

## CAMBODIA CAPE EVALUATION CRITERIA AND QUESTIONS

Evaluation Criteria	Questions
<b>I. Top-Down Assessment</b>	
<b>A. ADB's Strategic Positioning in Cambodia (Relevance)</b>	
1. Relevance	<ul style="list-style-type: none"> <li>• What were the priority development issues, trends, conditions, and needs in Cambodia?</li> <li>• How were they addressed by the Government and other relevant development partners?</li> <li>• What were the resulting external assistance requirements?</li> <li>• Did ADB country strategies and programs address relevant and priority development needs?</li> <li>• Were they consistent with Government's development strategies?</li> <li>• Were the mix of lending and nonlending assistance and operational approaches tailored to the particular conditions of Cambodia?</li> </ul>
2. Selectivity	<ul style="list-style-type: none"> <li>• Have ADB operations focused on relevant and priority sectors, geographic areas and counterpart organizations, considering potential development impact, Government's priorities and reform initiatives, and ADB corporate objectives?</li> <li>• Did the activities focus on ADB's core competencies?</li> <li>• How did ADB operations complement the activities of other development partners?</li> </ul>
3. Sequencing and continuity	<ul style="list-style-type: none"> <li>• Were ADB operations within and between sectors properly sequenced taking into consideration national development strategies, the Government's reform agenda and process, and capacity constraints?</li> <li>• Was there sufficient continuity in ADB's country assistance to maximize development effectiveness of operations?</li> </ul>
<b>B. ADB Performance and Responsiveness (Responsiveness)</b>	
1. Responsiveness	<ul style="list-style-type: none"> <li>• Given expectations, has ADB responded adequately, flexibly, and in a timely way to changing and emerging country needs and Government demand for ADB assistance?</li> <li>• How have contentious issues been handled and problems resolved?</li> <li>• Did ADB properly assess and consider the implementation capacity of executing and implementing agencies during project processing and implementation?</li> </ul>
2. Suitability of ADB policies, systems and lending instruments	<ul style="list-style-type: none"> <li>• Were ADB policies, procedures, lending and nonlending instruments, and assistance modalities appropriate for Cambodia?</li> <li>• How has ADB responded to the principles of the <i>Paris Declaration on Aid Effectiveness</i>?</li> </ul>
3. Capacity and core competencies	<ul style="list-style-type: none"> <li>• Were the levels of ADB's financial and human resources adequate for the effective design and implementation of the Cambodia country strategies and programs? What was the quality of staff and consultant resources?</li> <li>• Were available ADB resources efficiently utilized? Did ADB optimize potential synergies across its public sector operations and between its public and private sector operations?</li> <li>• In which areas was ADB perceived to have a comparative advantage vis-à-vis other development partners in Cambodia?</li> <li>• How did ADB harmonize its assistance with other development partners?</li> <li>• Was the management of procurement and consultant recruitment</li> </ul>

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	<p>processes efficient?</p> <ul style="list-style-type: none"> <li>How do the Government, civil society and private sector perceive ADB's role and performance and areas for service improvement?</li> </ul>
<b>C. Overall Contribution to Cambodia's Development (Results)</b>	
1. Sector work and policy dialogue	<ul style="list-style-type: none"> <li>What was the quality of ADB's economic and sector work in Cambodia? How were the findings used in the design of country strategies and programs?</li> <li>How well was ADB equipped to handle policy dialogue on pertinent development issues?</li> <li>What have been the contributions of the Cambodia Resident Mission to country strategy and program design and implementation, and how well has it fulfilled its mandate?</li> </ul>
2. Outputs and outcomes and their likely sustainability	<ul style="list-style-type: none"> <li>What have been the key outputs and outcomes of ADB's operations in Cambodia and how do they compare to results envisaged under the country strategies?</li> <li>Are there any common factors that have affected program performance in the country?</li> <li>What is the likelihood that these outputs and outcomes can be sustained considering fiscal, political, social, and environmental conditions?</li> <li>How successfully has ADB contributed to sustainable economic growth and good governance in Cambodia, as well as to ADB's <i>Poverty Reduction Strategy</i> thematic priorities, in particular capacity development, private sector development, and environmental protection?</li> </ul>
3. Value addition	<ul style="list-style-type: none"> <li>What was ADB's share of total Government development expenditure and ODA?</li> <li>What has been ADB's role compared to that of other development partners?</li> <li>Did ADB spearhead any new discussions on or approaches to development issues in Cambodia?</li> <li>How did ADB's lending and TA assistance make any difference to Cambodia's development?</li> </ul>
4. Dissemination and replication	<ul style="list-style-type: none"> <li>To what extent and how has ADB's experience with successful projects in Cambodia been disseminated and replicated?</li> </ul>
<b>II. Bottom-Up Assessment</b>	
1. Relevance	<ul style="list-style-type: none"> <li>Were ADB's sector operations (i) focused on critical impediments to sector development, (ii) based on ADB country and sector strategies, (iii) aligned with Government's sector priorities, (iv) supportive of essential government sector policy and institutional reforms, (v) aligned with international best practices and standards, and (vi) effectively coordinated with other key development partners?</li> <li>Did ADB's sector operations (i) adequately consider sector conditions in the country and scope for sector development, and (ii) actively consider the potential for private sector involvement in the sector?</li> </ul>

Evaluation Criteria	Questions
2. Effectiveness	<ul style="list-style-type: none"> <li>• Has ADB's sector assistance achieved meaningful outputs and outcomes and achieved the results defined in the country program? How successfully has the sector assistance contributed to the achievement of outputs and outcomes supporting Government's goals and objectives?</li> <li>• What has been the level of effectiveness and what were its determinants (including appropriateness of program design, quality of policy dialogue and advisory services, implementation assistance, etc.)?</li> </ul>
3. Efficiency	<ul style="list-style-type: none"> <li>• Have ADB sector operations (i) maximized the ratio of outputs and outcomes to resource levels, and (ii) been formulated and implemented in a cost effective and efficient manner?</li> </ul>
4. Sustainability	<ul style="list-style-type: none"> <li>• What is the likelihood of sustaining achieved outputs and outcomes?</li> <li>• Are fiscal, political, and environmental conditions conducive to sustainability in place?</li> <li>• To what extent has ADB assistance helped strengthen national institutional capacity for formulation of sector policies and the management of sector programs and investments?</li> </ul>
5. Impact	<ul style="list-style-type: none"> <li>• How have ADB sector operations contributed to long-term sector development in Cambodia (both in the past and likely impact)?</li> </ul>

### III. Lessons, Good Practices, SWOT, and Recommendations

1. Programming Lessons and Good Practices	<ul style="list-style-type: none"> <li>• What lessons and good practice for ADB's strategy can be identified from the past program experience for the next CPS?</li> <li>• Should ADB maintain its strategic focus or widen assistance to other sectors, regions, and agencies? Should any areas of assistance be discontinued or phased out?</li> <li>• In what areas could ADB provide more assistance and better practice?</li> <li>• Is the current trend toward program lending in support of improving public resource management to address the Millennium Development Goals and the private sector enabling environment? Is ADB equipped for this task?</li> </ul>
2. Operations Lessons and Good Practices	<ul style="list-style-type: none"> <li>• How can the development effectiveness of ADB's assistance in Cambodia be improved?</li> <li>• What lessons can be drawn for improving ADB's project preparation and implementation in Cambodia?</li> <li>• How can capacity development efforts be strengthened?</li> <li>• What existing and new products and best practices can be used to address identified problems?</li> </ul>
3. Strengths, Weaknesses, Opportunities and Threats (SWOT)	<ul style="list-style-type: none"> <li>• How can ADB's public and private sector operations be enhanced?</li> <li>• A range of good practices will be identified based on the CAPE and will be summarized by strengths to build into designs, weaknesses to avoid, opportunities to capitalize upon, and threats to manage.</li> </ul>
4. Future Strategic Considerations	<ul style="list-style-type: none"> <li>• How should the future partnership between the Government of Cambodia and ADB be promoted?</li> </ul>

### IV. Overall Performance Rating

The CAPE performance assessment methodology will combine assessments of development effectiveness for sector operations with assessments of ADB country positioning and strategy, the

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<p>contributions of ADB programs to development results, and ADB performance. Sector ratings will be based the standard five evaluation criteria of relevance, effectiveness, efficiency, sustainability, and sector impact recommended by ADB's <i>Guidelines for the Preparation of Country Assistance Program Evaluation Reports</i>. Given the emphasis on both broad-based and sector-specific program lending in recent years, as well as a range of ongoing sector and area projects, no additional sector weightings are assigned at this stage of the evaluation. Sector ratings will be derived from an analysis of available PPERs, PCRs, TCRs, rapid sector assessments and studies conducted under CAPE.</p>	
<p>ADB = Asian Development Bank, CAPE = country assistance program evaluation, CPS = country partnership strategy, OCR = ordinary capital resources, ODA = official development assistance, PCR = project completion report, PPER = project performance evaluation report, TA = technical assistance</p>	

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