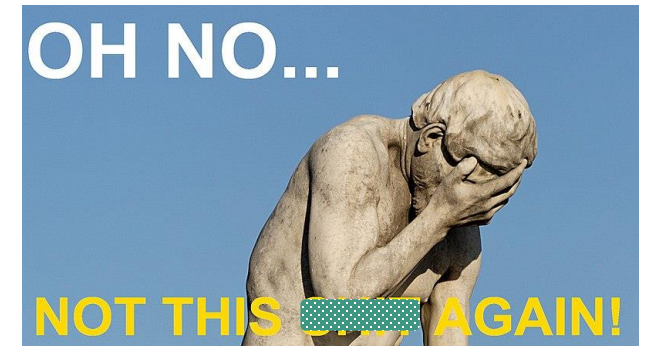
Sources: (i) <https://pixabay.com/es/illustrations/ai-generado-reloj-de-arena-7914871/> ; (ii) <https://www.pexels.com/photo/close-up-photo-of-cute-pink-piggy-bank-4146006/>



Source: European Space Agency:
https://www.esa.int/ESA_Multimedia/Search?SearchText=milky+way&result_type=images

To seize opportunities to address questions at strategic/higher level

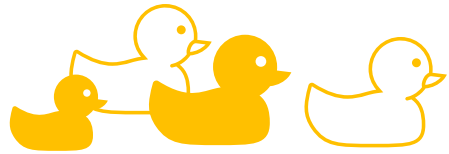
To reduce the risk of evaluation fatigue



Source: Jastrow:
https://commons.wikimedia.org/wiki/File:Cain_Henri_Vidal_Tuileries.jpg



4. SELECTION CRITERIA FOR CLUSTER EVALUATIONS —

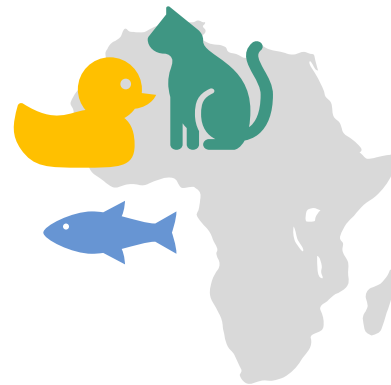


Shared
geographic scope



Opportunities for
focusing on
strategic aspects

Similar subject
—e.g. thematic
evaluations,
complementary
projects, etc



Overlap of
institutional
counterparts

