

EVALUATION DESIGN MATRIX

| Subject | Evaluation Design | Research Question | Method |
|--|--|---|---|
| 1. Direct Investment | | | |
| 1.1 Project Identification | <p>Did the project reflect private sector development (PSD) needs of the country?</p> <p>Did the project reflect specific Asian Development Bank (ADB) program objectives?</p> | <p>What form did the PSD impacts take? (learning, demonstration, technology transfer, competition, etc)</p> | <ul style="list-style-type: none"> - Analysis of concept clearance, report and recommendation of the President (RRP) documents, Operations Evaluation Department evaluations, etc. - Literature review - Interviews with government officials and senior ADB staff |
| 1.2 Project Outputs | <p>Did the outputs influence the underlying PSD constraint?</p> <p>Did the form of financial instruments influence the outcome of the project?</p> <p>Did the outputs reflect sponsor needs?</p> | <p>What was the main source of additionality?</p> <p>Was there opportunity to use hybrid instruments, or risk mitigation instruments rather conventional debt and equity?</p> <p>What is the Private Sector Operation Department's (PSOD) competitive advantage and how does it add value to clients?</p> | <ul style="list-style-type: none"> - Analysis of concept clearance, RRP documents, etc. - Interviews with sponsors and potential and actual cofinanciers |
| 1.3 Pricing and allocation of private sector operation (PSO) funding | <p>Did ADB's system for pricing/ allocating funding to PSO projects unnecessarily restrict activity levels?</p> | <p>What is the basis for determining pricing and funding allocations and how does this influence performance of projects?</p> | <ul style="list-style-type: none"> - Review of pricing and funding allocation systems - Senior staff interviews |
| 1.4 Project implementation and management | <p>Do ADB's systems and procedures unnecessarily restrict PSOD's ability to write and manage existing business?</p> | <p>Is PSOD competitive in terms of responsiveness, timeliness, and quality of responses to clients?</p> <p>Are there synergies with ADB's public sector operations?</p> <p>Is the organization structure and allocation of resources appropriate?</p> | <ul style="list-style-type: none"> - Interview actual and potential cofinanciers - Senior staff interviews |

Not for Quotation, work-in-progress

Appendix 1

| Subject | Evaluation Design | Research Question | Method |
|--|--|---|--|
| | | Do staff incentives align with ADB corporate objectives? | |
| 1.5 Quality control and risk management systems | Do corporate-level control systems provide an effective method of ensuring the quality of project formulation and risk management? | <p>Do peer review and interdepartmental circulation ensure high quality of PSO transactions?</p> <p>Do ADB policies and procedures on environment, social safeguards, corruption, and financial risk management procedures effectively mitigate risks?</p> <p>Do risk management/quality control procedures differ across countries, sectors, or types on instruments?</p> | <ul style="list-style-type: none"> - Analysis of concept clearance, RRP documents, etc. - Senior staff interviews |
| 1.6 Management information systems and evaluation feedback | Do corporate information systems and evaluation feedback provide a reliable basis for management of the PSO program? | <p>Does the coverage and quality of self-evaluation and post evaluation provide reliable feedback on the performance of completed PSO projects?</p> <p>How effective are ADB's knowledge management and reporting systems at pooling and disseminating knowledge and information gained from PSO transactions?</p> | <ul style="list-style-type: none"> - Analysis of concept clearance, RRP documents, etc. - Senior Staff interviews |
| 2. Lessons | | | |
| 2.1 Outcomes | How effectively, efficiently, and sustainably did PSOD achieve intended outcomes and what was the value added? | <ul style="list-style-type: none"> - Did public sector enabling environment interventions lead to investment proposals suitable for PSO financing? - What was the relative contribution of enabling environment interventions to enhancing the PSO investment proposals? - What was the relative contribution of direct interventions to enhancing the | <ul style="list-style-type: none"> - Sector overviews - Analysis of completed projects - Good practice case studies - Benchmarking studies |

| Subject | Evaluation Design | Research Question | Method |
|-------------|------------------------------|--|--------|
| | | <p>private sector enabling environment or the private sector directly?</p> <ul style="list-style-type: none"> - What was the relative contribution of PSOD's participation in the project and what was the main source of additionality? - Were social, environmental, corruption, and financial risks effectively managed? - Were the findings of project completion reports and project performance evaluation reports incorporated into new project formulation procedures? - Did PSO projects have a wider positive influence beyond the immediate project? - Is the contribution of PSO projects likely to be sustained? | |
| 2.2 Lessons | What lessons can be derived? | (lessons to be drawn from findings of the other evaluation questions) | |

Not for Quotation, work-in-progress