

## TERMS OF REFERENCE FOR ADB STAFF AND CONSULTANTS

### A. Objectives of the Operations Evaluation Mission

1. An Asian Development Bank (ADB) Operations Evaluation Mission (OEM) will carry out a post-evaluation of the ADB-financed First Financial Sector Program Loan Cluster (Loans 1859, 1951, 2185- CAM). The OEM will collect and analyze information needed for the assessment of the Program Loan cluster in terms of the (i) relevance, (ii) effectiveness and efficiency in achieving program outputs and purposes, (iii) sustainability of the outcomes, and (iv) institutional capacity building impacts of the program. It will also collect data needed for scoping of a follow-on sector assessment by OED.

### B. Terms of Reference for ADB Staff

2. The Senior Evaluation Specialist/Mission Leader will be responsible for the overall planning and management of the OEM and report preparation. He will lead the evaluation and perform the following key tasks:

- (i) Supervise the planning and implementation of the program performance evaluation report (PPER);
- (ii) Coordinate the activities and progress of consultants;
- (iii) Integrate the outputs of the team members;
- (iv) Participate in interviews and focus group discussions with relevant stakeholders and ADB staff, together with team members;
- (v) Collect data relevant to PPER and a potential sector evaluation later on; and
- (vi) Coordinate and prepare the PPER report, taking into account contributions from team members, and prepare final reports for knowledge dissemination.

3. The Evaluation Officer will carry out the following tasks:

- (i) Assist in collecting data related the Program Loan cluster and relevant loan and TA projects in the financial sector;
- (ii) Provide assistance in engaging the consultants and managing the contracts;
- (iii) Assist the Mission Leader in collating the outputs of the consultants;
- (iv) Work closely with the international consultant in obtaining views of ADB staff;
- (v) Update the matrix on program conditions and related program data;
- (vi) Collect data relevant to PPER and a potential sector evaluation later on; and
- (vii) Assist in report preparation, finalization, and dissemination.

### C. Terms of Reference for International Consultant

4. The assignment requires a good knowledge of the financial sector in developing Asian countries, preferably Cambodia, as well as familiarity with corporate governance in banking institutions, bank restructuring approaches, financial supervision/prudential regulation issues, interbank market development, capital market infrastructure, and related legal framework.

5. The consultant will be a member of the OEM, and under the guidance of the Mission Leader, will carry out the tasks in the context of assessing the relevance, effectiveness, efficiency, sustainability, and institutional development impact of the First Financial Sector Program Loan Cluster. The tasks would last for about 2 weeks of field work and about two weeks of home/office work. The consultant's task will include the following:

- (i) Review relevant documents on the First Financial Sector Program Loan Cluster as well as related ADB programs/projects in the financial sector, including the report and recommendation of the President, Loan Agreements, TA reports, TA consultant reports, and the program completion reports, and other materials on the financial sector environment at the time of loan approval and to-date;
- (ii) Based on the initial desk review, prepare questions for the concerned Government entities, financial institutions, and other stakeholders to gather information for the assignments indicated in these terms of reference;
- (iii) Assess the design of the First Financial Sector Program Loan Cluster in terms of the appropriateness for country context, consistency with expected outcomes, the sequencing of program measures and other economic reform efforts, and suitability of approach and phasing of the measures prescribed in the Program design and the Program conditions;
- (iv) Assess the achievement of the First Financial Sector Program Loan Cluster objectives and outcomes;
- (v) Verify whether program conditions were met and whether resulting policy changes have stayed in place. Examine conditions compliance from a capacity and political economy perspective;
- (vi) Gather relevant country-specific information and data to help analyze critical gaps persisting in the financial sector and its performance and the reform measures, as well as the strategy for the financial sector;
- (vii) Consolidate the findings into the PPER;
- (viii) Collect data relevant to PPER and a potential sector evaluation later on; and
- (ix) Advise to the mission leader on other relevant aspects of the evaluation exercise, including the scope of the potential sector evaluation study, as necessary.

#### **D. Terms of Reference for Domestic Consultant**

6. The assignment requires a good knowledge of the financial policy and systems, including central banking, commercial banking, non-banking institutions, and interbank and capital markets, and an exposure to related laws in Cambodia, as well as previous consulting experience and good English skills.

7. The consultant will be a member of the OEM and carry out the tasks in the context of assessing the relevance, effectiveness, efficiency, sustainability, and institutional development impact of the First Financial Sector Program Loan Cluster. The tasks that would last for three weeks over about a month period include the following:

- (i) Collect country-specific data, information and documentation, the data requested in the Questionnaire to Cambodia, as requested by the international consultant (IC) and the ADB team/mission leader;
- (ii) Help verify whether Program conditions were met and resulting policy changes have stayed in place and advise the mission leader and IC about key shortfalls;
- (iii) Advise the mission leader and IC on related legal issues affecting specific Program outcomes and financial sector development in Cambodia in general;
- (iv) Advise the mission leader and IC on remaining legal and institutional constraints that hinder implementation of the Program measures;
- (v) Assist the OEM in arranging and organizing meetings with government officials, state banks, and other relevant government institutions;
- (vi) Assist in collecting data on private sector development activities; and
- (vii) Provide translation/interpretation services for the OEM.