

EVALUATION DESIGN MATRIX

Issues	Guide Questions ^a	Indicators/Information Required	Sources of Information	Data Collection Tools	Methodology
To what extent are past lessons and recommendations on QAE taken into account during project preparation and processing?	<ul style="list-style-type: none"> • How are the findings and recommendations of past studies and evaluations disseminated to key persons responsible for QAE? • How effective is this dissemination? • How responsive has the ADB been in incorporating recommendations on QAE from past studies and evaluations into project processing procedures and practices? 	<ul style="list-style-type: none"> • The degree to which QAE recommendations are included in project designs • Feedback from persons in key positions responsible for QAE 	<ul style="list-style-type: none"> • Special reports on QAE • PCRs • PPERs • CAPEs • SAPEs • SESs • RRP • Annual Portfolio Reviews • Project design & framework of recent projects • Interviews with key individuals 	<ul style="list-style-type: none"> • Literature review • Interviews and consultations with key ADB staff, PPTA consultants and key senior personnel of borrowers. 	<p>Identify major QAE recommendations made during recent years.</p> <ul style="list-style-type: none"> • Examine how often these were repeated on an annual basis. • Determine extent to which these recommendations were taken into account in subsequent project formulation. • Determine how these recommendations were disseminated • Determine the degree of access to such reports
How to ensure that lessons and recommendations on QAE are properly targeted?	<ul style="list-style-type: none"> • At what points of the project cycle should interventions be made to ensure or improve QAE? • Who are the major actors at these key points? • How should information be disseminated to them? • What support do they need to ensure that the recommendations are incorporated? 	<ul style="list-style-type: none"> • Detailed information on the project cycle and the various staff involved at particular stages of it. 	<ul style="list-style-type: none"> • Documentation on business practices • Interviews with key staff 	<ul style="list-style-type: none"> • Literature review • Extensive discussions with ADB staff and key personnel of executing agencies 	<ul style="list-style-type: none"> • After a close review of the documented business processes, (both current and past) and interviews with senior operational staff detailed stages of the project cycle will be documented • The main staff positions involved at each stage will be identified.
At each stage of the project cycle, who has the main task of ensuring QAE?	<ul style="list-style-type: none"> • What are the responsibilities of various staff in assuring QAE at crucial stages of the project cycle? • What roles are played by consultants? • How important is the role of the borrower and its EA? 	<ul style="list-style-type: none"> • Exact roles and responsibilities of ADB staff, consultants and EA staff. 	<ul style="list-style-type: none"> • Key informants (project officers, staff of resident missions, PPTA consultants and executing agency counterpart staff) 	<ul style="list-style-type: none"> • Survey questionnaires • Interviews and consultations with mission leaders, resident mission staff, PPTA consultants and 	<ul style="list-style-type: none"> • Surveys and interviews will be carried out in two representative member countries as well as at ADB headquarters. The results will be compiled into a series of responsibility flow

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				key senior implementing agency staff.	charts.
Do staff, consultants and EA personnel have the communication links to past studies and new policy recommendations and the resources needed to help ensure or improve QAE?	<ul style="list-style-type: none"> • Where do staff, PPTA consultants and EA staff receive their information about past studies in the countries/sectors concerned? • Where, when and how do staff, PPTA consultants and EA staff receive information about general studies, reviews and new policies (such as the ADB's new focus on capacity development)? • Do they have the expertise and resources to implement the recommendations made by past studies and new policy papers? 	<ul style="list-style-type: none"> • Degree of familiarity with the latest ADB policies (e.g., capacity development) • Degree of familiarity with recent QAE studies and recommendations (such as the study on TA or the latest CAPE for the country concerned) • Number of staff normally participating at various stages and their particular roles • Any recent increase or decrease in budget or staffing resources • Years of past experience in ADB or similar institutions • Familiarity with ADB's project implementation procedures 	<ul style="list-style-type: none"> • Key informants (project officers, staff of resident missions, PPTA consultants and executing agency counterpart staff) 	<ul style="list-style-type: none"> • Survey questionnaires • Interviews and consultations with mission leaders, resident mission staff, PPTA consultants and key senior implementing agency staff 	<ul style="list-style-type: none"> • Surveys and interviews will be carried out in two representative member as well as at ADB headquarters. The results will be presented in readily accessible tabular form.
What factors prevent (i) staff at critical points of the project cycle learning about QAE recommendations and (ii) putting these recommendations into practice?	<ul style="list-style-type: none"> • Are communications on QAE adequately targeted to the key persons responsible for them? • Are business practices appropriate for the recommendations to be put into practice? • Do staff at critical points of the project cycle have the resources needed to properly take the recommendations into account? 	<ul style="list-style-type: none"> • What is the current dissemination strategy for OED reports and new policy recommendations? • Is there a specific training program dealing with the issues raised in these documents? (For example are staff now being trained in how to deal with capacity development?) • Are sufficient staff, consultancy and travel budget provided? 	<ul style="list-style-type: none"> • Staff of OED, RSDD and SPD responsible for the preparation and dissemination of recommendations and policies • Staff of BPMSD responsible for training programs • Project and resident mission staff, PPTA consultants, EA counterpart staff 	<ul style="list-style-type: none"> • Survey questionnaires • Interviews and consultations with mission leaders, resident mission staff, PPTA consultants and key senior implementing agency staff 	<ul style="list-style-type: none"> • Surveys and interviews will be carried out at ADB headquarters and in two representative member countries

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		<ul style="list-style-type: none"> • Are there any procedural issues or requirements which reduce the efficiency of staff in key project processing positions? 			
How to improve the efficiency of existing information dissemination and feedback systems for staff charged with ensuring QAE?	What concrete near-term actions should be taken by ADB to ensure that key staff are properly and regularly informed of QAE recommendations and new policy priorities and how to deal with them?	<ul style="list-style-type: none"> • Feedback from persons involved • Identification of deficiencies in current system • Constructive suggestions from key individuals involved 	<ul style="list-style-type: none"> • Survey information • Key headquarters and resident mission staff 	<ul style="list-style-type: none"> • Collection, review and analysis of data gathered • Interviews with key personnel 	<ul style="list-style-type: none"> • Carry out surveys and interviews at ADB headquarters and in two representative countries. • Analysis of results of surveys and interviews • Formulation of recommendations • Confirm recommendations with key respondents
How to improve the effectiveness of ADB's project preparation and processing system to put into practice recommendations and guidelines on improved QAE.	<ul style="list-style-type: none"> • What can be done to improve ADB's project preparation and processing system and make it more responsive to recommendations on QAE? • How will making such changes result in improving project quality? 	<ul style="list-style-type: none"> • Feedback from persons involved • identification of deficiencies in current system • constructive suggestions from key individuals involved 	<ul style="list-style-type: none"> • Pertinent ADB project and resident mission staff. • Senior staff of implementing agencies. • PPTA consultants, stakeholders, and nongovernment agencies 	<ul style="list-style-type: none"> • Questionnaires • Interviews 	<ul style="list-style-type: none"> • Carry out surveys and interviews at ADB Headquarters and in two representative countries. • Analysis of results of surveys and interviews • Formulation of recommendations • Confirm recommendations with key respondents

ADB = Asian Development Bank, BPMSD = Budget, Personnel, and Management Systems Department, BTOR = back-to-office report, CAPE = country assistance program evaluation, COSO = Central Operations Services Office, EA = executing agency, OED = Operations Evaluation Department, PPTA = Project Preparatory Technical Assistance, PCR = project completion report, PPER = project performance evaluation report, QAE = quality at entry, RRP = report and recommendation of the President, RSDD = Regional and Sustainable Development Department, SAPE = sector assistance program evaluation, SES = special evaluation study, SPD = Strategy and Policy Department.

^a These indicative questions would be further refined after the commencement of the study.