

Evaluation for Impact Organizational Transformation

Some Initial Reflections

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Change and Transformation



Organizational Change: Organizational change is the process of moving from the present state to an improved future one

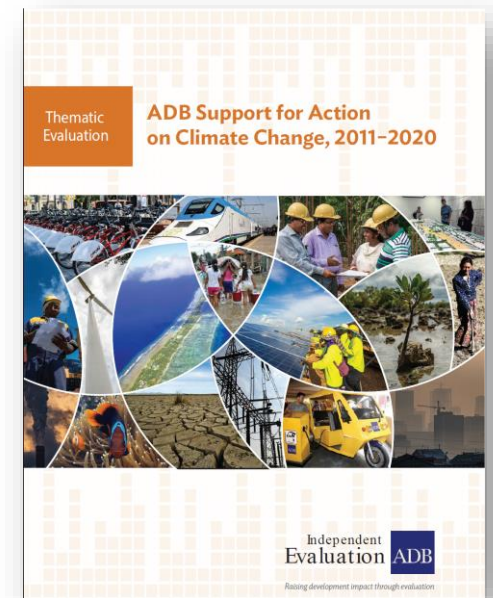
Organizational Transformation: Change that is (a) significant and deep (e.g., large effects); (b) broad (e.g., systemic); and (c) sustained (e.g., culture rather than just rules).



Evaluation with Significant Effect

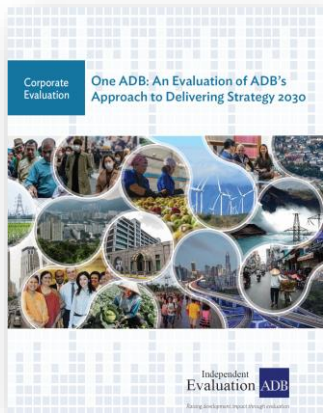
Thematic Evaluation (2021) on ADB Support for Action on Climate Change, 2011-2020

- ▶ Background: ADB committed to support for climate finance since 2000s.
- ▶ Recommendation: Develop a Board-endorsed climate action framework that contains clear path for full alignment with the Paris Agreement
- ▶ Transformational change in 2021: Revamped energy policy and a climate action framework that among other things, ended financing for coal mining and power plants (likely earlier than plans by 2025).



Evaluation with Broad Effects

Corporate Evaluations on “One ADB” (2022) and on “Strategy 2030” (2023-24)



- ▶ Evaluations focused on the extent to which ADB’s core institutional structure, culture, systems and processes facilitate or impede an integrated solutions-oriented approach. Main issues: (a) sovereign-non sovereign; (b) knowledge-operational; and (c) sector-regional areas for integration.



- ▶ Recommendations included: corporate coherence and coordination of all institutional reforms; strengthen and rationalize membership (including non-sovereign) in country management teams; develop matrixed management systems.
- ▶ They have been incorporated into ADB’s major reorganization, the “New Operating Model”



Evaluation with Sustained Effects

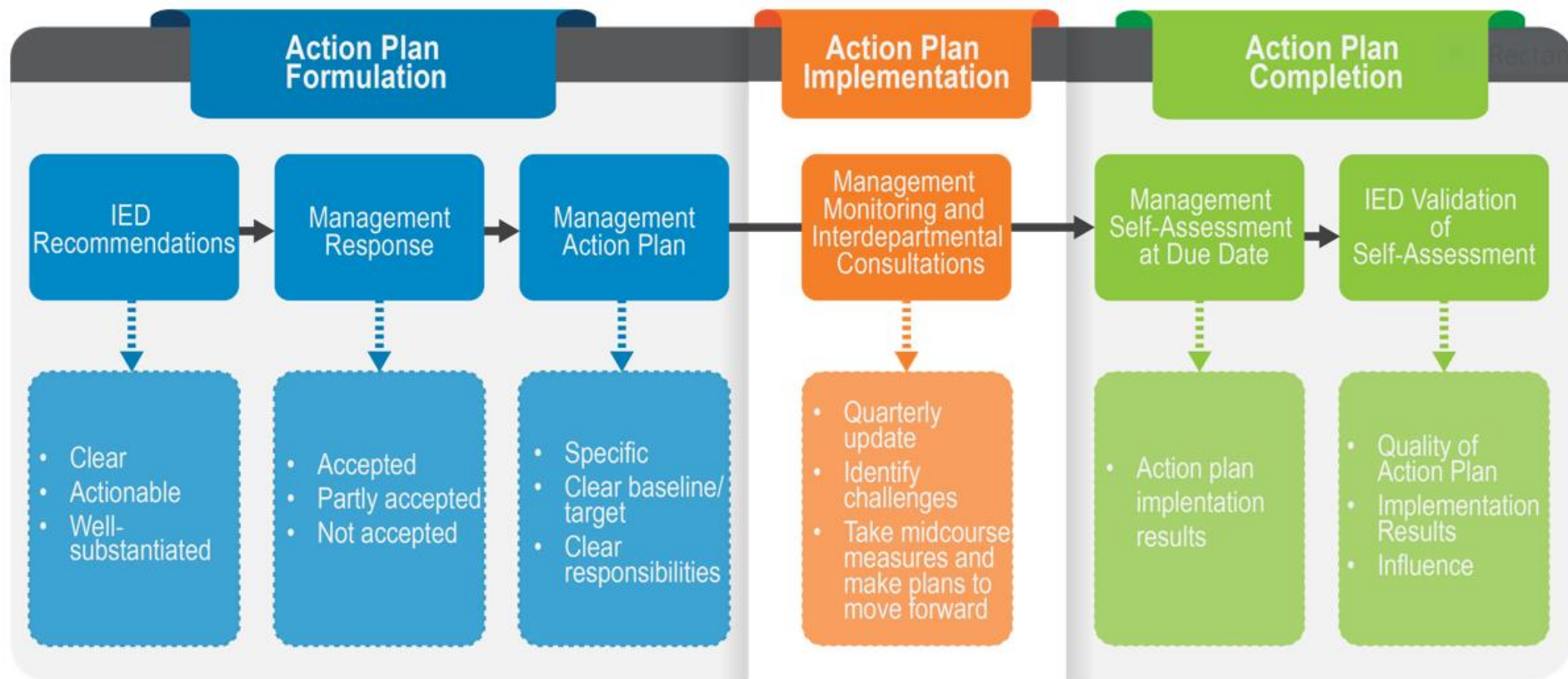


- ▶ Recommendations with organizational, procedural or financial changes have the potential to be sustainable
- ▶ Question is whether they lead to behavioral changes. We cannot answer that yet from the evaluations that I've been involved with. The upcoming evaluation of the "New Operating Model" should be of interest.



Management Action Record System (MARS)

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



Management Action Record System (MARS)

- ADB acceptance of recommendations has improved: 24 of 26 (92%) fully accepted in 2023
- Progress attributed to better articulation of recommendations and greater IED-ADB engagement
- Over the 2019-2023 period 77% of accepted recommendations were fully or largely implemented
- IED's Annual Evaluation Review report includes a chapter on MARS
- Recent improvements have been made to the MARS information system:

<https://asiandevbank.sharepoint.com/sites/marsdatabase>



Some Common Elements of Impactful Evaluations

- ▶ Relevance and timeliness of the topic
- ▶ Rigor of the analysis: well-evidenced
- ▶ Buy-in by stakeholders
- ▶ Presentation



Thank you.

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