

**ASIAN DEVELOPMENT BANK**

**SST: STU 2001-12**

**SPECIAL EVALUATION STUDY**

**ON**

**SELECTED ECONOMIC AND SECTOR WORK**

**October 2001**

## ABBREVIATIONS

ADB	–	Asian Development Bank
ESW	–	economic and sector work
TA	–	technical assistance

## NOTE

In this report, "\$" refers to US dollars.

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## EXECUTIVE SUMMARY

Economic and sector work (ESW) is a crucial input in the development process because it provides important analytical links to transform the overall development strategy of the Asian Development Bank (ADB) into operational programs. Unlike in other aid agencies, ADB's ESW is not a separate product or service (such as technical assistance [TA] or lending) and is not recognized as such either within ADB or externally. ESW at ADB is not defined formally: activities are classified as ESW depending on the functional tasks of various studies.

ADB has been concerned about the effectiveness of its ESW program. This evaluation study (the study) was requested by the Audit Committee of the Board and the programs departments. Its objective is to provide a systematic and rigorous assessment of ESW efforts within ADB. The study focused on trying to identify existing constraints and to suggest ways to make ESW an effective instrument at ADB.

The study design is based on a cluster evaluation approach and covers 50 ESW activities in four countries—India, Philippines, Samoa, and Vanuatu—undertaken during 1995-2000. The countries and individual ESW activities for evaluation were selected in consultation with the programs departments. The sample includes studies on poverty assessment, sector analysis, public expenditure reviews and public sector resource management issues, capacity assessments, and institutional development. The approach to evaluation was participatory and involved stakeholder participation at all stages: study design, data collection, analysis and feedback, and evaluation results.

Monitoring and evaluation structures to track ESW within ADB are not in place and, as a result, even data on the overall cost of ESW, outputs, or impacts are not readily available. There have been several attempts to improve the internal processes of ESW, but lack of centralized data on ESW activities has led to two common perceptions within ADB. First, staff resources are a binding constraint on generating effective ESW outcomes. Second, focus on lending operations has resulted in ESW being assigned relatively low priority in the work program of operational departments.

Although the availability of data on ADB-wide ESW efforts is still a problem, the study concludes that ESW activities do absorb significant resources: about 5-6 percent of professional staff time is devoted to ESW activities. In addition, direct staff consultant inputs of \$3 million-\$5 million and anywhere between \$30 million and \$50 million of TA resources are used for ESW tasks per year.

The effectiveness of ESW is difficult to quantify because of its diffused and long-term effects on the quality of ADB's operations. Standard output measures such as publications or consultative workshops cannot capture the overall impacts of ESW. Stakeholders' perceptions of ESW quality are generally positive. ADB's efforts are rated by them as the same or better than those of other aid agencies. The study concludes that the overall quality of ESW is good when it directly supports projects and programs, and variable in other cases. ESW activities generate reports, but most of these remain invisible to the larger development community. Linkages of ESW with ADB's operations are not always well documented.

The key challenge is to mainstream ESW within ADB by changing the focus from inputs to results. It is possible to enhance value addition from ESW at ADB as well to increase the visibility of ADB's efforts—and thereby to engage the larger development community in ADB's operations—without significantly increasing resources for ESW. Good ESW should provide quality support to operations, and also do much more. ESW could be used effectively to involve governments and other development partners to further policy reform processes in a country, generate debate, help create ownership, share knowledge about regional best practices, carry out information benchmarking, and be a vehicle for deepening partnerships. This will require a strategic approach to the management of ESW in the future.

To enhance the overall effect on the ground of ADB's ESW activities, accountability for results has to be addressed. There is a need to increase the level of managerial attention to these activities, which will help generate the required incentives to mainstream ESW at ADB. From a currently undefined activity, ESW has to become a separate nonlending service just like TA. Screening and quality control processes are needed to reduce fragmentation and waste of resources. A number of process changes are suggested to make ESW an effective instrument. This can be done as part of the ongoing reorganization through some simple but important changes in procedures. The study has identified five steps for changing the management of ESW in the medium term:

- (i) **Definition.** The first step is to define ESW as a separate nonlending service in the *Operations Manual* and other ADB documents.
- (ii) **Tracking System.** A system of tracking is required to monitor resource use for and results of ESW activities. Budget codes are needed to track such activities on a central basis. An abbreviation could be introduced to distinguish ESW as a separate nonlending activity even if it continues to be funded through a variety of sources.
- (iii) **Internal Processes.** The third step will be to introduce internal processes that will enhance the overall quality of ESW activities. Simple processes for planning, screening, implementation, monitoring, reporting, and self-evaluation need to be introduced. A concept paper for each proposed ESW will facilitate planning and screening. With a tracking system in place, periodic reports on the status of ESW can be generated to monitor implementation. Inclusion of ESW in the *Annual Report on Loan and Technical Assistance Portfolio Performance* would be a good starting point. Tighter cost controls and higher performance standards for consultants are required to make ESW cost effective. Self-evaluation and client feedback about final outputs should also be instituted for ESW activities. These internal processes for management of ESW will help to institutionalize accountability for results. Greater staff involvement will help to enhance the overall quality of ESW.
- (iv) **Dissemination Strategy.** ADB needs to have a strategy to use the vast amount of knowledge generated through ESW activities. This will require streamlining processes for publication, making available resources for editing, providing staff incentives, and recognizing staff efforts in publication. Shifting emphasis from inputs to results, continuous dialogue with development communities, and an effective dissemination strategy are required to enhance the visibility of ESW and its overall value addition. ESW activities need to be planned and implemented as a vehicle to engage governments and other development partners in making ADB's operations more effective.
- (v) **Change Agent.** Finally, the proposed changes will require a change agent. A small group can be given a time-bound action program to mainstream ESW in ADB's development agenda.

## I. INTRODUCTION

### A. Background

1. Economic and sector work (ESW) is a crucial input in the process of development because it provides important analytical links to transform the overall development strategy of the Asian Development Bank (ADB) into operational programs. Unlike in other aid agencies, ADB's ESW is not a separate product or service and is not recognized as such either within ADB or externally. ESW at ADB is not defined formally:<sup>1</sup> activities are classified as ESW depending on the functional tasks of various studies. There are no unique processes for ESW: activities follow different processes depending on the source of funds. ESW can be funded at ADB through technical assistance (TA) resources (i.e., small-scale TAs, advisory TA, project preparatory TA, or regional TA) and/or non-TA resources (staff or staff consultants).

2. Though questions relating to ADB's approach to ESW had begun to be raised in the context of the changing development mandate of ADB since 1987, it was the medium-term strategic framework 1994-1997 that introduced ESW in the context of country programming.<sup>2</sup> The chronology of ADB's major internal efforts at putting in place a system for ESW is given in Appendix 1. Even though for a short while ESW activities were listed separately from other TAs in country programming documents, this initiative was not followed up by systems to identify and monitor ESW as a separate product. As a result, ADB does not have a central system of information on inputs, costs, and outputs of ESW; these activities continue to be planned, implemented, and monitored at the individual department level. Unless the ESW is implemented through TA resources, individual proposals are not screened, and processes are not monitored.<sup>3</sup>

3. There have been concerns about the effectiveness of ESW at all levels within ADB. No systematic assessment or formal evaluation of ESW has so far been done covering its planning, implementation, quality, impacts, and usefulness. Past efforts aimed at enhancing the quality of projects or redesigning business processes faced difficulties of getting adequate data and information to identify the constraints facing ESW.

4. The 1994 Report of the Task Force on Improving Project Quality<sup>4</sup> emphasized the role of ESW in determining the overall quality of projects at entry and concluded, "While ESW is undertaken for each developing member country periodically, the inputs invested in these exercises are modest, and their results do not always link up closely with mainstream ADB operations in the country concerned." The 1999 Report on the Redesign of ADB's Operational Business Processes,<sup>5</sup> in its assessment of progress made since 1994, also concluded, "Unfortunately, competing demands on limited staff resources have led to ESW being assigned a relatively low priority in the work programs of operational departments."

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<sup>1</sup> An interdepartmental working group for Region West defined ESW in 1999 as follows: "ESW is a deliberate stand-alone effort which deals with broad and specific economic and sector issues. Economic work will cover mainly macroeconomic issues, country strategy studies, or special studies that cut across sectors. Sector work will cover issues which are technical, financial, economic, institutional, social or managerial in nature. ESW will be based on a body of primary and secondary data researched in the field or at desk. ESW will be set in a medium-to-long-term context and aim to contribute to (i) deeper understanding of economic and sector issues, and (ii) the fashioning of appropriate strategies and instruments to strengthen economic management and sector capacities." This definition is too broad, as almost everything other than lending could be included as ESW. Also, this definition was not discussed or adopted ADB-wide.

<sup>2</sup> ADB. 1994. *Medium-Term Strategic Framework 1994-1997*. Manila: ADB.

<sup>3</sup> ADB's Annual Report on Loan and Technical Assistance Portfolio Performance does not include or monitor ESW as a separate product.

<sup>4</sup> ADB. 1994. *Report of the Task Force on Improving Project Quality*. Manila: ADB.

<sup>5</sup> Strategy and Policy Department. 1999. *Draft Report on the Redesign of ADB's Operational Business Processes*. ADB, Manila.

The overall perception within ADB so far has been that ESW is not effective because of staff resource constraints and the incentive structure.

5. The new staff instructions on country programming place ESW at the center of a country's overall analytical framework. The country documents are now required to list ADB's ESW program, and also that of other aid agencies, for the next three years. Review2001<sup>6</sup> also formed a focus group on ESW, and its report, currently under consideration, makes several recommendations.<sup>7</sup> The reorganization proposal under consideration emphasizes the importance of ESW in ADB's operations and places responsibility for coordination and quality enhancement with a new department for regional and sustainable development.

## **B. Objective of the Study**

6. Like most international agencies, ADB has been concerned with the effectiveness of its various instruments. This special evaluation study (the study)<sup>8</sup> is demand driven, having been requested by the Audit Committee of the Board and the programs departments. The main purpose of this study is to provide a systematic and rigorous assessment of ADB's ESW efforts. The majority of stakeholders who requested this evaluation wanted the study to focus on country-level ESW activities. It therefore does not include knowledge products such as Asian Development Outlook, or those studies undertaken through regional TA. It examines the overall planning, implementation, relevance, quality, impacts, and usefulness of selected ESW. The scope of the study does not include identification of long-term impacts of ESW on ADB's overall performance in delivering other linked products.

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<sup>6</sup> Initiated in January 2001 to review the existing organizational structure of ADB to effectively deliver its new strategic agenda.

<sup>7</sup> The evaluation team shared its initial findings with the Working Group on Review2001.

<sup>8</sup> The study was undertaken by R. Nangia, Senior Evaluation Specialist, with assistance from A. Anabo, Evaluation Analyst, and M. G. de Sagon, consultant.

## II. EVALUATION FRAMEWORK

7. The study attempted to identify generic characteristics of ESW selected from four countries: one large, one medium sized, and two small. The final selection of countries was done in consultation with the programs departments. It was decided to include India as a representative large country in Region West. Besides, ESW in India is focused at the state level, and it was easier to compare ADB's ESW with similar efforts by other funding agencies active in the field. The Philippines was selected as a medium-sized country in Region East. Vanuatu and Samoa were selected for three reasons. First, since 1992, a series of comprehensive country economic reports designed to help both policy formulation by governments in the Pacific region and the external assistance programs has been prepared. ESW has been an important activity of ADB in this region for long time. Second, the Office of Pacific Operations has a different organizational structure from the rest of ADB, and ESW activities are supposed to have been mainstreamed in most operations. Finally, unlike for other countries, a number of ESW reports dealing with the Pacific region have been published.<sup>9</sup> It was, therefore, considered important to compare ESW activities in these countries with the others.

### A. Approach to Evaluation

8. It is very difficult to design an appropriate methodology for such a study given that there are only limited internal processes that track ESW centrally in ADB at present. Though it is possible to assess impacts, the traditional evaluation method, with its emphasis on accountability following predetermined criteria, will result only in broad and general conclusions regarding the overall performance of ESW. This study, therefore, was selected as an ideal case for adopting the participatory approach so that the evaluation could focus on learning lessons. This approach also supported the active involvement of those with a stake in the ESW to identify existing constraints to making it effective. The study involved stakeholder participation at all stages: study design, data collection, analysis and feedback, and evaluation results.

9. A thematic cluster evaluation approach was adopted for the study.<sup>10</sup> Cluster evaluation is a kind of program evaluation of individual activities with different objectives, but all aimed to achieve the same goal. This type of evaluation is concerned about three aspects: What happened? Why? and What is needed to achieve the goal? Most of the selected ESW activities had different objectives, and, despite the fact that the activities and outputs were quite diverse, they all aimed to promote the process of development in the four countries and to assist ADB in this task. Since the study is forward looking with the aim of improving ESW activities at ADB, a major part of the evaluation effort was spent reviewing the experience of other aid agencies to identify processes and issues crucial for the management of ESW.

### B. Evaluation Design

10. The study design used multiple evaluation instruments: literature surveys, desk reviews, interviews, questionnaires, and feedback sessions with governments and ADB. The first step was to conduct a desk review of country planning documents, country strategies, ESW files, budget documents, and accomplishment reports of departments during 1995-2001.<sup>11</sup> The evaluation team prepared an inventory of all ESW listed in such annual accomplishment reports for the four selected

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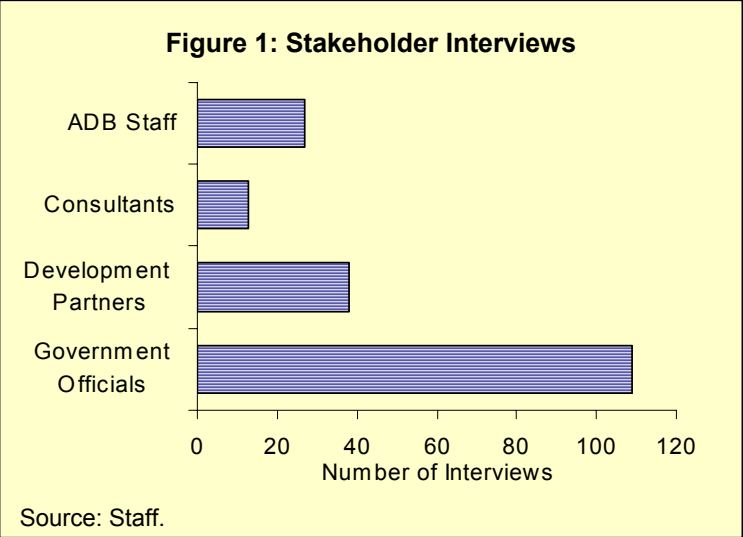
<sup>9</sup> Since 1995, economic reports have been published as the Pacific Island Economic Report Series.

<sup>10</sup> Cluster evaluation was selected because it is constructive, using aggregate information to identify common themes. The overall approach of such evaluation is holistic, and emphasis is on "improving" rather than "proving." It is also different from evaluations that have controlled experimentation.

<sup>11</sup> Following a staff instruction, all country programming documents began listing ESW activities separately in 1995. However, this was short-lived, because new formats for country documents removed the table requiring listing of ESW activities.

countries during 1995-2000. This was not an easy task, because there were no consistent data on ESW activities.<sup>12</sup>

11. Based on the review of these documents and on detailed discussions with the programs departments, a sample of 50 ESW activities was selected in the four countries for detailed review and evaluation. The sample is representative of typical ESW undertaken in country level operations. It includes a mix of 20 TA-funded and non-TA-funded ESW activities. The sample comprises 24 ESW activities in India, 11 in the Philippines, 7 in Samoa, and 8 in Vanuatu. The selected ESW activities include varied tasks, some of which were internally focused (such as the country economic review) and the others for external users. The sample includes studies over a large number of sectors, macroeconomic analyses, studies on poverty, and design of policy reforms—all during 2000. Appendix 2 lists the selected year of completion, type of funding, input (in terms of money and time), deliverables. Data on duration or delays are not available.



12. Field visits to India, Philippines, Samoa, and Vanuatu were organized to hold interviews with government officials, the private sector, the larger development community, and other stakeholders. As far as possible, individual interviews were held with stakeholders using a structured interview guide including both open-ended and closed questions to probe for information, opinions, and experiences and to seek suggestions for improvements.

13. The interviews focused on all important aspects of the evaluation: general awareness of ADB's ESW efforts, internal government processes to plan and screen the ESW efforts of external agencies, the relevance of ESW to the country's development agenda, linkages with ADB operations, usefulness of ESW outputs, overall quality, timeliness, and impacts. The evaluation team met with 185 stakeholders. Efforts were made to trace the officials and consultants involved with the selected ESW activities so as to obtain feedback on the types of consultative processes adopted, and on quality control mechanisms for screening, monitoring, and implementation. Figure 1 indicates the interview distribution across different categories of stakeholders.

14. The individual interviews were followed with detailed questionnaires to all agencies and individuals involved with specific ESW planning and implementation in order to cover additional process issues such as ownership, initial conditions, overall environment for reforms, implementation and monitoring processes, perceptions about ESW outputs, quality, timeliness, relevance, comparative assessment with other similar products, impacts, and performance of consultants including client orientation. Detailed interviews and responses to questionnaires have formed the basis for the findings

<sup>12</sup> Titles of studies listed in accomplishment reports were at variance with those listed in the country planning documents and the information system on consultants. Some TAs carried out more ESW activities than others and so individual advisory and project preparatory TA reports had to be examined to decide whether the TA scope included ESW activities. Most departments did not have files on ESW activities. Though country planning documents had lists of ESW activities for some years, these were not identified in the mission work and hardly ever mentioned in the aide memoires of discussions with stakeholders. Some country planning documents repeated the same issues that needed to be covered under ESW year after year.

reported in Chapter III. These initial findings were discussed in feedback sessions with important stakeholders in the field and with the governments.

### III. FINDINGS

#### A. Overall Assessment of ESW Efforts at ADB

##### 1. Inputs for ESW

15. **Cost.** The evaluation team attempted to analyze ADB-wide quantitative data on costs and staff time spent on ESW. As mentioned earlier, data on ESW, number of studies undertaken, number of studies completed, time lapsed, and resources spent on ESW has been very weak. Individual departments report expenditures on ESW, but this also includes costs of other operational support activities and, therefore, overestimates expenditures for ESW. The amounts involved at aggregate levels are significant. Table 1 provides the only cost data that are available—annual expenditures on staff consultants hired by all departments for ESW. There has been a major increase in these expenditures in the last few years. It is difficult to determine whether this is due to the 1998 crisis situation or the new emphasis on governance and poverty.

**Table 1: Direct Expenditure on Staff Consultants for ESW**

Year	Amount (in \$'000)	Percentage Increase Over 1996
1996	1,373	—
1997	1,198	(12%)
1998	3,104	126%
1999	3,925	186%
2000	4,540	231%

— = no data available, ESW = economic and sector work.

Sources: Departmental budget documents from 1995 to 2000, and staff.

16. **Staff Time.** Table 2 provides a summary of data for broad classification of direct staff-years distributed by different activities. The share of staff-years spent on ESW declined in the last two years.<sup>13</sup> There was a modest increase in total staff-years, but most of it was towards new lending and other operational activities.

<sup>13</sup> Given lack of data, it is difficult to confirm whether reduction in staff inputs for ESW activities was largely compensated for by increased consulting inputs.

**Table 2: Indicative Total Staff-Years by Activity<sup>a</sup>**

<b>Activity</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Portfolio Management	227.3	229.3	229.2	231.4	235.8
New Lending	184.3	185.0	190.6	186.8	204.0
Other Operational Activities	50.6	50.1	61.3	73.3	91.1
Operations Evaluation	13.4	14.2	13.5	15.1	14.5
Research	11.1	9.8	12.4	12.1	12.5
Financial Activities	44.8	46.2	43.7	35.0	35.0
Legal Activities	4.6	4.7	4.6	7.0	5.5
General Support	93.9	91.8	87.7	93.4	93.9
ESW	40.6	42.4	43.0	38.2	34.9
<b>Total</b>	<b>670.5</b>	<b>673.6</b>	<b>685.9</b>	<b>692.5</b>	<b>727.3</b>
<b>ESW As a Percentage of the Total</b>	<b>6.1%</b>	<b>6.3%</b>	<b>6.3%</b>	<b>5.5%</b>	<b>4.8%</b>

ESW = economic and sector work.

<sup>a</sup> Relates to professional staff.

Sources: Budget, Personnel and Management Systems Department; and staff.

17. Although it is difficult to present accurate data on past costs of ESW activities at the ADB-wide level, the conclusion may be drawn that about 5-6 percent of staff time and about \$3 million-\$5 million of direct consultant inputs are devoted to ESW activities. In addition, anywhere between \$30 million and \$50 million of advisory and project preparatory TA resources are used to support ESW tasks.<sup>14</sup> The total cost of ESW in ADB seems to be in a similar order of magnitude as that of the World Bank.<sup>15</sup>

## 2. Outputs of ESW

18. Data on outputs of ESW are even more difficult to be aggregated, because the annual report formats for departmental accomplishments have been changing and there are variations in reporting across departments.<sup>16</sup> During the last few years, the Agriculture and Social Sectors Departments (East) and (West) have consistently distinguished between TA-funded and non-TA-funded ESW, and have reported the number of ESW activities initiated and completed every year. Other departments have not reported on the number of ESW activities completed, but instead have described ESW qualitatively.<sup>17</sup> Table 3 provides data on different types of ESW outputs completed during 1996-2000, indicating the number of publications derived from ESW activities.

<sup>14</sup> Data collected by the Strategy and Policy Department recently from all departments on ESW activities indicate that in 1999, \$42.3 million of TA resources supported ongoing ESW activities.

<sup>15</sup> Though considerably lower than in the early 1980s and 1990s, the World Bank has a budget allocation of \$80 million to support an annual ESW program of about 350 activities. The budget allocation includes direct costs—salaries, benefits, travel, and consultants' fees—and indirect costs such as those for office space, electricity, and institutional support services.

<sup>16</sup> The evaluation team spent 75 person-days on tracing documents and collating information on ESW activities. This accounted for almost one third of the total evaluation time.

<sup>17</sup> Often the titles of the studies reported as completed were at variance with country planning documents. In some cases, the same studies were reported to have been completed in more than one year.

**Table 3: Outputs of ESW**

Item	1996	1997	1998	1999	2000
EDRC Studies and Research Papers	56	69	109	129	130
<b>Publications</b>					
Sectoral Publications	4	11	15	11	5
Operational Strategies and Policies	5	5	12	18	14
Environmental and Social Sector Papers	15	28	18	21	14
Country Planning and Strategy Documents					
Country Assistance Plans	30	31	32	33	31
Country Economic Reviews	19	20	15	21	22
Country Operational Strategies	8	2	4	6	4
Others (poverty assessments, partnership agreements)	0	0	0	0	10

EDRC = Economics and Development Resource Center, ESW = economic and sector work.

Sources: Budget, Personnel and Management Systems Department; and staff.

19. In addition, ESW activities also lead to strengthening the quality of projects and operational programs at the country level. There are no standard measures, and the study has not attempted to estimate these types of outputs.

## **B. Selected ESW**

### **1. Objectives and Target Users**

20. Data on the objectives of ESW activities are not readily available.<sup>18</sup> The evaluation team used information on terms of reference of consultant contracts for all outsourced ESW activities. Appendix 2 lists the objectives, target users or audience, outcomes, and impacts of the selected ESW.

21. The evaluation team distinguished two types of the selected ESW activities—diagnostic studies and institutional development. The first type includes a variety of diagnostic studies that are necessary before ADB can go ahead with its operations in any area. Such studies range from poverty assessments, sector analyses,<sup>19</sup> public expenditure reviews, and public sector resource management issues to capacity assessments. Half of the selected ESW activities had direct linkages with ADB's project and program loans. In India, almost all state-level ESW helped identify policy issues that ADB could address with such loans. Published reports also helped in information benchmarking.<sup>20</sup>

22. Nine country economic reviews and 31 other ESW activities can be classified as diagnostic studies. Five ESW activities aimed to support institutional development, and the remaining 5 attempted to undertake both diagnostics and institutional development. Of the 50 selected ESW activities, 35 had an internal audience, in terms of support for country programming or strengthening project quality; 8 were specifically targeted at an external audience, largely government agencies; and 6 had both internal and external audiences.

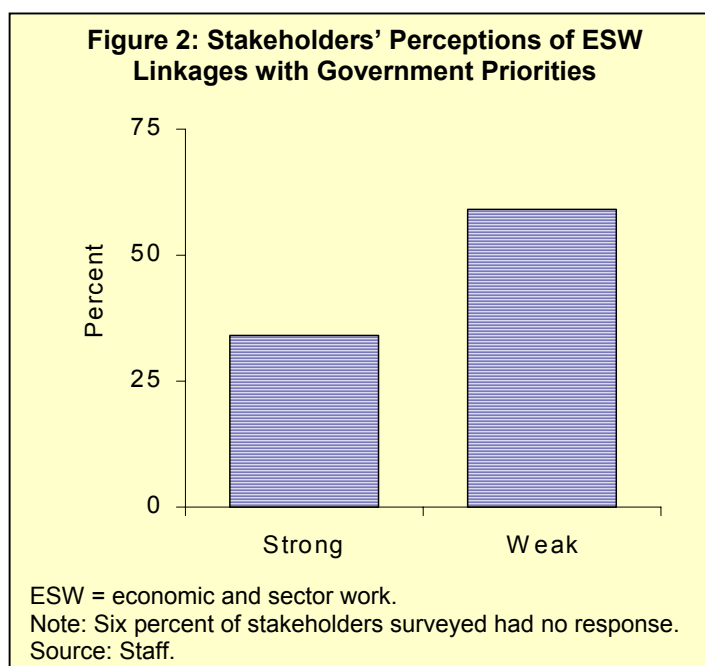
<sup>18</sup> This information has recently begun to be compiled in Region West in a database covering all its departments. The information is also available for the Agriculture and Social Sectors Department (East).

<sup>19</sup> However, the scope of this evaluation did not include infrastructure sector such as power because there have been several evaluations of TA at the sector level. For example, in 1998 the Operations Evaluation Department examined TA to the power sector in India.

<sup>20</sup> Information benchmarking aims to provide the same reference material to all stakeholders on policy issues, development priorities, best practices, etc.

## 2. Relevance

23. **Awareness.** The evaluation began with an assessment of the level of awareness in the field of ADB's ESW efforts. It was found that the level of awareness was limited to government officials, the aid community, consultants working in the field, and executing agencies for TA-funded ESW. Even within these groups, the level of awareness was limited to specific studies that were handled by them. Most of the nongovernment or private stakeholders were not aware of ESW carried out by ADB.<sup>21</sup> Several reasons were identified for this low level of awareness. First of all, ADB's ESW activities are not always published. Second, even if they are published, the dissemination channels are limited. Third, the time lapse between field consultations and publication is long and largely uncertain. A large number of stakeholders suggested that ADB work with preset schedules and that a publication be launched as an event to which private sector representatives, academia, and other groups are invited. It was also brought out that a preset timetable for major reports would help generate expectations for ESW output. Within groups of stakeholders, the government and other partner agencies are fully aware of ADB's ESW efforts in the country if these are funded through TA resources. In such cases, most relevant agencies also participate in design, and subsequently in the implementation aspects. They are not generally aware of studies that are done in-house by staff or staff consultants. The level of awareness for TA-funded ESW activities was limited to specific TAs rather than all ESW efforts of ADB in the field.



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24. **Relevance.** The evaluation team tried to assess stakeholders' perceptions of the relevance of various ESW efforts and their linkages with government priorities. Relevance in this study has been defined as consistency of goals, purpose, and outputs with the government's own development goals in the context of ADB's overall operations. These perceptions were traced through a series of questions in the interview guide directed at assessing linkages of ESW activities in the context of the government's development programs and seeking information on origin of a particular study; its linkage with the government's plans, sector programs, and priorities; and the local context or relevance.

25. All stakeholders were finally asked a direct question to rate the level of relevance of a particular ESW. The majority of stakeholders perceived the linkage of individual ESW activities to the government's priorities as weak (Figure 2). This was partly due to two reasons: First, though most governments had some form of system to prioritize investment projects, such a system did not exist or was weak when it came to studies and TA; and second, a number of stakeholders noted that internal screening takes place only when proposals involve budgetary implications for governments. Since most ESW activities did not imply budget outflows on the part of governments, the task of ESW planning was left to the funding agencies. In some sense, ADB's ESW activities are not as yet seen as demand driven. The majority of stakeholders thought that ESW activities helped to design future operations of ADB, and in that context, they were relevant.

<sup>21</sup> This was not the case with other multilateral institutions—most stakeholders interviewed had higher awareness of ESW by the World Bank or United Nations agencies.

### 3. Cost Effectiveness

26. The evaluation team was able to collect data for 35 outsourced ESW activities from ADB's database on the number of days of work, terms of references, types of deliverable outputs, and whether reports were finally received or not. No information is available on the cost of 10 ESW activities carried out by staff. In two other cases, it is difficult to segregate the costs of ESW from capacity building or loan processing efforts. No information is available on the three remaining ESW activities.

27. The average direct cost of these 35 ESW activities was \$172,000.<sup>22</sup> The average direct cost of ESW at the World Bank in 1999 was \$112,000.<sup>23</sup> The cost comparison with the World Bank is only indicative, because ADB does not have comparable cost data on all ESW activities.

28. If one looks at the cost of TA versus non-TA ESW, typically TAs involve higher average costs: 17 TA-funded ESW activities cost on average \$330,000,<sup>24</sup> whereas the average cost of ESW done through staff consultants was significantly lower at \$25,000.<sup>25</sup> The average cost for TA-funded ESW was higher, because mostly firms rather than individual consultants were used. Almost all stakeholders interviewed expressed concern about the cost effectiveness of ADB's ESW activities.

### 4. Quality

29. The documentation with respect to outputs of ESW remains an area of concern. The evaluation team had to spend considerable effort to ascertain what the deliverable outputs were supposed to be and whether these were available in the first place. Information was not readily available on the objectives, scope, and purpose of ESW, nor on the targeted audience for non-TA-funded ESW activities. This could be ascertained only by examining each consultant's contract for outsourced studies and the final performance evaluation form to see whether the output was actually delivered. Some reports had to be obtained from the consultants, executing agencies, field offices, or former staff handling these ESW activities. Even after that, the evaluation team was not able to find reports and other papers with respect to two activities. The overall situation is only marginally better in TA-funded ESW compared with non-TA-funded ESW with respect to identification of the purpose of the ESW activity and its linkages with lending and country operations.

30. From 50 ESW activities, only 12 studies were published, 7 of which were country economic reviews and country operational strategies.<sup>26</sup> In India, 1 ESW study was published in addition to 5 country economic reviews and country operational strategies during 1995-2000 from the 24 ESW activities selected.<sup>27</sup> In the Philippines, 4 of 11 ESW activities led to publications; 2 of these were joint studies with other agencies (the United Nations Development Programme and the World Bank). In Samoa and Vanuatu, country economic reports take the form of the Pacific Island Economic Report series and are much more comprehensive than the usual country economic reviews. The Vanuatu report was published in 1997 and that for Samoa in November 2000.

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<sup>22</sup> This cost covers only ESW activities. For example, if TA costs included capacity building, training, or equipment, these were excluded from the costs.

<sup>23</sup> The average direct cost of ESW activities at the World Bank has declined from a peak of about \$160,000 in 1995, reflecting an increase in the number of comparatively small products costing less than \$30,000. The cost of ESW activities at the World Bank varies, depending on the type of ESW, from \$76,000 for infrastructure to more than \$200,000 for environment-related activities.

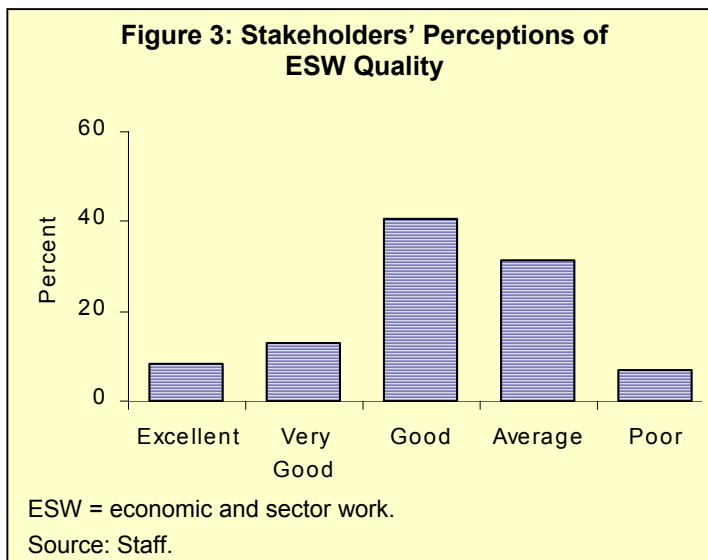
<sup>24</sup> These costs exclude costs relating to non-ESW activities from TA.

<sup>25</sup> These costs only include ADB's costs and not other partners who joined the study—Australian Agency for International Development in Samoa and World Bank and United Nations Development Programme in the Philippines.

<sup>26</sup> Publication is an indication that some minimum standards of quality are met and so could be used as an indicator of acceptable quality.

<sup>27</sup> In addition, the National Council of Applied Economic Research is in the process of publishing the output of one ESW activity as a book later this year.

31. Only about half of the stakeholders had seen the final ESW outputs. It was found that ESW that led projects or programs was of acceptable quality, though a number of examples countries were brought out by stakeholders where the local context have been improved. It was noted that the best technical solutions need to be tailored to fit the local context. In most responses to interviews and questionnaires, the implementability of recommendations was seen as a weak area. A number of instances were pointed out where the recommendations could not be implemented given the local conditions capacities within governments. In Samoa and Vanuatu, most stakeholders pointed to the need to tailor operations within the human resource constraints and vulnerabilities facing these small economies. In their view, good ESW should provide solutions that recognize these constraints, but it was not always so. In state level operations in India, variations within different states need to be explicitly built into the design and pace of reforms. For example, it was pointed out that promoting market-based instruments for environmental protection in a state like Madhya Pradesh did not recognize the large presence of the public sector. Besides, such a policy change would require internal capacity that was just not available in the state government.



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32. Stakeholders' perceptions of ESW quality are generally positive (Figure 3). Within different types of stakeholders, consultants as a group found ESW outputs as excellent or of very good quality. Most other stakeholders thought that the quality was good to average. Overall, more than 60 percent of the stakeholders rated quality as good or better. Some pointed out in interviews that the quality of ESW reports was variable, and there seemed to be a lack of effective quality control on ESW outputs. ADB's ESW efforts were rated as the same as or better than those of other aid agencies.

## 5. Planning and Other Processes

33. All governments had some form of system to prioritize investment projects, though the processes for planning studies and TA were weak. In India, ADB's contribution to studies aimed at reforms has been relatively small at the central government level, though ADB's presence at the state level is quite significant. Even then, ESW planning is a weak area, and ADB's efforts are not integrated with the program of other studies of the state governments. Individual studies are not linked to each other even though they are set within the medium-term country program.

34. Most of the stakeholders, except those in Samoa, insisted that the idea for the ESW originated at ADB, and to that extent there was limited ownership. In Gujarat in India, and in Samoa, most stakeholders mentioned that basic reform strategies were homegrown, and more often ADB's ESW supported and accelerated the process of change by articulating details of programs. In Samoa, the government has adopted a practice wherein team leaders of all TAs are government officials in order to enhance overall learning and capacity building by keeping the government actively engaged in the process. Such an approach has helped to make implementation and monitoring effective.

35. In terms of planning processes, design, and implementation, ADB adopted consultations only if the ESW was funded through TA resources. Otherwise, there were limited or no consultations with governments or other agencies. Even when consultations were carried out with governments, the overall quality of the consultative processes was determined by the internal capacity of the

governments. In Vanuatu, there are very few economists in the government, and hence consultations have been largely in form. Similarly, in Madhya Pradesh in India, consultation processes for ESW have been weak and have largely taken the form of review and comments on reports.

36. Within ADB, overall planning for ESW is supposed to be linked to country level operations. ESW is initiated in three possible ways: (i) requested by the government at the time of country programming (but this is not very often), through interaction between the resident mission and the programs division when important issues are identified, and (ii) through staff initiatives.

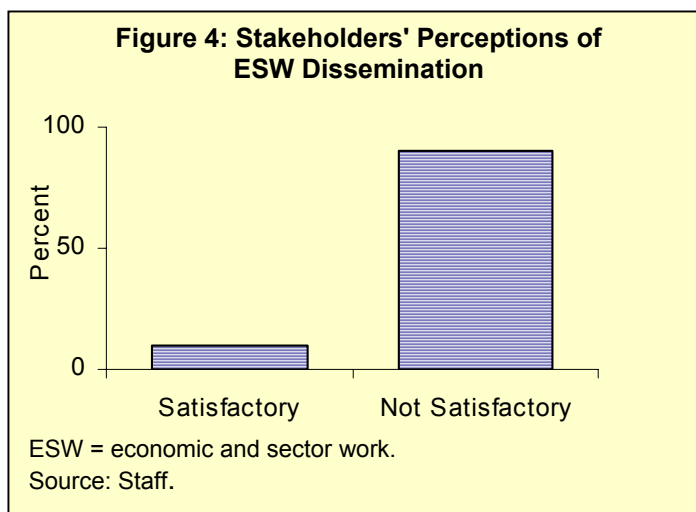
Though most work is linked to operations within a country and is planned to support the medium-term operations, the actual work on ESW ends up becoming ad hoc, given the constraints of staff, the priority given to lending operations, and the overall incentive structure. Lack of consultation at the planning stage and somewhat weak screening processes lead to duplication of effort. At times, ADB was doing ESW studies on subjects where considerable work was being undertaken by governments. Even within ADB, linkages and information on ESW are weak, and some instances were found where the same issues were being addressed in the same country by different operational and non-operational departments, without building on individual efforts. This leads to misallocation of scarce staff and other resources.

37. Timeliness was an important concern, with consultants' outputs being delayed in many cases. Most stakeholders interviewed felt that the timeliness of ESW outputs needed to be improved significantly. It was noted by most stakeholders that once the field work had been undertaken, the governments or larger development community had no idea when the work would be completed and whether it would be available in published form. Better communication with the government agencies and larger development community on the progress of ESW as well as a timetable for publication would go a long way towards improving the visibility of ESW outputs. Most stakeholders recommended that the present dissemination channels of ESW be improved (Figure 4).

38. Overall implementation and monitoring of ESW remains an area of concern. There have been several efforts to collate information on ESW with a view to improving implementation and monitoring, but in the absence of a clear definition of ESW or a set of processes relating to ESW, this has been an uphill task. In the field, with the exception of Samoa, most governments also have weak systems for implementation and monitoring. As a result, the implementation processes of TA-funded ESW activities are driven largely by ADB or consultants. Non-TA-funded ESW is monitored internally within the ADB division or department only.

## 6. Impacts

39. It is difficult to quantify direct impacts of ESW on ADB's operations.<sup>28</sup> The evaluation team tried to assess impacts from desk studies and through stakeholder interviews. Most stakeholders were of the view that ESW underpins ADB operations in terms of better project and program quality, and hence the lasting impact of ESW is seen as ADB's lending operations within a country.



few in India, been ESW (ii)

<sup>28</sup> There is no self-evaluation of ESW activities, and the seven TA completion reports that are available for the ESW sample studied do not elaborate on impacts.

40. There are some indirect impacts of continuous efforts that spill over to institutional development and building constituencies for policy reforms.<sup>29</sup> When asked to name a few indirect impacts of ESW, stakeholders saw constituency building and information sharing as two important ones. Reforms are slow processes, and studies help to build support for change though in a diffused way. A number of stakeholders commented that, in countries where there is some resistance to change, views of multilateral agencies on policy issues have greater credibility and are seen to be objective compared to internal studies of governments.<sup>30</sup>

41. In Vanuatu and Samoa, country economic reviews were more detailed, and in the absence of other external commentary, these were used as reference material by consultants, the aid community, and some academicians.<sup>31</sup> In the Philippines and at the central government level in India, most stakeholders thought that a large part of ESW was for the internal use of ADB. The overall impact of ESW activities was seen to be limited by external stakeholders. At the state level in India, the overall ESW impact was seen to be significant because it facilitated resource flows to the state. Appendix 2 lists the likely impacts of selected ESW activities.

### C. Conclusions

42. The study concludes that ESW activities at ADB absorb about 5-6 percent of staff time, \$3 million-\$5 million in staff consultant inputs, and \$30 million-\$50 million of TA resources annually. Past efforts at enhancing the effectiveness of ESW have not been very successful because there is a perception within ADB that present staff resources are not adequate to generate effective ESW outcomes. The comments of most stakeholders consulted, and the practices of other agencies, indicate that it is possible to improve ESW outcomes without significantly increasing resources.

43. The overall outcomes and impacts of ESW activities on an ADB-wide basis remain diffused. There are several reasons for such low impacts. First, they remain diffused because, though most ESW activities address development issues, linkages among purpose, outputs, and impacts are weak during both planning and implementation. Second, ADB's ESW activities are seen not as knowledge products, because only a small fraction of studies are published.<sup>32</sup> Dissemination channels are weak, even for published reports. And even when reasonably good ESW is produced, it remains largely unnoticed in draft form due to constraints on publication and dissemination, and due to staff focus on operations.<sup>33</sup> The evaluation team found many studies that could have been published with little additional effort.

44. The overall involvement of governments in ESW planning is limited. The cost effectiveness of ESW activities is a major concern of most stakeholders. The overall quality of ESW is good when it supports projects or programs. But internal processes to track inputs, outputs, and quality control are weak. There is a need to strengthen accountability for resource use by streamlining processes. The study finds that it is possible to get more value addition from ESW activities by improving management of ESW within ADB and using it strategically. Chapter IV deals with some of these issues in detail.

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<sup>29</sup> Some ESW activities also help in defining ADB's own policies or sector strategies. For example, ADB's rural development policy has drawn heavily on the results of the Rural Asia Study undertaken through regional TA.

<sup>30</sup> This means that ADB needs to publish more to begin a debate on policy issues.

<sup>31</sup> Many stakeholders, however, pointed out that in the era of information overload, ADB needs to make large and bulky reports user friendly.

<sup>32</sup> The main reasons for this have been identified as lack of staff and other resources, lack of emphasis on publication within the budgeting process, lengthy procedures for publication, and lack of incentives to publish. Most of these reasons can be eliminated without significant cost implications.

<sup>33</sup> There are also some good examples where ADB ESW activities have been well disseminated. For example, regional TA 5753 for Developing Best Practices for Promoting Private Sector Investment in Infrastructure and the annual *Asian Development Outlook* are seen as important knowledge products by stakeholders.

## IV. THE WAY FORWARD: MANAGEMENT OF ESW

45. The key challenge for the future is to mainstream ESW activities in delivering ADB's broad development mandate. It is possible to increase the visibility of ADB's efforts and enhance the overall quality of ESW without large resource implications. ADB needs to evaluate three options: (i) business as usual, (ii) marginal improvements (in terms of putting in monitoring or coordinating systems), and (iii) ESW as a separate nonlending service. Even though data on cost and resources utilized are sketchy, it is clear that ESW activities absorb significant direct staff resources, and much more indirectly through TA. In the environment of increasing accountability, continuing with business as usual does not seem to be an acceptable option. Looking at the past few years, the second option of continuing marginal improvements does not seem feasible either because such improvements have not generated the type of impacts that are required today. It is important to bring ESW up to the same level as other activities if it is to become a strategic instrument for ADB in years to come. This requires ESW to be treated as a separate product or service of ADB, just like TAs or other instruments. The future course to improve the management of ESW as a separate product has to effectively remove the existing constraints that make it a residual activity today.

### A. Strategic Management

46. **Selectivity.** The first step in making ESW a strategic instrument is to be selective. The key reform required is to increase managerial attention to ESW. This will need to be accompanied with steps to sensitize staff and managers alike to the problems of ESW across ADB. At present, there is still a perception among some staff that there are no issues with respect to either the quality or overall usefulness of individual ESW activities. According to this view, if more staff resources are available, everything will be fine. The evaluation team found that the reality is somewhat different. There are far too many ESW activities being initiated today, in a given department and across many departments. In 2000, ADB had a portfolio of 220 ongoing ESW activities compared with about 400 at the World Bank, yet ADB's staff strength is about one tenth that of the World Bank. There is considerable fragmentation of ESW efforts across different departments within ADB. A large number of ESW activities do not get completed or remain in draft form. Screening processes have to be introduced to stop the proliferation of ESW. There is a need for greater effort in planning and designing ESW. A long-term approach and linkages with past efforts are crucial for ESW to be an effective instrument for enhancing operational quality.

47. **Quality ESW.** It is important to focus on the outputs, outcomes, and expected impacts at the planning stage of ESW activities to enhance overall quality. ESW will need to be clearly defined and closely integrated in the country strategies and operational plans, with its outputs defined *a priori*, for an identified audience, with greater involvement of governments in the selection of ESW tasks. Box 1 identifies the attributes of good ESW activities. The ultimate test is that ESW is demand driven. It is

#### Box 1: Attributes of Good Economic and Sector Work

**Quality at entry** includes clarity of purpose, well-defined milestones, intended audience, expected outputs, and likely impacts.

**Ownership** should be strong within governments and the Asian Development Bank.

**Technical excellence** should be the key. The solutions suggested should be well rooted in analysis; local knowledge should be blended with global insights.

**Implementability** should be the most important guiding principle.

**Processes** should be collaborative so as to build partnerships.

**Adequate inputs** (such as staff, skills mix, budget) and **effective oversight** are required to ensure quality.

important to develop the ESW agenda in consultation with the governments. There has to be greater cost effectiveness, and ESW outputs need to be produced in a timely manner. ESW will not have an impact unless it addresses a problem acknowledged by governments and solutions are seen as objective and correct and delivered in simple language. The findings of ESW activities will need to be developed into targeted messages and disseminated. This could be done through an appropriate media strategy. Good quality ESW activities are those that serve as a vehicle for engaging governments and other development partners to make ADB's interventions effective.

**Box 2: Stakeholders' Perceptions of the Asian Development Bank's  
Economic and Sector Work**

"Why bother with ESW if you do not publish and disseminate?"

"ADB needs to be involved in the TAs and studies and not leave it entirely to consultants."

"ADB staff are more sensitive (*than external consultants*) to governments and local development issues."

"ADB needs to be flexible and less driven by internal processes."

"Other agencies get more out of the consultants because more is demanded and they make sure this is done. With ADB this is not the case."

"All good ESW should begin with literature reviews so as not to reinvent."

"ESW activities by ADB are important because these are independent assessments of development options facing an economy."

"ADB is not maximizing its 'Asian' advantage."

"Resources for ESW are not a problem—these can be mobilized provided there is a clear demand for quality ESW by ADB management."

"Ownership is a double-edged weapon—it generates local expectations that need to be managed strategically if the reforms are to move forward."

48. **Media Strategy.** Steps to improve ESW at ADB have to deal not only with the actual constraints, but also with the perceptions about quality of ESW both within ADB and outside. Box 2 presents some of the perceptions the evaluation team came across in the field with respect to ADB's ESW activities. An effective media strategy will be required to deal with perceptions while steps are being undertaken to improve the management of ESW internally.

## **B. Improving Internal Systems for ESW**

49. At present, ESW remains an undefined activity. ESW needs to be defined in the *Operations Manual* and in ADB processes so as to ensure identical treatment throughout ADB. This could be done as part of the review of business processes that accompanies ADB's reorganization. Internal systems need to be put in place that will effectively manage this product to enhance value addition from ESW activities. The study concludes that ESW has to become a separate nonlending service just like TA if the required incentives are to be generated and if it has to get the same level of managerial attention. It also requires screening and quality control processes to reduce the fragmentation and waste of resources. A number of process changes are suggested to make ESW an effective instrument. The study has identified five minimum steps that need to be in place over the medium term to enhance the overall effectiveness of ESW activities in ADB for the consideration of review of business process:

- (i) **Definition.** The first step is to define ESW as a separate nonlending service in the *Operations Manual* and other ADB documents.<sup>34</sup>
- (ii) **Tracking System.** A system of tracking is required to monitor resource use for and results of ESW activities. Budget codes are needed to track such activities on a central basis. An abbreviation could be introduced to distinguish ESW as a separate nonlending activity even if it continues to be funded through a variety of sources.
- (iii) **Internal Processes.** The third step will be to introduce internal processes that will enhance the overall quality of ESW activities. Simple processes for planning, screening, implementation, monitoring, reporting, and self-evaluation need to be introduced. To facilitate screening, a simple concept paper should be prepared at the outset for each proposed ESW that describes expected outputs, immediate results or outcomes, budget, staff accountability, target audience, type of deliverable outputs, consultative processes, time schedule, peer review, dissemination channels, and overall linkage with ADB operations. Tighter cost controls and higher performance standards for consultants are required to increase the cost effectiveness of ESW activities. With a tracking system in place, it should be possible to generate periodic reports for monitoring status of inputs, costs, outputs, time lapsed, etc., and thereby focus attention of management on ESW activities. Inclusion of ESW in the *Annual Report on Loan and Technical Assistance Portfolio Performance* would be a good starting point. Self-evaluation and client feedback on final outputs should also be instituted for ESW activities. These internal processes for management of ESW will help to institutionalize accountability for results. Greater staff involvement will help to enhance the overall quality of ESW.
- (iv) **Dissemination Strategy.** ADB needs to have a strategy to use the vast amount of knowledge generated through ESW activities. This will require streamlining processes for publication, making available resources for editing work, providing staff incentives, and recognizing staff efforts in publication. One way would be to enhance the overall quality and prestige of the existing publications and create incentives for staff to contribute their ESW outputs to such a publication forum. Greater use of information technology and availability of drafts on the ADB intranet would be useful. Emphasis on publication, continuous dialogue with development communities, and an effective dissemination strategy are required to enhance visibility of ESW and its overall value addition. ESW activities need to be planned and implemented as a vehicle to engage governments and other development partners in making ADB's operations effective.
- (v) **Change Agent.** Finally, the proposed changes will require a change agent. A small group can be given a time-bound program to mainstream ESW in ADB's development agenda.

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<sup>34</sup> The definition should also clarify what is not ESW. Such a definition could also specify criteria for funding ESW activities from different sources, and processes for monitoring and coordination of ESW activities across operational and non-operational departments/offices. Based on this evaluation, a tentative definition of ESW could be as follows: "ESW is primarily a country-based knowledge instrument to diagnose development problems and identify policy and investment prescriptions within the context of ADB operations."

**CHRONOLOGY: 1993-2001**

<b>Year</b>	<b>Process Improvement Efforts for Economic and Sector Work at ADB</b>
<b>Dec 1993</b>	The Economics and Development Resource Center (EDRC) develops several options to institute a system for screening and prioritizing economic and sector work (ESW) in the Asian Development Bank (ADB). The proposal does not get adequate support from other departments.
<b>Jan 1994</b>	<p>The report of the Task Force on Improving Project Quality recommends, with respect to ESW, (i) allocation of adequate resources to ESW to ensure comprehensiveness and depth of ADB's macroeconomic and sectoral analyses; (ii) more systematic ESW and comprehensive institutional assessments to support the identification, prioritization, and selection of projects; and (iii) mainstreaming of ESW at ADB as support to project quality and ADB's operations by listing them as part of country operational strategy study (COSS) and country operational program paper (COPP).</p> <p>Specific inadequacies identified in ADB practices at that time with regard to ESW include the following: (i) macroeconomic and social developments in the developing member countries (DMCs) are not adequately assessed for their strategic implications for potential ADB investments; (ii) evaluations of the country's economic and social progress are not conducted sufficiently in an analytical manner; (iii) detailed sector studies are often not available; and (iv) there is a weak linkage among ESW, the country programming process (then represented by the COSS, economic review and Bank operations paper [ERBOP], and COPP documents), and project design. Closer cooperation between EDRC and the operational departments and offices is also needed in the context of upgrading ADB's ESW.</p>
<b>Mar 1994</b>	A few COPP documents begin listing ESW, including title, objectives, operational linkages, inputs necessary to implement ESW, and status of approval.
<b>Oct 1994</b>	The need to strengthen the prioritization and monitoring of ESW is identified as a follow-up action during informal discussions by the ADB Board of the 1995-1997 Three-Year Rolling Work Program and Budget Framework.
<b>Nov 1994</b>	The Programs Department (West) (PWD) outlines a proposal for strengthening ESW prioritization and monitoring processes: (i) the program managers, in consultation with projects departments and offices, will prepare a complete list of ESW items to be undertaken in each DMC for the 1995-1997 period; the basis will be submissions made by the projects departments in a format provided for by the programs departments; (ii) an interdepartmental working group will be constituted to review, comment, and prioritize ESW items; (iii) implementation and its progress will be commented upon during country programming review committee meetings; and (iv) a summary of completed item of work will be compiled and serve as a reference to avoid duplication and as an input into project processing and operational work.
<b>1994</b>	Several departments comment on the PWD proposal. Despite an ensuing debate on the definition of ESW, no agreement is reached as to what constitutes ESW at ADB. There is no resolution on the proposal for an interdepartmental working group on ESW to be headed by either the PWD director or two vice-presidents.
<b>May 1995</b>	Individual efforts surface at EDRC attempting to bring a system to ESW at ADB. Nothing comes out of it.
<b>1995</b>	Following staff instructions for the country assistance plan (CAP) 1995-1997, country documents begin listing ESW as part of the preparation of the country programming documents.

(Reference in text: page 1, para. 2.)

Year	Process Improvement Efforts for Economic and Sector Work at ADB
1995	An interdepartmental working group on the review of ADB's business processes redesigns country programming documents. The previous COPP and country assistance work plan for the first time are synthesized into the CAP with standardized content and format.
Dec 1995	The Guidelines for Preparation of Country Assistance Plans for 1997-1999 are released as staff instructions dated 19 December 1995 after a review of the 1995 CAP process. The format for a table listing planned ESW is included in the section on overall operational plan. Information on sector category, activity/objective, implementation mode (technical assistance [TA] or staff consultant), responsible division, and start/completion dates is to be included in the CAP.
May 1996	The country economic review (CER) replaces the ERBOP as the principal economic background document on the DMC. The main difference is that the review of ADB operations in DMCs is now undertaken in the CAPs and the <i>Compendium of Country Program Notes</i> , instead of covering it in the CERs. Staff Instructions are released on 7 May 1996 to effect this change.
Nov 1996	The General Guidelines on Operational Procedures dealing with Country Planning and Programming are revised and issued on 19 November 1996. ESW is to be presented as a table in the CAP. The Regional Assistance Plans and Bank Assistance Plan require a brief description of ESW to be undertaken and to highlight main country-specific initiatives.
1996	Individual ESW activities began to be listed in the CAP. Information on source of funding and time schedules is introduced as a part of the country planning exercise.
1998	The new guidelines for Country Planning and Programming documents drop the table formats for listing ESW. The ESW list is replaced by a qualitative description of issues that need to be addressed in the context of country planning work in the 1999-2001 CAP. No schedules nor specific ESW titles are identified; only highlights of country-specific initiatives are included in the country planning documents.
May 1999	Vice-President (West) constitutes an Interdepartmental Working Group under the chairmanship of the PWD deputy director to deliberate on the definition of ESW activities and to finalize the 1999 work program for Region West. The final report of the Working Group is submitted in July 1999.
Jun 2000	Programs departments prepare a review of 1999-2000 ESW that highlights operational issues such as the need for an information system for ESW, need for better planning and prioritization of ESW, and lack of internal and external interlinkages as the major issues that need to be addressed to get more out of ongoing efforts.
Sep 2000	Draft report on ESW and advisory technical assistance is prepared by another Interdepartmental Working Group under the Redesign of Business Processes. Scarcity of staff resources and priority given to lending operations are identified as two important factors influencing the quality and relevance of ESW at ADB.
Dec 2000	A staff instruction is issued to list ESW activities separately from technical assistance activities in all country strategy and programming documents.
Feb 2001	A focus group examining ESW and regional technical cooperation at ADB is constituted as part of the Review2001 exercise.

Note: This is an illustrative list of major ADB-wide efforts at improvement. It does not include several very good efforts undertaken at the department level covering review and systematic improvements.

Source: Staff.

### SELECTED ECONOMIC AND SECTOR WORK

1.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Macroeconomic Analysis India Non-TA (Staff Consultant)/1995 1,352 60 Assistance in data and model <b>Institutionalize</b> flow of funds accounting framework and RMSM model for India <b>Internal-ADB</b> country programming <b>Outcome</b> -Model and operational manual for model
2.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Country Risk Assessment Link and RMSM-X Model India Non-TA (Staff Consultant)/1996 38,864 60 Macro model and manual <b>Develop</b> macroeconomic model to strengthen ADB's analytical capabilities <b>Internal-ADB</b> country programming <b>Impact</b> -Limited and not sustainable because model was not institutionalized
3.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Public Sector Restructuring India Non-TA (Staff Consultant)/1996 74,824 100 Report <b>Diagnostic study</b> of Gujarat's public sector undertakings; prepare scope and timetable for future reforms <b>Internal-ADB</b> project quality <b>Output</b> -One paper <b>Outcome</b> -ADB operations at state level <b>Impact</b> -Limited
4.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	State Economic Profile India Non-TA (Staff)/1997 — — Internal report <b>Diagnostic study</b> of various states to support selection of ADB's focus states <b>Internal-ADB</b> project quality <b>Output</b> -Draft note <b>Outcome</b> -Identified ADB's focus state <b>Impact</b> -Indirect (resource mobilization for state)
5.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Implementation of Public Sector Restructuring India Non-TA (Staff Consultant)/1998 15,000 35 Report <b>Diagnostic study</b> to assess poverty impacts of displaced workers on account of closure of public sector undertakings <b>Internal-ADB</b> project quality <b>Output</b> -Report not traceable <b>Outcome</b> -Support to program loan preparation

— = no data available, ADB = Asian Development Bank, ESW = economic and sector work, RMSM-X = Revised Minimum Standard Model-eXtended, TA = technical assistance, TOR = terms of reference.

(Reference in text: page 3, para. 11.)

6.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	State Finance Review India Non-TA (Staff Consultant)/1999 4,600 31 Two papers <b>Diagnostic study</b> to review and assess public finances in India, particularly at state levels <b>Internal-ADB</b> project quality <b>Output</b> -One draft paper <b>Outcome</b> -Negligible <b>Impact</b> -Negligible
7.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	India Environmental Profile India Non-TA (Staff Consultant)/1999 15,506 60 Draft report <b>Information benchmarking</b> to prepare an environmental profile and a strategic framework for environmental management in India <b>Internal-ADB</b> support to country strategy <b>Output</b> -Publication <b>Outcome</b> -Information dissemination <b>Impact</b> -Limited as yet
8.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Program of Studies on Economic and Policy Reforms India TA 2367/1999 396,214 6,920 Report <b>Constituency building</b> to further policy reforms to embark on a high growth path while protecting disadvantaged groups <b>External</b> -Government and others <b>Output</b> -Publication in process <b>Outcome</b> -Further policy debates in a limited way <b>Impact</b> -Limited in terms of policy reform process, but indirectly supported skills development for young economists in the implementing agency
9.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Reducing Poverty: A Framework for ADB's COSS India Non-TA (Staff Consultant)/2000 22,500 120 Report <b>Diagnostic study</b> to develop a conceptual framework for poverty reduction in India at both the central and state levels <b>Internal-ADB</b> support to country strategy <b>Output</b> -Draft paper and three consultation workshops <b>Outcome</b> -Information dissemination to stakeholders <b>Impact</b> -Uncertain as yet
10.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Study for Gujarat Infrastructure Development Board India Non-TA (Staff Consultant)/1996 55,000 60 Report <b>Diagnostic study</b> to define the role and functions of Gujarat Infrastructure Development Board <b>Internal-ADB</b> project quality <b>Output</b> -Final report not traceable as yet <b>Outcome and Impact</b> -Difficult to assess

COSS = country operational strategy study.

11.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Restructuring State-Owned Enterprises of Gujarat India TA 2552/1998 588,753 902 Assistance to technical secretariat <b>Diagnostic study</b> to define the role of Gujarat State and prepare proposals for divestiture or restructuring of 21 public sector enterprises <b>External</b> -Government and others <b>Output</b> -Several reports <b>Outcome</b> -Support to ADB operations <b>Impact</b> -Limited local skill development
12.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Gujarat's Reform of Public Finances India TA 2668/1999 288,799 1,442 Report <b>Constituency building</b> to strengthen expenditure and tax system reforms of the Government of Gujarat <b>External</b> -Government officials <b>Output</b> -Report <b>Outcome</b> -Support to government reforms <b>Impact</b> -Limited local skill development
13.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Industrial Policies for Growth in Kerala India Non-TA (Staff Consultant)/2001 8,500 60 Paper <b>Diagnostic study</b> to define a vision and strategy to promote industrial development in Kerala <b>Internal-ADB</b> project quality <b>Output</b> -Paper <b>Outcome</b> -Support to ADB operations <b>Impact</b> -Limited as yet
14.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Madhya Pradesh Public Enterprise Reform India Non-TA (Staff Consultant)/1998 30,000 60 Paper <b>Diagnostic study</b> of Madhya Pradesh public sector undertakings; suggest scope and timetable for future reforms; detailed studies for at least seven large public sector undertakings <b>Internal-ADB</b> project quality <b>Output</b> -Reports <b>Outcome</b> -Support to ADB program loan <b>Impact</b> -Uncertain as yet
15.	Title  Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	State Economic Profile of Madhya Pradesh (Background paper for Madhya Pradesh: Study on Agriculture and Rural Development) India Non-TA (Staff Consultant)/1998 7,600 60 Report <b>Diagnostic study</b> to support state level operations and policy dialogue <b>Internal-ADB</b> project quality <b>Output</b> -Report not traceable <b>Outcome</b> -Difficult to assess <b>Impact</b> -Indirect, identified scope for ADB operations in second state

16.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Madhya Pradesh Public Resources Management India Non-TA (Staff Consultant)/1998 15,000 (lumpsum) — Several studies <b>Diagnostic study</b> to support state level operations and policy dialogue <b>Internal-ADB</b> project quality <b>Output</b> -One paper available <b>Impact</b> -Difficult to assess
17.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Social Safety Net of Madhya Pradesh India Non-TA (Staff Consultant)/1999 11,600 60 Report <b>Diagnostic study</b> on national and international legal policy framework for addressing the needs of displaced workers and experiences with establishing a social safety network <b>Internal-ADB</b> project quality <b>Output</b> -Report not traceable <b>Impact</b> -Difficult to assess
18.	Title  Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Capacity Building for Public Enterprise Reform and Social Safety Net in Madhya Pradesh (Refers only to ESW part of TA) India TA 3338/2000 596,000 1,231 Report <b>Diagnostic study</b> on developing and implementing comprehensive and socially sustainable program of public enterprise reforms; <b>capacity building</b> for public undertaking reforms and corporate governance <b>Internal-ADB</b> project quality <b>Output</b> -Being finalized <b>Outcome and Impact</b> -Difficult to assess, but negative feedback from stakeholders
19.	Title  Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Support for Government of Madhya Pradesh Public Finance and Institutional Strengthening India TA 2943/2000 775,000 1,645 Report <b>Diagnostic study</b> to enhance development management in state government by reforming public finance <b>External</b> -Government and others <b>Output</b> -Report <b>Outcome</b> -Support to tax rationalization <b>Impact</b> -Limited in terms of institution development and capacity building
20.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Country Operational Strategy Study India Non-TA (Staff/Staff Consultant)/1995 9,978 123 Input into the COSS — <b>Internal-ADB</b> <b>Outcome</b> -Support to ADB operations

21.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Country Economic Review India Non-TA (Staff)/1996 — — Board document Brief review of the country's economic performance in the context of ADB operations <b>Internal-ADB</b> <b>Outcome</b> -Support to ADB operations
22.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Country Economic Review India Non-TA (Staff)/1998 — — Board document Brief review of the country's economic performance in the context of ADB operations <b>Internal-ADB</b> <b>Outcome</b> -Support to ADB operations
23.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Country Economic Review India Non-TA (Staff)/1999 — — Board document Brief review of the country's economic performance in the context of ADB operations <b>Internal-ADB</b> <b>Outcome</b> -Support to ADB operations
24.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Country Economic Review India Non-TA (Staff)/2000 — — Board document Brief review of the country's economic performance in the context of ADB operations <b>Internal-ADB</b> <b>Outcome</b> -Support to ADB operations
25.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Institutional Capacity Building for Policy Formulation, Planning, Monitoring and Evaluation for the Agriculture Sector Philippines TA 2733/1996 883,990 2,063 Report, training program <b>Capacity building and institutional strengthening</b> for project and policy planning, monitoring, and evaluation <b>External</b> -Government and others <b>Output</b> -Report and training <b>Outcome</b> -Limited skill development for policy analyses <b>Impact</b> -Overall limited but introduced participatory planning processes to stakeholders

26.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Water Supply and Sanitation Sector Profile Philippines TA 2916/2000 557,504 1,323 Report <b>Diagnostic study</b> to plan sector investments and identify ADB's operational agenda <b>Internal and external</b> to support ADB operations <b>Output</b> -Draft sector profile <b>Impact</b> -Limited
27.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Education Sector Study Philippines TA 3072/1998 141,000 — Report <b>Diagnostic study</b> to plan sector policies and identify future education program of ADB <b>Internal and external</b> to support ADB operations <b>Output</b> -Joint publication on education sector study <b>Outcome</b> -Evolved a broad common sector strategy <b>Impact</b> -Limited as yet
28.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Urban Poverty Study Philippines Non-TA (Staff Consultant)/1998 31,911 120 Report <b>Diagnostic study</b> to assess urban poverty, develop a clear strategy for urban poverty reduction, and identify the future role of ADB <b>Internal-ADB</b> <b>Output</b> -Draft paper <b>Outcome and Impact</b> -Negligible
29.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Urban Sector Profile Philippines Non-TA (Staff Consultant)/1998 12,100 25 Report <b>Diagnostic study</b> to assess the urban sector in the Philippines and develop potential programs for ADB <b>Internal-ADB</b> <b>Output</b> -Sector profile publication <b>Outcome and Impact</b> -Limited as yet
30.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	National Urban Policy Framework Philippines TA 3196/1999 137,345 405 Report <b>Diagnostic study</b> to prepare sector review and formulate framework to address key urban development and housing issues; <b>constituency building</b> to address key issue of urban poverty <b>External</b> -Government and others <b>Output</b> -Government planning document <b>Outcome and Impact</b> -Limited as yet

31.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Strengthening of Public Finance and Planning of LGUs Philippines TA 3145/2000 810,000 1,629 Report <b>Diagnostic study</b> to optimize national government agency expenditures for devolved local government activities; <b>constituency building</b> to promote the legal establishment of an LGU Development Fund <b>External</b> -Government and others <b>Output</b> -Report <b>Outcome and Impact</b> -Negligible
32.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Poverty Assessment in Mindanao Philippines Non-TA (Staff Consultant)/1999 24,000 51 Report <b>Diagnostic study</b> to examine the determinants of poverty in the Philippines with particular emphasis on Mindanao <b>Internal-ADB</b> <b>Output</b> -Publication <b>Impact</b> -Limited as yet
33.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR  Target Users or Audience Outputs, Outcomes, and Impacts	Poverty Assessment for the Philippines Philippines TA 3411/1999 43,000 25 (Refers only to reports. No data available for consultation workshops.) Consultation workshops, report <b>Constituency building</b> to support government's national antipoverty action agenda and <b>diagnostic study</b> to support preparation of ADB country strategy and plans <b>External</b> -Government and others (on the consultation workshops) <b>Internal</b> for the poverty assessment <b>Output</b> -Draft report <b>Outcome</b> -Government planning document <b>Impact</b> -Negligible
34.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Decentralization in the Philippines and its Impact on ADB Operations Philippines Non-TA (Staff)/1999 — — Paper No TOR prepared <b>Internal-ADB</b> <b>Output</b> -Draft paper <b>Outcome and Impact</b> -ADB staff learning
35.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Shelter for Poor: Housing Sector Profile Philippines Non-TA (Staff Consultant)/2000 16,100 42 Report <b>Diagnostic study</b> to define ADB's role in the housing sector <b>Internal-ADB</b> <b>Output</b> -Draft paper <b>Outcome and Impact</b> -Limited as yet

LGU = local government unit.

36.	Title	Economic concerns and capacity building in the Treasury Department in the areas of macroeconomic analysis and public enterprise reforms
	Country	Samoa
	Funding/Year Completed	TA 2985 and TA 3311/1998
	Direct Inputs (\$)	—
	(no. of days)	—
	Deliverables	Report, manuals, training, and in-house advice
	Objectives as Defined in the TOR	ESW cannot be segregated from the capacity-building activities; initial ESW identified a restructuring of policy planning functions at Treasury and supported by long-term capacity building; work is in progress to establish a macroeconomic model
	Target Users or Audience	<b>External-Government</b>
	Outputs, Outcomes, and Impacts	<b>Outcome</b> -Restructured Treasury and built government's analytical and planning skills <b>Impact</b> -Substantial and sustainable
37.	Title	ESW supporting the Financial Sector Program Loan
	Country	Samoa
	Funding/Year Completed	Non-TA (Staff Consultant)/1998
	Direct Inputs (\$)	—
	(no. of days)	—
	Deliverables	Report
	Objectives as Defined in the TOR	ESW cannot be easily segregated from project preparation activities
	Target Users or Audience	<b>Internal-ADB</b> project quality
	Outputs, Outcomes, and Impacts	<b>Outcome and Impact</b> -Support to program loan preparation
38.	Title	Country Economic Review
	Country	Samoa
	Funding/Year Completed	Non-TA (Staff)/1998
	Direct Inputs (\$)	—
	(no. of days)	—
	Deliverables	Board document
	Objectives as Defined in the TOR	<b>Diagnostic study</b> to review the country's economic operations in the context of ADB operations
	Target Users or Audience	<b>Internal-ADB</b>
	Outputs, Outcomes, and Impacts	<b>Output</b> -Country economic review <b>Outcome and Impact</b> -Support to ADB operations
39.	Title	ESW in connection with the proposed small business development project
	Country	Samoa
	Funding/Year Completed	TA 3262/2000
	Direct Inputs (\$)	41,849
	(no. of days)	55
	Deliverables	Report
	Objectives as Defined in the TOR	<b>Diagnostic study</b> to assess environment for small business in Samoa and assist in identifying ADB support
	Target Users or Audience	<b>Internal-ADB</b>
	Outputs, Outcomes, and Impacts	<b>Output</b> -Report <b>Outcome</b> -Support to ADB operations <b>Impact</b> -Limited
40.	Title	Samoa 2000: Building on Recent Reforms
	Country	Samoa
	Funding/Year Completed	TA 3202/2000
	Direct Inputs (\$)	98,542
	(no. of days)	146
	Deliverables	Published report
	Objectives as Defined in the TOR	<b>Diagnostic study</b> to take stock and identify development issues and options in the context of ADB operations
	Target Users or Audience	<b>Internal and external</b>
	Outputs, Outcomes, and Impacts	<b>Output</b> -Published report <b>Outcome and Impact</b> -Limited

41.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Initial Poverty Assessment Samoa TA 5907/Ongoing — — Report <b>Diagnostic study</b> to assess vulnerability and identify development issues and options in the context of ADB's operations <b>Internal-ADB</b> Still ongoing
42.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Samoa: Economic and ADB Operations Samoa Non-TA (Staff)/2000 — — Board document Brief review of country's economic performance in the context of ADB operations <b>Internal-ADB</b> <b>Output</b> -Internal board paper <b>Outcome and Impact</b> -Support to ADB operations
43.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Agriculture Sector Study Vanuatu TA 5543 and TA 5657/1996 26,268 51 Report (Input to Vanuatu Pacific Island Economic Report) <b>Diagnostic study</b> on agriculture sector priorities for ADB support <b>Internal-ADB</b> <b>Output</b> -Draft report <b>Outcome and Impact</b> -Negligible
44.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Public Sector Enterprises Study Vanuatu TA 5543 and TA 5657/1997 61,289 58 Report (Input to Vanuatu Pacific Island Economic Report) <b>Diagnostic study</b> on public enterprise operations and options for privatization <b>Internal-ADB</b> <b>Output</b> -Draft report <b>Outcome and Impact</b> -Negligible
45.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Vanuatu: Economic Performance, Policies and Reform Issues Vanuatu TA 5543 and TA 5657/1997 146,137 239 Published report <b>Diagnostic study</b> to take stock and identify development issues and options in the context of ADB operations <b>Internal and external</b> <b>Output</b> -Published report <b>Outcome</b> -Support to ADB operations and aid coordination <b>Impact</b> -Substantial as a resource material
46.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Microfinance & Community-Based Rural Enterprise Development Vanuatu Non-TA (Staff Consultant)/1998 — — No information as yet No information as yet No information as yet No information as yet

47.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Vanuatu: Economic and ADB Operations Vanuatu Non-TA (Staff)/1998 — — Board document <b>Diagnostic study</b> to review the country's economic operations in the context of ADB operations <b>Internal-ADB</b> <b>Output</b> -Internal board paper <b>Outcome and Impact</b> -Support to ADB operations
48.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Vanuatu: Economic and ADB Operations Vanuatu Non-TA (Staff)/1999 — — Board document <b>Diagnostic study</b> to review the country's economic operations in the context of ADB operations <b>Internal-ADB</b> <b>Output</b> -Board paper <b>Outcome and Impact</b> -Support to ADB operations
49.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Budget and Expenditure Review Vanuatu TA 2656/1999 24,500 43 Report <b>Diagnostic study</b> to review budget <b>Internal and external</b> <b>Output</b> -Paper <b>Outcome and Impact</b> -Limited
50.	Title Country Funding/Year Completed Direct Inputs (\$) (no. of days) Deliverables Objectives as Defined in the TOR Target Users or Audience Outputs, Outcomes, and Impacts	Initial Poverty Assessment Vanuatu TA 5907/Ongoing — — Report <b>Diagnostic study</b> to assess poverty and identify development issues and options for ADB operations <b>Internal-ADB</b> Joint initiative with the United Nations Development Programme; still ongoing