

PROPOSED EVALUATION MATRIX

Evaluation Criterion	Focus Area(s)/Key Questions	Information Required	Information Source	Data Collection Method
Relevance	<p><i>Consistency with Asian Development Bank (ADB) and country strategies</i></p> <p>1. Did the Project fit into ADB and country strategies at the time of approval, project completion report (PCR) and evaluation?</p>	Relative importance of drainage rehabilitation in ADB Country Strategy and Bangladesh National Development Plans and Water Strategy at approval, PCR and project performance evaluation report (PPER)	Country Strategy Papers (1993–2006); Management Review Meeting, Staff Review Committee, report and recommendations of the President, Board Discussion Papers, PCR; National Development Plans and Water strategy covering 1993 to 2006	Desk review; content analysis of documents
	<p><i>Project design</i></p> <p>1. Was the economic rationale for the Project based on sound analysis?</p> <p>2. Did the stakeholders own the project design process?</p> <p>3. Did the Project identify core beneficiaries?</p> <p>4. Did the project design incorporate lessons from related projects?</p> <p>5. Did the Project avoid duplication of efforts in other projects?</p> <p>6. Were project interventions well planned and appropriately sequenced?</p> <p>7. How well did the project design address local needs and priorities and formulated appropriate strategies?</p> <p>8. Were the institutional set-up and implementation arrangements for the Project appropriate?</p> <p>9. Did the Project identify relevant risks and</p>	<p>Consultation process used and local stakeholders' representation in project formulation;</p> <p>Role of executing agencies (EAs)— Bangladesh Water Development Board (BWDB), Department of Agricultural Extension (DAE) and Department of Fisheries (DOF), nongovernment organizations (NGOs) and beneficiaries in need assessment and project</p>	<p>Key informants in project areas, NGOs, BWDB staff at the Headquarters and project sites; previous Project Specialists at ADB;</p> <p>NGO representatives;</p> <p>Local beneficiaries (farmers, fishing folks, landless laborers);</p>	<p>Key informant interviews with stakeholder representatives, focus group discussions with project beneficiaries, household surveys</p>

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	provide safeguard and/or risk mitigation measures?	formulation; Consistency with stakeholders' objectives, government structure and institutions; Types of risks identified and safeguard/ mitigation measures envisaged in project design		
	<i>Flexibility/Adaptability</i> 10. Were the design changes relevant and timely?	Reasons for design changes and time devoted to incorporate change; Capability of TA team to address beneficiaries' needs	Selected members of TA Team in Bangladesh	
	11. Was the Technical Assistance (TA) provided to the Project appropriate?			
Effectiveness	<i>Project achievements</i> 1. Did the Project achieve what it intended to achieve? 2. What factors contributed to the success of the Project? 3. What factors contributed to delays in project implementation? 4. What led to changes in scope and design of the Project and were such changes appropriate and timely?	List of project outputs; Baseline data on key performance indicators compared to baseline and counterfactuals; Beneficiaries' perceptions about project benefits; Roles of BWDB, Bangladesh Resident Mission and NGOs in project implementation; Constraints encountered in project implementation;	Previous ADB Project Specialists, key informants, beneficiaries, NGOs	Secondary data, household survey, key informant interviews with stakeholder representatives and focus group discussions with water management associations (WMAs), water user groups (WUGs) and project beneficiaries
Efficiency	<i>Assumptions</i> 1. Were assumptions in economic and financial analyses valid? (coverage, number of beneficiaries, prices, procurement and management costs, input costs, crop yields,	Economic internal rate of return and financial internal rate of return calculation files and list of	Center for Environmental and Geographic Information	Content analysis of project documents, Board Discussion Papers, interview with PCR Consultants and

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	<p>access to production services, risks etc.)</p> <p>2. What factors contributed to the differences in economic internal rate of returns at appraisal vs. PPER (if any)?</p>	<p>key assumptions at the time of appraisal, revision, and PCR; Economic and financial parameters at the time of PPER for reevaluation (yields, prices, costs, conversion factors etc);</p>	<p>Services (CEGIS) PCR Consultant, Electronic files of economic and financial analysis</p>	<p>BWDB staff, economic reevaluation of the Project using PPER parameters.</p>
	<p><i>Project management and procurement</i></p> <p>1. How effective was the project steering committee?</p> <p>2. Did project partners fully understand their roles and responsibilities?</p> <p>3. How robust was the NGO selection process?</p> <p>4. How well did the NGOs and EAs collaborate in project implementation?</p> <p>5. Was the procurement process transparent, timely and effective?</p>	<p>Composition and frequency of project steering committee meetings; minutes of steering committee meetings;</p> <p>Clarity in roles and responsibilities of project partners (EAs, NGOs and beneficiaries); Selection process used in selecting NGOs; Procurement process/ followed.</p>	<p>Local EAs, BWDB, DAE, DOF, NGOs</p> <p>BWDB, NGOs;</p>	<p>Key informant interviews with BWDB, DAE, DOF, NGOs</p> <p>Key informant interviews with Administration and Finance staff at BWDB, NGOs</p>
	<p><i>Financial management</i></p> <p>1. Was the financial management in the project transparent?</p> <p>2. Were there any problems in fund disbursement for project activities?</p>	<p>Stakeholders' Perception about project fund disbursement and use</p>	<p>Accounts staff at BWDB</p>	<p>Key informant interviews with Administration and Finance staff at BWDB, NGOs</p>
	<p><i>Project coordination</i></p> <p>1. How effective was the intra and inter-agency coordination mechanism in the project? (NGOs/BWDB/DOF/DAE/CEGIS/TA consultants)</p> <p>2. Did the project coordinate and or develop partnership with other similar projects or development partners including local and national NGOs?</p>	<p>Roles and responsibilities of project partners and beneficiaries.</p> <p>Evidence of any partnership with other projects or agencies</p>	<p>NGOs, DAE, DOF, CEGIS, TA consultants</p> <p>Other project representatives operating in the project area;</p>	<p>Key informant interviews with staff at BWDB, NGOs, DAE, DOF and CEGIS, focus group discussions with WMAs</p>

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	<p><i>Policies</i></p> <p>1. How did Government's macro and sectoral policies influence:</p> <ol style="list-style-type: none"> beneficiary participation resource allocation for project related activities <p>resource generation for operations and maintenance (O&M)</p>	<p>Government policies (if any) on engagement of beneficiaries in public projects, resource allocation for on-going and completed projects, and O&M of irrigation/drainage infrastructure</p>	<p>Ministry of Planning, Ministry of Water Resources, BWDB, NGOs</p>	
Sustainability	<p><i>Enabling environment</i></p> <ol style="list-style-type: none"> Is there political will to support project activities and promote ownership of the Project amongst beneficiaries? What mechanisms are in place to support marginal and small farmers and landless beneficiaries in the project area to ensure continuity in their livelihood options? What roles local NGOs are playing to ensure sustainability of the Project? What steps have been taken to mitigate any negative environmental impacts in the project area? 	<p>Annual budgetary and allocations for the O&M and follow-up to BWDB and local governments; Representation of marginal and small farmers and landless beneficiaries in water management organizations; Economic, environmental and social activities carried out by NGOs in project area</p>	<p>BWDB, NGOs, WUG and WMA representatives, farmers, landless, fishing folks, women beneficiaries.</p>	<p>Focus group discussion with WUGs, WMAs; Household surveys;</p>
	<p><i>Institutional sustainability</i></p> <p>1. How cohesive and capable WUGs and WMAs are to ensure:</p> <ol style="list-style-type: none"> effective operation and maintenance of drainage networks rehabilitated by the Project; fairer distribution of water user rights, particularly to vulnerable population in the project area; adequate revenue generation for 	<p>Number of members enrolled in and dropped from WUGs and WMAs by year; Frequencies of WUG and WMA meetings; Perceptions of WUG and WMA members and non-members about</p>	<p>BWDB, NGOs, WUG and WMA representatives, farmers, landless, fishing folks, women beneficiaries.</p>	<p>Focus group discussion with WUGs, WMAs; Household surveys;</p>

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	<p>management and O&M of the project infrastructure; (iv) Utilize technical expertise from BWDB and other governmental and non-governmental institutions?</p> <p>2. What is the trend in membership in WUGs and WMAs since PCR?</p>	<p>effectiveness of WMAs, WUGs and Federation of Water Management Associations (FWMA), WMA and FWMA; Types of technical assistance sought by beneficiaries, WUGs WMAs from BWDB, DOF, DAE, NGOs and other organizations.</p>		
	<p><i>Financial sustainability</i></p> <p>1. What is the trend in revenue collection from the project beneficiaries and how likely is that a positive trend can be sustained?</p> <p>2. What mechanisms are in place to ensure financial sustainability of the Project?</p>	<p>Frequencies and Amounts collected by WUGs and WMAs from membership and other contributions (if any) for regular O&M;</p>	<p>WUG and WMA records WUG and WMA records</p>	<p>Focus group discussion with WUGs, WMAs; Household surveys;</p>
Impacts	<p><i>Institutional impact</i></p> <p>1. Did Project lead to any new water resource management related laws, regulations or procedures in Bangladesh?</p> <p>2. If yes, have these been implemented?</p> <p>3. Are they effective instruments for water management?</p> <p>4. How do you describe intra-agency and inter-agency relationship between BWDB, DAE, DOF, NGOs and other external agencies?</p> <p>5. How stable is membership structure and trends in WUGs and WMAs?</p> <p>6. How effective was training provided to beneficiaries and EA staff under the Project?</p> <p>7. How well participatory planning is institutionalized within BWDB?</p>	<p>Water resource management related laws, regulation or procedures Stakeholder perception about above laws, regulation or procedures; Perceptions and opinions of partner organizations List of WMA and WUG members by year Perception about training received by beneficiaries and staff; Planning process documents prepared by BWDB;</p>	<p>Ministry of Water Resources, BWDB, NGOs WMAs, WUGs and FWMA, project beneficiaries WMAs and WUGs BWDB, DOF, DAE and NGO staff</p>	<p>Key informant interviews with Ministry of Water Resources, BWDB and NGO staff Focus group discussions and household surveys Key informant interviews with BWDB, WMAs and WUGs Key informant interviews with BWDB</p>

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	<i>Socioeconomic impact</i>			
	1. To what extent are small and marginal farmers, women, ethnic minorities, landless and fisher-folks represented in WUGs, WMAs and FWMA?	FWMA, WMA and WUG membership breakdown by tenure, gender, ethnicity and	FWMA, WMAs and WUGs, BWDB	Key informant interviews with BWDB, WMAs and WUGs
	2. Approximately how many and what types of new jobs did the Project create in the project area?	occupational groups; No. and types of new jobs created by Project by year;	Beneficiaries	Focus group discussion and household surveys
	3. How has the Project impacted on livelihood options of the beneficiaries?	Occupational distribution of beneficiaries;		
	4. How did the Project influence beneficiaries' access to education, health and nutrition?			
	5. In what ways did women benefit from the project related activities and outputs?			
	6. Who are the primary beneficiaries of reclaimed land?			
	7. In what ways did the Project lead to increased demand for credit and other production services?	Demand for credit due to increased cultivable area; Perceptions about the project benefits and negative impacts expressed by beneficiaries;	NGOs, beneficiaries, local microcredit agencies	Key informant interviews, household surveys,
	8. Did the Project create any negative social impacts in the project areas? If so, in what ways?			
	9. Were there any other impacts the Project led to?			
	<i>Environmental impact</i>			
	1. To what extent did the Project alleviate drainage congestion problem in the project area?	Areas under different land use, land use patterns, area under polders	DAE, CEGIS, BWDB	Key informant interviews, focus group discussions
	2. How many hectares in the project area are waterlogged year round?			
	3. How many hectares in the project area have been reclaimed for cultivation?	Land area leased by the Government to beneficiaries;	BWDB	
	4. Is there a fisheries management plan for polder areas within the Project? If so, is it operational?			
	5. Has there been an improvement in fisheries habitat, fish species and fish spawning area in	Fisheries management plan introduced in the	DOF	

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	<p>the project area?</p> <p>6. What actions or steps has the Project taken to mitigate environmental concerns?</p>	<p>polder area</p> <p>Size of spawning area;</p> <p>list of fish species loss or gain;</p> <p>List of environmental safeguards adopted by agencies and beneficiaries</p>	DOF, BWDB	
ADB Performance	<p>1. How was quality of ADB supervision at different stages of the Project?</p> <p>2. How effective was ADB in coordinating the Borrower and the three main EAs (BWDB, DAE and DOF)?</p> <p>3. Was ADB supervision of the Project adequate? (e.g. number, duration, timing, staff continuity, composition) of expertise)</p> <p>4. How well and timely did ADB respond to project requests for assistance?</p> <p>5. What kind of support did ADB provide EAs and the Borrower in harmonizing relationships with other agencies and similar projects?</p> <p>6. How well did ADB respond to implementation difficulties?</p> <p>7. How well did AB respond to disbursement claims?</p>	<p>Quality of supervision and project review mission reports;</p> <p>Quality of communication between ADB and EAs;</p> <p>Composition and types of expertise of mission members;</p> <p>Time spent by missions in the field (outside Dhaka)</p> <p>Time lag between requests and actual disbursements and reasons for any delays</p>	<p>BWDB, DAE, DOF, NGOs</p> <p>BWDB</p> <p>BWDB, DAE, DOF, NGOs</p>	<p>Key informant interviews</p> <p>Key informant interviews</p> <p>Key informant interviews</p>
Performance of Executing Agencies	<p>1. Did the borrower comply with various loan covenants on time?</p> <p>2. How stable was staff turnover in the Project (both at BWDB and in the field)?</p> <p>3. Was the Project able to attract trained and qualified staff?</p> <p>4. Did the borrower provide agreed counterpart funding on time in required amount?</p>	<p>List of covenants and records of compliance by EAs;</p> <p>Average duration of key staff assigned to project activities;</p> <p>Records of counterpart funding;</p>	<p>Project files, ADB Project Officers, BWDB, DAE, DOF, NGOs</p> <p>BWDB, ADB</p>	Key informant interviews

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5. Was the borrower able to submit financial and audit reports on time and in required quality? 6. How well did BWDB work with NGOs? 7. What did BWDB do to gain trust from project beneficiaries and wider community? 8. How qualified and capable NGOs were in delivering project deliverables? 9. How effective was BWDB in coordinating with other EAs both at the national and local levels?	Copies of audit reports; Records of communication between NGOs and BWDB and MOUs, if any; Process used by BWDB in selecting and engaging NGOs; project coordination mechanism at the field and national levels.	ADB	BWDB, NGOs	BWDB, NGOs

ADB = Asian Development Bank, BWDB = Bangladesh Water Development Board, CEGIS = Center for Environmental and Geographic Information Services, DAE = Department of Agricultural Extension, DOF = Department of Fisheries, EA = executing agency, FWMA = Federation of Water Management Associations, NGO = nongovernment organization, O&M = operation and maintenance, PCR = project completion report, WMA = water management association, WUG = water user group.