



Technical Assistance Report

Project Number: 39282

April 2007

Selected Evaluation Studies for 2007

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
BPMSD	–	Budget, Personnel, and Management Systems Department
CAPE	–	country assistance program evaluation
CAREC	–	Central Asia Regional Economic Cooperation
CPS	–	country partnership strategy
DEC	–	Development Effectiveness Committee
DMC	–	developing member country
ECG	–	Evaluation Cooperation Group
IFO	–	investment funds operations
LTSF	–	Long-Term Strategic Framework
MDB	–	multilateral development bank
OED	–	Operations Evaluation Department
QAE	–	quality at entry
RM	–	resident mission
SAPE	–	sector assistance program evaluation
SES	–	special evaluation study
SPD	–	Strategy and Policy Department
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Multisector
Themes	–	Governance, private sector development, capacity development
Subthemes	–	Financial and economic governance; private sector investment; client relations, network, and partnership development

NOTE

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

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I. INTRODUCTION

1. The Operations Evaluation Department (OED) of the Asian Development Bank (ADB) evaluates independently the effectiveness of ADB's operations for development. OED's functions are to (i) assess the performance of completed projects and programs; (ii) review and validate self-evaluation activities of operational departments; (iii) provide feedback for the design and review of strategies, policies, and operations; (iv) monitor and report on responses of ADB departments and executing agencies to evaluation findings and recommendations; (v) build evaluation capacity in developing member countries (DMCs); and (vi) harmonize evaluation practices and share evaluation experience with other multilateral development banks (MDBs) through the Evaluation Cooperation Group (ECG).¹ Lately, OED has increased the number of broad evaluations of groups of sector or country operations and institutional development issues, themes, approaches, and policies.² Topics are selected in consultation with the ADB Board of Directors' Development Effectiveness Committee (DEC), former DEC members, Management, and operations departments.³ DEC, which provides overall guidance to OED, approved the latter's work program for 2007–2009 in November 2006.

2. In 2007–2009, OED will (i) undertake fewer evaluations of individual operations but will validate ratings in all project completion reports; (ii) increase the number of broad evaluations such as corporate and policy evaluations, country and sector assistance evaluations, thematic evaluations, and impact evaluations; (iii) improve the evaluative content of OED annual reports on portfolio management and evaluation results; (iv) prepare or revise evaluation guidelines; (v) sequence evaluations so that those done early in the 3-year period feed those planned for later years; and (vi) promote knowledge management, including dissemination of findings and recommendations in accessible and digestible ways. The evaluation work program for 2007–2009 is in Appendix 1. In 2007, it includes (i) one sector assistance program evaluation (SAPE) and 10 special evaluation studies (SEs), (ii) 10 selected individual performance evaluations of completed ADB-assisted operations in the public sector and 3 in the private sector, (iii) one real-time evaluation of the design and monitoring framework, and (iv) 3 recurring outputs of OED. OED will intensify ADB's contributions to the activities of the ECG.

II. ISSUES

3. Given ADB's country focus, country-level evaluations are important. As reported in the 2006 Annual Evaluation Review, country assistance program evaluations (CAPEs) influence the formulation of country partnership strategies (CPSs). CAPEs evaluate the CPSs, analyzing the development impact of ADB's assistance over a decade or more, and making recommendations on ADB's activities, including the sector mix and use of assistance modalities. In 2006, DEC took steps to ensure that its findings and recommendations are taken into account. SAPEs assess the relevance, effectiveness, and sustainability of ADB's assistance to a sector's development and financial performance, as well as impact on economic development and poverty reduction. SAPEs are programmed to feed into the corresponding CAPEs. SEs focus on selected thematic issues across sectors or countries, or evaluate an ADB policy or process.

¹ The ECG was established in 1995 to foster collaboration and harmonization of evaluation work among the evaluation units of MDBs. ADB chaired the ECG from 1 June 2005 to 31 May 2006.

² The types of evaluation reports include project/program performance evaluation reports, assessments of development impact, special evaluation studies, impact evaluation studies, country assistance program evaluations, and annual evaluation reports.

³ OED's work program is available at http://www.adb.org/Evaluation/work_prog.asp

4. Of the 15 studies, 7 will be delivered in 2007. Work on others will begin in 2007 and end in 2008. Advance work toward the 2008 work program may also begin in 2007. Broad evaluations and other elements of the evaluation work program are complex and require consulting and other services to complement OED's inputs. They have historically been funded primarily through technical assistance (TA). Other components of OED's work program, including the preparation of project or program performance evaluation reports, have been funded from ADB's budget. This pattern of resource use will continue in 2007. An allocation of \$1.485 million for the TA is included in the indicative planning figures for 2007.⁴

III. THE PROPOSED TECHNICAL ASSISTANCE

A. Impact and Outcome

5. The impact of the TA⁵ will be improved effectiveness of ADB for development. The outcome will be useful and practical findings and recommendations to support the formulation and implementation of new CPSs, sector strategies, policies, and operations. The design and monitoring framework is in Appendix 2.

B. Methodology and Key Activities

6. For each evaluation, a paper on the evaluation approach will specify the background, rationale, purpose, scope, research questions, and resource requirements. The views of ADB staff and government agencies will be sought and reflected as appropriate. Existing ADB knowledge products and services will be sought and leveraged. From 2007, each paper will contain a dissemination plan to build meaning and understanding, develop support, and generate learning opportunities. Evaluation reports will include a bibliography of reviewed knowledge products and services as a quality check. The following key activities are envisaged.

7. **SES on Achievements of ADB's Long-Term Strategic Framework, 2001–2015.** ADB's Long-Term Strategic Framework (LTSF), 2001–2015, moves the poverty reduction agenda forward over 15 years. Three medium-term strategies (MTS) will be required to implement the LTSF. MTS-I (2001–2005) defined operational priorities for medium-term challenges and identified the organizational and other changes needed to address them. In 2007, the LTSF will be reviewed by the Strategy and Policy Department (SPD) against emerging challenges, opportunities, and risks. An important input will be a forward-looking strategic report prepared by an independent panel of eminent persons. The SES will complement the work of SPD and the panel by identifying lessons from operations implemented under MTS-I and (i) take stock of relevant literature, ADB documents, and ongoing or planned studies; (ii) review and assess the achievements of MTS-I, and recent initiatives relating to the LTSF; and (iii) formulate options for addressing the findings and recommendations. The breadth of OED's work will be limited by the tight schedule for the overall review of the LTSF.

8. **SES on ADF VIII and IX Replenishments.** The Asian Development Fund (ADF) is ADB's main concessionary financing mechanism. Its effectiveness can be assessed by studying resource allocation and changes over the years and the performance of ADF projects, particularly those funded under ADF VIII (2001–2004). If a sufficient sample of completed ADF VIII projects is not available, the SES may also draw on the performance of earlier ADF projects. Projects funded under ADF IX (2005–2008) are at the early stages of their cycles and

⁴ ADB. 2006. *Budget of the Asian Development Bank for 2007*. Manila.

⁵ The TA first appeared in *ADB Business Opportunities* on 25 November 2006.

no meaningful assessment can be made of their performance. Notwithstanding, some operational aspects could be examined. The SES will examine outcomes to help answer questions as to what works and what does not. It will evaluate (i) initial experiences under ADF IX, (ii) the role and effectiveness of ADB's operations in weakly performing states (and perhaps in the Pacific), (iii) improvements in project preparation (quality at entry), (iv) effectiveness of performance-based allocation of ADF resources, and (v) effectiveness of direct poverty interventions. The SES will use a combination of desk study, macroeconomic analysis, selected case studies in recipient DMCs, and discussions with stakeholders. Findings and recommendations will be made available in time to support the work that SPD will undertake in parallel related to ADF replenishment.

9. **SES on Linking Quality at Entry and the Project Cycle.** Investment projects and programs are among the main products of ADB and continuous efforts to improve their quality are necessary. The SES will focus on the mechanics of ensuring quality at entry under current business practices. It will provide a window on (i) factors that limit the effectiveness of ADB's project preparatory TA supervision and loan processing system, (ii) the efficacy of business practices in screening proposals and incorporating the lessons of experience in these, and (iii) simple measures that can be taken to raise the effectiveness and efficiency of staff responsible for quality at entry. The SES will be conducted through research at ADB headquarters and field studies in selected ADB Resident Missions (RMs) and DMCs.

10. **SES on ADB's Operations in Support of Law and Justice Reform.** ADB's *Governance: Sound Development Management* (1997) identifies the elements of governance to be accountability, participation, predictability, and transparency. ADB's policy on *Anticorruption* (1998, as amended to date) refined issues associated with corruption identified in the governance policy. ADB has provided over 400 advisory and regional TAs to strengthen governance. Some loan and grant projects have had related components. The Access to Justice Program in Pakistan, approved for \$350 million in 2001, was the first related loan from any MDB. The SES will (i) assess the impact of ADB's law and justice priorities and investments at the country partnership and medium-term strategy levels; (ii) evaluate the impact of law and justice reform initiatives on fostering governance, strengthening the environment for economic growth, promoting legal empowerment, access to justice, and regional cooperation; and (iii) mark out appropriate institutional and financing modalities at country and regional levels.

11. **SES on the Effectiveness of ADB's Resident Missions.** Pursuant to the *Resident Mission Policy* (2000), the number of RMs grew from 13 in 2000 to 23 in 2006. RMs have also been given greater responsibility and authority to undertake their work. Some RMs play a role in responding to emergency situations. Others have helped establish and operate extended missions. Meanwhile, the challenges faced by ADB and DMCs have evolved. They are reflected in (i) the greater attention given to middle-income countries, (ii) an increasing demand for ADB's private sector operations, (iii) stronger support for disaster management and postconflict management, (iv) the priorities of MTS-II (2006–2008), and (v) ADB's comparative advantage vis-à-vis other MDBs. Recent evaluation reports have suggested that (i) an adequate number of staff should be stationed in RMs to cover the areas selected in CPSs, (ii) institutional flexibility is needed to reduce staff in areas that are not selected as priorities in CPSs, and (iii) more experienced staff should be posted to RMs. The SES will evaluate the accomplishments of RMs and make recommendations for improvement. It will feed the work that SPD and the Budget, Personnel, and Management Systems Department are undertaking to review the policy.

12. **SES on Private Sector Regional Funds.** ADB initiated investment funds operations (IFOs) in 1983. As of 31 December 2006, they accounted for 12% of ADB's Private Sector

Operations Department's portfolio. IFOs fall into four categories: infrastructure funds, venture capital funds, portfolio investment funds, and special purpose funds. They focus on regions, countries, or individual sectors. Historically, ADB has supported IFOs to mobilize private capital to support the development of infrastructure and small and medium-sized enterprises and to encourage infrastructure capital markets. The SES will (i) examine the success of ADB's investments in terms of achieving development objectives and profitability, and (ii) review ADB's fund management operations to identify ways to strengthen their management.

13. **SES on Infrastructure Development and Trade in Central Asia.** The Central Asia Regional Economic Cooperation (CAREC) Program was initiated in 1997. CAREC's goal is to improve living standards and to reduce poverty in CAREC countries through more efficient and effective regional economic cooperation. To date, the Program has financed infrastructure projects and improved the region's policy environment in the areas of transport, energy, trade policy, and trade facilitation. The SES will (i) evaluate ADB's performance in relation to CAREC's goal and ADB's mandate and strategy for subregional cooperation; (ii) contribute to the making of strategic choices and setting of priorities in the formulation of the new CAREC regional country strategy and program in 2008, and (iii) to assess the quality of the past regional strategy and its preparation, the link between the strategy and associated operational programs, and coordination and cooperation with development partners. It will reflect the views of stakeholders on the processes involved and assess the performance of selected interventions.

14. **SES on the Effectiveness of ADB's Operations in Support of Capacity Development.** The Paris Declaration on Aid Effectiveness called for capacity building to be an explicit objective of national development and poverty reduction strategies. The SES will (i) develop an evaluation methodology for assessing the performance of ADB's assistance for capacity development; (ii) evaluate the performance of ADB's assistance in priority sectors identified as Group I in MTS-II (2006–2008) in three countries, viz., Cambodia, Nepal, and Philippines; (iii) identify the quality-at-entry and implementation factors within and beyond ADB's control that affect the success and failure of ADB's assistance for capacity development; and (iv) draw lessons for improving the performance of ADB's future assistance for capacity development. Findings and recommendations will feed the 2007 Annual Evaluation Review.

15. **SES on Special Purpose Funds (Non-Japanese).** OED is evaluating the Japan Special Purpose Fund, the Japan Fund for Poverty Reduction, and the Japan Scholarship Program. Besides these, ADB administers 28 trust funds with a commitment of just over \$1 billion. Although more than half of the funds are bilateral, multifunding agency trust funds account for almost 80% of the total, of which the two biggest are the Asian Tsunami Fund (around 60% of the total) and the Pakistan Earthquake Fund (8.4% of the total). Other significant funds are (i) the Cooperation Fund for Technical Assistance with the Government of the United Kingdom and Northern Ireland amounting to \$85.0 million (or 8.4% of the total), and (ii) the Poverty Reduction Cooperation Fund amounting to \$55.0 million (or 5.4% of the total). Others cover e-knowledge, climate change, managing for development results, governance, the water sector, gender and development, poverty and environment, and HIV/AIDS. The criteria for including funds in the SES are not yet developed.

16. **SAPE in Bangladesh.** In 1996–2006, ADB provided 42 loans amounting to \$3.35 billion to Bangladesh, accompanied by 120 TAs for \$64.54 million. The sectors included energy (32.2%), transport and communications (21.7%), multisector (14.8%), agriculture and natural resources (12.2%), and education (11.8%). OED will participate with the Department for International Development of the United Kingdom, the Japan Bank for International Cooperation, and the World Bank in a joint evaluation of overseas development assistance to

Bangladesh. The sector that OED will cover will be determined jointly. Specifically, the SAPE will (i) provide a comprehensive assessment of impacts of the assistance of ADB and other funding agencies, on an aggregate basis, in the designated sector; (ii) identify lessons from the past 20 years; and (iii) distinguish challenges facing the sector and strategies for the future.

17. **CAPE Updates and CPS Completion Report Validations.** A new knowledge product, the CAPE update, will be presented in 2007 because (i) CPS completion reports are being prepared, which will provide a better basis for preparation of CAPEs; (ii) some country portfolios are relatively small, and do not merit the depth of analysis of past CAPEs; and (iii) OED will undertake second CAPEs for several countries. In the main, CAPE updates will be conducted in countries with small portfolios for which production of a full CAPE would not be an efficient use of resources. OED will prepare CAPE updates for Mongolia and the Philippines to support the preparation of new CPSs. It is also piloting a CPS completion report validation in the Maldives.

18. **Support to ECG.**⁶ OED contributes to the work of the ECG. It (i) takes part in benchmarking studies, e.g., for public sector investments and other modalities for which good practice standards are available; (ii) develops good-practice standards to promote harmonization; (iii) helps build the ECG database; and (iv) undertakes joint papers that draw together the evaluation functions of ECG members. Such work is cofinanced by ECG members.

19. **Knowledge Management.** Evaluation reports that are placed on a shelf provide no return on investment. The highest value will be realized when what is learned impacts decision making and improves practice. The TA will support use of knowledge management tools in OED and its interfaces with other departments, DMCs, and the international evaluation community.

C. Cost and Financing

20. The TA is estimated to cost \$1.485 million. It will be financed on a grant basis from ADB's TA funding program. Details of the cost estimates and financing plan are in Appendix 3.

D. Implementation Arrangements

21. OED will implement the TA and supervise the preparation of reports for each evaluation. Based on experience with similar studies in the past, about 55 person-months of international and about 60 person-months of national consulting services will be required. Outline terms of reference are in Appendix 4. Detailed terms of reference will be developed in the proposed evaluation approach papers before action is taken to engage consultants. Consultants will be engaged according to ADB's *Guidelines on the Use of Consultants* (2006, as amended from time to time) and other arrangements satisfactory to ADB for engaging national consultants. The TA will start in April 2007 and will be completed in December 2009. Implementation arrangements will be flexible enough to allow changes should OED's work program be altered.

IV. THE PRESIDENT'S RECOMMENDATION

22. The President recommends that the Board approve the provision of technical assistance not exceeding the equivalent of \$1,485,000 on a grant basis for Selected Evaluation Studies for 2007.

⁶ The members of the ECG are the African Development Bank, ADB, the European Bank for Reconstruction and Development, the European Investment Bank, the Inter-American Development Bank, the International Monetary Fund, and the World Bank Group. The United Nations Development Programme and the Development Assistance Committee Working Group on Evaluation were introduced as observer members in 2001.

EVALUATION WORK PROGRAM, 2007–2009

Table A1.1: 2007 Work Program

Category	Number
A. Project/Program Performance Evaluation Reports^a	13
1. Public Sector Operations	
a. Projects (covering seven countries)	10
i. Agriculture and Natural Resources	
ii. Health and Population	
iii. Transport and Communications	
iv. Water Supply and Sanitation	
b. Programs (covering two countries)	
i. Governance	
ii. Economic Management and Public Policy	
2. Private Sector Operations	3
B. Evaluation Studies	16
1. Special Thematic Evaluations	7
a. <i>Evaluation of Japan Funds (JFPR, JSF, and JSP)</i>	
b. <i>Achievements of ADB's Long-Term Strategic Framework</i>	
c. <i>ADB's Operations in Support of Law and Justice Reform</i>	
d. <i>Assistance to Water Supply Sector in Metro Manila</i>	
e. <i>Evaluation of ADF VIII and IX Replenishments</i>	
f. <i>Evaluation of Special Purpose Funds (non-Japanese)</i>	
g. <i>Infrastructure Development and Trade in Central Asia^b</i>	
h. <i>Private Sector Regional Funds</i>	
2. Policy and Procedure Evaluations	2
a. <i>Effectiveness of ADB's Resident Missions</i>	
b. <i>Linking Quality at Entry and the Project Cycle</i>	
3. Country Assistance Program Evaluations^c	3
a. <i>People's Republic of China</i>	
b. <i>India</i>	
c. <i>Sri Lanka</i>	
4. Sector Assistance Program Evaluations	1
a. <i>SAPE in Bangladesh</i>	
5. Impact Evaluation Studies	1
a. <i>Education in Bangladesh</i>	
6. Others	2
a. <i>CAPE Updates and CPS Completion Report Validations</i>	
b. <i>Assessment of DMF Quality^a</i>	
C. Evaluation Guidelines^a	1
1. <i>Guidelines for Preparation of Project Performance Evaluation Reports on Nonsovereign Operations</i>	
D. Annual Evaluation Reports^a	3
1. 2007 Evaluation Review	
(Theme Chapter: Capacity Development)	
2. Annual Report on Loan and TA Portfolio Performance in 2006	
3. Evaluation Highlights of 2006	

ADB = Asian Development Bank, ADF= Asian Development Fund, DMF = design and monitoring framework, JFPR= Japan Fund for Poverty Reduction, JSF= Japan Special Fund, JSP= Japan Scholarship Program, SAPE = sector assistance program evaluation, TA = technical assistance.

Note: Evaluation studies marked in italics are deliverables for 2007.

^a To be financed under the administrative budget. Evaluation of TA is discontinued from 2007 and, henceforth, will be included under special studies.

^b Advanced from the work program for 2008.

^c From the work program for 2006.

Source: ADB. 2006. *OED Work Program for 2007–2009*. Manila.

Table A1.2: 2008 Work Program (Provisional)

Category	Number
A. Project/Program Performance Evaluation Reports	13
1. Public Sector Operations (Projects/Programs)	10
2. Private Sector Operations	3
B. Evaluation Studies	
1. Special Evaluations	5
a. Evaluation of ADB's Support for Regional Cooperation and Integration	
b. ADB's Support for Public Financial Management and Public Sector Reform	
c. Infrastructure Development and Trade in Greater Mekong Subregion	
d. Evaluation of ADB Support to the Development of Monitoring and Evaluation Systems and Capabilities in DMCs	
e. Public/Private Partnerships for Infrastructure	
2. Policy and Procedure Evaluations	4
a. Assessment of ADB's Skills Mix and Use of Consultants	
b. Results Obtained from the Implementation of ADB's Governance and Anti-Corruption Policies	
c. Effectiveness of ADB's Support for Decentralization	
d. Evaluation of ADB's Accountability Mechanisms	
3. Country Assistance Program Evaluations	4
a. Mongolia	
b. Nepal	
c. Pacific Region	
d. Papua New Guinea	
4. Sector Assistance Program Evaluations	1
a. Irrigation (country to be determined)	
5. Impact Evaluation Studies	1
a. Irrigation (country to be determined)	
6. Others	2
a. Assessment of DMF Quality	
b. Assessment of the Innovation and Efficiency Initiative	
C. Annual Evaluation Reports	3
1. 2008 Evaluation Review	
(Theme Chapter: Technical Assistance)	
2. Annual Report on Loan and TA Portfolio Performance in 2007	
3. Evaluation Highlights of 2007	

ADB = Asian Development Bank, DMC = developing member country, DMF = design and monitoring framework, TA = technical assistance.

Source: ADB. 2006. *OED Work Program for 2007–2009*. Manila.

Table A1.3: 2009 Work Program (Provisional)

Category	Number
A. Project/Program or TA Performance Audit Reports	13
1. Public Sector Operations (Projects/Programs)	10
2. Private Sector Operations	3
B. Evaluation Studies	To be determined
1. Special Evaluations	4
a. Results from ADB's Water Policy Implementation	
b. Operations in Fragile States and Conflict Areas	
c. Effectiveness of ADB's Approach to Roads Development	
d. Developing an Enabling Environment for the Private Sector	
2. Policy and Procedure Evaluations	3
a. Implementation of ADB's Governance and Anticorruption Policies	
b. Effectiveness of ADB's Support for Decentralization	
c. Evaluation of ADB's Accountability Mechanism	
3. Country Assistance Program Evaluations	4
a. Bangladesh	
b. Bhutan	
c. Philippines	
d. Viet Nam	
4. Sector Assistance Program Evaluations	
To be determined	
5. Impact Evaluation Studies	1
Poverty (country to be determined)	
6. Others	1
a. Assessment of DMF Quality	
C. Annual Evaluation Reports	3
1. 2008 Evaluation Review	
(Theme Chapter: Regional Cooperation and Integration)	
2. Annual Report on Loan and TA Portfolio Performance in 2008	
3. Evaluation Highlights of 2008	

ADB = Asian Development Bank, DMF = design and monitoring framework, MTS = medium-term strategy, TA = technical assistance.

Source: ADB. 2006. *OED Work Program for 2007-2009*. Manila.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Improved development effectiveness of the Asian Development Bank (ADB)</p>	<ul style="list-style-type: none"> • Continued positive trend in project performance ratings • Improved quality at entry of projects and programs • Improved quality of country partnership strategy (CPS) papers 	<ul style="list-style-type: none"> • Project completion report and project performance evaluation report ratings • Periodic assessment of the quality of project frameworks • Biannual CPS and project quality-at-entry assessment process 	<p>Assumptions</p> <ul style="list-style-type: none"> • ADB accepts and acts on findings and recommendations. • Dissemination of findings and recommendations is effective. • Findings and recommendations are specific, doable, and monitorable. <p>Risk</p> <ul style="list-style-type: none"> • ADB's operational departments or Development Effectiveness Committee (DEC) members consider recommendations unrealistic or impractical
<p>Outcome Findings and recommendations that are useful and practical to support formulation and implementation of CPSs, sector strategies, policies, and operations</p>	<ul style="list-style-type: none"> • Operational departments in ADB and developing member countries (DMCs) endorse the findings and recommendations in Operations Evaluation Department (OED) evaluation reports • Demonstrated use of evaluation report recommendations in CPSs, strategy and policy papers, and the formulation and implementation of ADB-financed projects and programs • DEC endorsement and Management adoption of recommendations in evaluation reports 	<ul style="list-style-type: none"> • Management responses to evaluation reports • CPSs, strategy and policy papers, reports and recommendations of the President • Report on the follow-up of OED recommendations in the annual review of evaluation activities • Minutes of DEC meetings 	<p>Assumptions</p> <ul style="list-style-type: none"> • Findings and recommendations are well-grounded, practical, and acceptable. • Agencies involved have a clear vision of the outcome of each OED evaluation and how it is to be achieved.
<p>Outputs</p> <ul style="list-style-type: none"> • SES on Achievements of ADB's Long-Term Strategic Framework, 2001—2015 • SES on ADF VIII and IX Replenishments • SES on Linking Quality at Entry and the Project Cycle • SES on ADB's Operations in Support of Law and Justice Reform • SES on the Effectiveness of ADB's Resident Missions • SES on Private Sector Regional Funds • SES on Infrastructure Development and Trade in Central Asia 	<ul style="list-style-type: none"> • Evaluation reports approved for circulation • More hits on evaluation pages in ADB's website; more requests for information 	<ul style="list-style-type: none"> • Evaluation approach papers, and inception and progress reports • Department of External Relations reports 	<p>Assumptions</p> <ul style="list-style-type: none"> • A sense of ownership of each evaluation is achieved in key target audiences. • Key stakeholders are actively involved. • Demand for outputs from evaluation reports is catalyzed. • Activities conducted under each OED study are well-coordinated. • Analyses of opportunities and constraints are carried out in a collaborative manner. • Consultants deliver quality knowledge products. • Engagement of consultants is not delayed.

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<ul style="list-style-type: none"> • SES on Effectiveness of ADB's Operations in Support of Capacity Development • SES on Special Purpose Funds (Non-Japanese) • SAPE in Bangladesh • CAPE Updates and Country Partnership Strategy Completion Report Validations • Support to the Evaluation Cooperation Group • Knowledge Management 			
<p>Activities with Milestones</p> <ul style="list-style-type: none"> • Consultants' reports, back-to-office reports, missions, desk reviews, peer reviews, interdepartmental reviews, surveys, workshops, consultations with governments and other stakeholders, all according to deadlines agreed on in evaluation approach papers 			<p>Inputs</p> <ul style="list-style-type: none"> • \$1.485 million in ADB financing to cover the costs of (i) consulting services from international consultants (55 person-months, intermittently), and national consultants (60 person-months, intermittently); and (ii) surveys and workshops • ADB staff inputs budgeted at 100 person-months of professional staff time

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Cost
Asian Development Bank (ADB) Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	880.0
ii. National Consultants	180.0
b. International and Local Travel	175.0
c. Reports and Communications	10.0
2. Seminars and Workshops ^b	30.0
3. Surveys	50.0
4. Miscellaneous Administration and Support Costs	25.0
5. Contingencies (10% of total base cost)	135.0
Total	1,485.0

^a Financed by ADB's technical assistance funding program.

^b Seminars and workshops are not technical assistance outputs, but are held either to acquire inputs for draft reports or to disseminate results.

Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The consultant requirements for eight special evaluation studies (SEs), one sector assistance program evaluation, and country assistance program evaluation updates and country partnership strategy (CPS) completion report validations are presented here. The terms of reference for the other SEs in the Operations Evaluation Department's (OED) 2007 work program are not yet available.

A. **SES on Achievements of ADB's Long Term Strategic Framework (LTSF), 2001–2015**

2. **Management and Strategy Development Specialist** (international, 2 person-months). The specialist will support the SES of the LTSF. Essentially, he/she will assist the task team in (i) reviewing literature on development trends, challenges, opportunities, and threats in the Asia and Pacific region; (ii) assessing operational outcomes of the LTSF; (iii) carrying out consultations with key ADB stakeholders; and (iv) conducting informal and formal seminars and/or discussions of the approach, findings, and implications of the SES.

3. **Senior Strategy Adviser** (international, 2 person-months). The adviser will support the task team in (i) reviewing the literature on development trends, challenges, opportunities, and threats in the Asia and Pacific region, and strategies and operations of multilateral development banks (MDBs); (ii) carrying out analysis of the strategic positioning and effectiveness of the LTSF options; and (iii) other tasks as requested by the task team leader.

4. **Peer Reviewers** (international, 1 person-month of total input). Two external peer reviewers will review the draft reports prepared by the task team and give independent and constructive comments and suggestions to enhance the content and presentation of the study reports. The peer reviewers will be accomplished development practitioners, and/or former senior executives of MDBs. Each will be assigned to provide a week's input, and will be home-based.

B. **SES on Asian Development Fund (ADF) VIII and IX Replenishments**

5. **International Consultants** (4 person-months of total input). Two consultants will be recruited to (i) assess progress on a number of special topics relevant to current discussions on ADF, which are also of interest to the funding agency community; and (ii) identify lessons and give recommendations for guiding future initiatives and delivery modalities.

6. **National Consultants** (20 person-months of total input). Six consultants will be recruited to (i) assess the performance of ADF interventions in specific case study countries, adopting harmonized criteria developed for the evaluation (i.e., relevance, efficiency, effectiveness, impact, and sustainability); (ii) assess direct and indirect contributions to institutional development, capacity building, and policy reforms in those countries; (iii) assess the contribution of ADF-funded projects and programs to ADB's strategic objectives and overarching goal of poverty reduction in those countries; and (iv) assist in organizing field missions.

C. **SES on Linking Quality at Entry and the Project Cycle**

7. **Project Processing and Institutional Consultants** (international, 2 persons for 7 person-months) The consultants will (i) undertake a literature review on quality at entry (QAE) and the extent to which QAE recommendations have been incorporated into the designs of projects and programs; (ii) devise and test proxies for QAE; (iii) using past records and the

proxies devised and tested, determine trends in QAE; (iv) review current and past business processes to determine key points of the project cycle where QAE interventions can be made; (v) review past recommendations on QAE, such as those of the Task Force on Improving Project Quality; (vi) prepare questionnaires and interview guides to carry out in-depth interviews with staff, consultants, and executing agency personnel active in different stages of the project cycle; (vii) undertake real time interviews at ADB headquarters and in two countries to (a) determine the roles and responsibilities of key headquarters and resident mission (RM) staff, as well as consultants and executing agency personnel; (b) identify any shortcomings or deficiencies in communicating QAE recommendations and policy initiatives to key staff, consultants, and executing agency personnel; (c) make out significant constraints on the implementation of these recommendations and policy initiatives facing key staff, consultants, and executing agency personnel; and (d) suggest simple, feasible measures that might be taken to overcome these constraints; (viii) study the interview results and determine trends based on the point of intervention in the project cycle, the country and sectors concerned, and the source of recommendation or policy initiative; (ix) document the results of the literature review, the overview of QAE, and the interviews conducted; (x) examine findings in light of the review of QAE and the business practice experience of the two agencies selected; (xi) derive recommendations to improve information dissemination to key staff, consultants, and executing agency personnel, and to reduce constraints to implementing recommendations and policy initiatives; (xii) verify the validity of recommendations through a feedback process to interviewees; and (xiii) refine recommendations and assist in the preparation of the final SES report.

8. Business Practices and QAE Consultant (Other Agencies) (international, 2.0 person-months) The consultant will (i) review the business practices of two multilateral development agencies involved in activities similar to ADB's; (ii) examine the project cycle of the two agencies selected to distinguish similarities and differences with ADB; (iii) research studies on business practices and QAE that may have been undertaken by the two agencies selected; (iv) summarize the results of these studies and compare them to the findings of the literature review and interviews conducted by the project processing and institutional consultants; (v) suggest possible improvements or changes in the project cycle and/or business practices that, based on the experience of the other two agencies, might improve the efficiency and effectiveness of ADB's business practices and QAE.

D. SES on ADB's Operations in Support of Law and Justice Reform

10. Law and Legal/Judicial Capacity Development Specialist (international, 2 person-months). The specialist will (i) review the range of TA and loans supporting the development of laws and legal/judicial capacity in relation to ADB's institutional and country-specific strategies to support the elements of participation and predictability as defined in ADB's *Governance: Sound Development Management* (1995); (ii) assess the impact of country-focused and regional capacity development initiatives including the degree of strategic and practical complementarity; (iii) assess the impact of different capacity development approaches; (iv) review the relevance, effectiveness, efficiency, and sustainability of the financing modalities in achieving capacity development impacts and outcomes; (v) undertake case studies to identify key issues and lessons in ADB developing member countries (DMCs) such as Cambodia, Mongolia, and Vanuatu where a number of TA have focused on capacity development in different legal and political settings, and DMCs such as Indonesia and Viet Nam where a stand-alone capacity development TA has been implemented; and (vi) undertake a thematic case study on the impact of advisory and regional TAs specifically focused on building the capacity to address corruption.

11. **Legal Framework Specialist** (international, 2 person-months). The specialist will (i) review the range of TA and loans supporting the development of legal frameworks (laws, regulations, policies) in relation to ADB's institutional and country-specific strategies to support the element of predictability as defined in ADB's *Governance: Sound Development Management*; (ii) assess the impact of country-focused and regional initiatives to support the development of legal frameworks including the degree of strategic and practical complementarity; (iii) undertake case studies to identify issues and lessons in Pakistan where a number of advisory and preparatory TAs were conducted leading to and in support of a policy-based legal and judicial reform program loan, and in the People's Republic of China where a range of stand-alone TAs have supported the formulation of various laws; and (iv) review the relevance, effectiveness, efficiency, and sustainability of ADB financing modalities in achieving impacts and outcomes of a legal framework.

12. **National Consultant** (6 person-months). The consultant will (i) research the experience of other MDBs in supporting the development of legal frameworks; (ii) analyze advisory and regional TAs, project and program loans in the categories of law and judiciary, economic management, environment, finance sector development, and national government administration to identify key institutional, financial, and consulting services, and achievements; and (iii) administer the application of surveys of consultants, executing agencies, and ADB mission leaders including data entry and analysis.

E. SES on Effectiveness of ADB's Resident Missions

13. **Evaluation Specialist** (international, 3 person-months). To assist the task team, the specialist will (i) review documents produced by ADB departments and offices, including OED's 2001 SES [Interim Report] on ADB RMs, 2002 Review of Progress in Implementation of the Resident Mission Policy undertaken by the Strategy and Policy Department (SPD) and the Budget, Personnel, and Management Systems Department (BPMSD), and other procedures, policies, and guidelines relating to RMs; (ii) analyze the methodology and approach of the study, and refine it as required, on the basis of the inception mission/initial investigations; (iii) prepare and conduct questionnaire surveys of key informants and analyze the results of the surveys; guide the work of the national consultant in setting up the initial survey contact databases and analysis databases; and together with the task manager, liaise closely with SPD and BPMSD to ensure that the surveys cover their respective areas of concern; (iv) visit two RMs to discuss with RM staff, executing agencies/implementing agencies concerned, and other stakeholders the strengths and weaknesses of the RMs; (v) carry out the field survey, gather field data, and interpret results to assess overall performance in each RM visited; and prepare a summary of the findings and recommendations for each country visited; (vi) assess the relevance, effectiveness, efficiency, and sustainability of RMs in delivering services to clients; (vii) assess the current role and functions of resident offices of other funding agencies, in particular those of the World Bank, in the DMCs concerned through literature review and field visits (as part of the field visits to selected RMs); and (viii) prepare a draft final report and revise it as required.

14. **Strategic Management Specialist** (international, 2 person-months). The specialist will assist the task team, specifically he/she (i) review policies, guidelines, and other documents on RMs produced by ADB departments and offices; (ii) meet with relevant management-level staff to better understand the strategic and underlying issues that need to be addressed in the study; (iii) review the preliminary methodology and approach of the study, and make suggestions for improving them; (iv) prepare a short briefing paper to submit to OED management, highlighting the strategic issues that need to be considered during the study; (v) using data collected by the national management specialist and other information, undertake a brief comparative assessment of resident offices of other aid agencies, in particular those of the World Bank, in the DMCs concerned and draw relevant lessons for RMs; (vi) taking account of the results of the

retrospective analysis of RMs, assessment of RM functions, comparative assessment, before-and-after assessment, and survey/interview results, analyze the strategic options facing ADB in ensuring continued effectiveness of RMs and formulate appropriate lessons and recommendations; (vii) assist the task manager to develop story lines and present them to internal ADB stakeholders (including staff of OED, SPD, BPMSD, regional departments, and RMs) through meetings, brown-bag seminars, video conferences, etc.; and (viii) assist in preparing the issues, lessons, and recommendations section of the draft final study report for submission to OED management, and make revisions as required.

15. **Survey Specialist** (national, 3 person-months). The specialist will (i) develop the contact databases for each of the three surveys (partner, RM, and headquarters operational staff); (ii) take the lead in disseminating, following up, and collecting survey questionnaires; (iii) develop a database of survey results, and update the same based on received survey returns; (iv) analyze the survey results and prepare a draft survey appendix complete with summary survey tables; and (v) prepare tables, charts, and figures for the study report based on the survey appendix.

16. **Data Management Specialist** (national, 5.5 person-months). The specialist will (i) assist the international specialist and headquarters team in identifying, gathering, and reviewing alternative sources of information for the study; (ii) contribute to the retrospective analysis by preparing profiles of RMs for use by the international specialist and providing specific data on organization, performance indicators, standard/specific functions, nonlending operations, institutional aspects, and lessons; (iii) contribute to the RM functions assessment by developing the rating spreadsheets based on the evaluation criteria, subcriteria, and indicators; (iv) as part of the comparative assessment, research on RMs of the World Bank and other key MDBs and prepare a draft comparative study based on key areas to be identified; (v) contribute to the before-and-after assessment by preparing tables and charts showing the change in RM functions in selected countries for the case studies; and (vi) assist the international consultant and OED staff in preparing the draft and final study report on the effectiveness of the RMs.

F. SES on Private Sector Regional Funds

17. **International Consultant** (6 person-months). The consultant will assist the SES task manager, specifically he/she will (i) review in ADB headquarters background reports on the investment funds operations (IFO) activities, help prepare a conceptual framework for evaluating the funds, help select a representative list of IFOs, and develop a program to visit selected IFOs in consultation with OED; (ii) review the investment climate in the countries and sectors where the funds are operating, prepare an assessment of the development and financial performance of the IFOs, and identify any potential issues or opportunities for improvement in regard to ADB management of IFOs; (iii) evaluate/rate the performance of matured/completed and active funds where ADB has participated, following ADB's *Guidelines for Evaluating Nonsovereign and Private Sector Operations*; (iv) assess the performance of ADB's Private Sector Operations Department in fund management operations in the light of the issues identified in the field visits, and fund management best practices; and (v) draw conclusions and lessons, and make recommendations for ADB's future operations.

G. SES on Infrastructure Development and Trade in Central Asia

18. **Program Evaluation Specialist** (international, 4 person-months). The specialist should have experience in undertaking country program evaluations, strategic planning at the regional and country levels, as well as in assessing the performance of projects, programs, and technical assistance across a number of sectors. To support the task manager, the specialist will (i) review relevant background documentation on the Central Asia region, including all Central Asia Regional Economic Cooperation (CAREC) member countries; (ii) review and discuss the

methodology and approach of the study, and refine it as required, on the basis of the reconnaissance mission/initial investigations; (iii) analyze interim and full country operational strategies, identify key issues in relation to the quality of the strategies, and interview key informants in CAREC countries on issues that arise from the country strategy assessments; (iv) assess if and how the country operational strategies were translated into effective operational programs. Otherwise, identify key weaknesses and develop field instruments to collect relevant data to assess the effects of an inadequate link between strategy and operational programs; (v) review documentation on the strategies and operational programs of other development partners to assess if and how ADB's country strategies and operational programs complemented those of other development partners; (vi) identify key issues for discussion with other development partners, conduct key informant interviews with development partners resident in CAREC countries, and e-mail those outside CAREC countries; (vii) review documentation on the operational programs (design and implementation/progress reports) to identify (a) implementation issues, i.e., factors that have affected project performance, to draw lessons for the future program; and (b) performance indicators, including baseline information and targets, to design instruments for assessing outcomes to date; (viii) identify, recruit, train, and supervise national consultants to undertake fieldwork such as focus group discussions, including an assessment of ADB's performance compared with that of other development partners, and surveys in project areas to gauge satisfaction or issues among people affected by projects; and collect information on other development projects in the same areas; (ix) together with the field team, prepare and test field instruments, and supervise collection of data by national researchers and enumerators; (x) prepare draft interim reports on the work of other development partners and on fieldwork to assess initial outcomes of ADB's assistance program; (xi) hold periodic briefing sessions with stakeholders in CAREC countries and ADB to keep them updated on initial findings; and (xii) prepare the draft final study report and make revisions as required.

19. **National Consultants** (1 person-month for each of 5 countries). Five national consultants will be recruited, one in each of the five main CAREC member countries (Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, and Uzbekistan), to (i) undertake fieldwork including focus group discussions, a comparative assessment of ADB's performance and that of other development partners, and surveys in project areas to gauge satisfaction or issues of people affected by projects; and (ii) collect information on other development projects in the same areas.

H. SES on Effectiveness of ADB's Operations in Support of Capacity Development

20. **International Consultants** (4 consultants at 2 person-months each). The study will select three countries, (Cambodia, Nepal, and Philippines) in different regions as case studies. The study will require a capacity development specialist, a road sector specialist, an education sector specialist, and a public financial management or water supply sector specialist. The terms of reference for the international sector consultants will be the same, whereas the terms of reference for the capacity development specialist will be different from those of the rest. Each international sector consultant will (i) conduct preparatory work by reviewing relevant documents/reports; (ii) actively participate in missions in the three countries; (iii) work closely with the capacity development specialist and national counterpart in each of the three countries to prepare a set of structured questionnaires for client/beneficiary surveys in his/her assigned sector/organization(s), and guide the national counterpart to translate the questionnaires into the native language; (iv) work closely with the national counterpart in each country to conduct client/beneficiary surveys in his/her assigned sector/organization(s) to collect primary data from beneficiaries; (v) work closely with the capacity development specialist and national counterpart in each country to prepare a set of nonstructured questions for nonstructured discussions in his/her assigned sector/organization(s), and guide the national counterpart to translate the

questions list into the native language; (vi) work closely with the national counterpart in each country to conduct nonstructured discussions (e.g., focus group discussions, key informant interviews, and field visits (observations) in his/her assigned sector/organization(s) to collect additional primary data from relevant stakeholder groups; (vii) work closely with the capacity development specialist and national counterpart to collect relevant secondary data; (viii) guide the national counterpart in processing and tabulating the primary and secondary data collected to be used in the analysis; (ix) by the end of each of the three missions, prepare a draft evaluation report per country to assess/address all the issues raised in the approach paper in his/her assigned sector; and (x) revise each of the three draft reports to incorporate comments and suggestions.

21. The capacity development specialist will (i) conduct preparatory work by reviewing relevant documents/reports; (ii) actively participate in the missions in the three countries; (iii) work closely with the international sector specialists to prepare sets of structured questionnaires for client/beneficiary surveys of the assigned sectors/organizations in the three countries to ensure that the questionnaires capture detailed community development indicators at four community development levels: individual, organization, sector or network of organizations, and institutional/external or the enabling environment levels; (iv) assist the international sector specialists to conduct client/beneficiary surveys in the assigned sectors/organizations in the three countries; (v) work closely with all the international sector specialists to prepare nonstructured lists of questions for discussion in all assigned sectors/organizations in the three countries; (vi) assist the international sector specialists to conduct nonstructured discussions (e.g., focus group discussions, key informant interviews, and field visits/observations) in the assigned sectors/organizations in the three countries; (vii) using the community development methodology conceptualized in the study, work closely with the international sector specialists to identify the following: (a) community development outputs and outcomes achieved at the first three community development levels (individual, organization, and sector or network of organizations) in each of the assigned sectors; (b) institutional/external or the enabling environment factors (at the fourth community development level) which acted as constraints/incentives to achieving community development outputs and outcomes at the first three community development levels in each assigned sector; (c) design/quality-at-entry factors (both within and beyond ADB control), which acted as constraints/incentives to achieving community development outputs and outcomes at the first three community development levels in each assigned sector; (d) implementation factors (both within and beyond ADB control), which acted as constraints/incentives to achieving community development outputs and outcomes at the first three community development levels in each assigned sector; and (e) lessons and recommendations to improve the design and performance of future ADB capacity development interventions in each assigned sector; (viii) work closely with his/her national counterpart in each of the three countries to prepare sets of nonstructured lists of questions for nonstructured discussions with key policy agencies whose policies tended to act as institutional external constraints/incentives to achieving community development outputs and outcomes in the assigned sectors in the three countries; (ix) conduct nonstructured discussions (e.g., focus group discussions, key informant interviews, and field visits/observations) with those key agencies in each of the three countries to (a) identify institutional/external or the enabling environment factors that might act as constraints/incentives to the achievement of community development outputs and outcomes in the assigned sectors, and (b) conduct policy dialogue on how to improve such institutional environment; (x) guide the national counterparts in collecting relevant secondary data/information at the institutional and external or enabling environment level and in processing and tabulating primary and secondary data and information collected to be used in the analysis; (xi) by the end of each of the three missions, prepare a draft evaluation report per country, which will synthesize the findings and recommendations of the drafts prepared by the international sector specialists; (xii) integrate the three drafts of the three countries into an overall draft, using the community development methodology and the

guidelines for the study; (xiii) summarize the integrated draft into a shorter version; and (xiv) revise both the long and summary versions of the integrated drafts to incorporate comments and suggestions.

22. **National Consultants** (4 persons for each country for 0.5 person-month each). For each country covered, the study will require a community development specialist, a road sector specialist, an education sector specialist, and a public financial management or water supply sector specialist. The consultants will (i) provide logistic/administrative support (e.g., actively participate in the mission, make appointments and communications, make transport arrangements within the capital and for field visits, organize meetings and workshops, and attend meetings and workshops); (ii) review relevant documents/reports; (iii) assist the international counterpart to prepare a set of structured questionnaires for client/beneficiary surveys in his/her assigned sector/organization(s), and translate the questionnaires into the native language; (iv) assist the international counterpart to conduct client/beneficiary surveys in his/her assigned sector/organization to collect primary data/information from beneficiaries; (v) assist the international counterpart to prepare and translate a set of nonstructured questions for nonstructured discussions; (vi) assist the international counterpart to conduct nonstructured discussions (e.g., focus group discussions, key informant interviews, and field visits/observations) to collect additional primary data/information from relevant stakeholder groups; (vii) collect relevant secondary data/information under the guidance of the international counterpart; and (viii) process and tabulate the primary and secondary data/information collected under the guidance of the international counterpart.

I. **Sector Assistance Program Evaluation of ADB Assistance to Bangladesh**

23. **Sector Specialist** (international, 3 person-months) and **Sector Economist** (international, 2 person-months). The sector will be determined in consultation with the World Bank, Department for International Development (DFID) of the United Kingdom, and Japan Bank for International Cooperation (JBIC). The specialists will provide technical and analytical inputs in evaluating the relevance, effectiveness, efficiency, and sustainability of ADB's operations in the sector. The consultants will (i) from (a) their knowledge of the sector; (b) a review of reports relating to ADB's strategy, projects, and policy dialogue for the sector in the country; (c) a review of selected ADB-assisted sector projects and project information collected by national consultants; (d) a review of other materials relating to the sector; (e) discussions with staff of government agencies and ADB's development partners, contractors, consultants, end users; and (f) knowledge of ADB's guidelines for project performance evaluation, assess the relevance, effectiveness, efficiency, and sustainability of ADB's sector program, and achievement of broader impacts from the development assistance, with particular attention to those relevant to the Millennium Development Goals and capacity development needs; (ii) to the extent possible, draw causal links between outcomes and the design and implementation of the projects, TA, and policy dialogue; (iii) assess the quality of ADB's analytical work and project preparation; (iv) suggest sets of monitoring indicators and data collection arrangements considered useful for typical ADB loan and TA projects in the sector; (v) evaluate a selection of sector projects that have received ADB assistance as required, based on key informant interviews, focus group discussions and collection of data from primary and secondary sources; (vi) assess the appropriateness of ADB's safeguards against corruption as built into procurement and monitoring arrangements, and whether corruption is likely to adversely affect the achievement of results in the sector; (vii) based on data to be acquired from sector surveys and from a review of project completion and project performance audit reports, identify and, to the extent possible, quantify the broader impacts of ADB's assistance to the sector; (viii) compare development costs for comparable sector outputs under different funding arrangements, including ADB funding, other external funding, and domestic funding, and across countries in the region; (ix) review data on the financial and economic sustainability of sector

projects in the country, identify issues that affect such sustainability, and propose approaches to resolve them; and (x) compile data on funding for maintenance over time, and assess the reasonableness of such funding compared with needs.

24. **National Consultants** (6 person-months of total input). A sector analyst and a socioeconomic impact analyst will be engaged, each for 3 person-months. The task involves collecting data and analyzing them to document changes and impacts due to sector assistance through ADB-financed projects. The analysis will cover economic, social, cultural, environmental, and gender impacts of sector assistance on overall poverty reduction and attainment of the Millennium Development Goals, including impacts on the disadvantaged, the vulnerable, and ethnic minority population. The consultants will visit sector project sites at local, district, provincial, and national levels and conduct key informant interviews, focus group discussions, and structured or semistructured surveys with relevant stakeholder groups.

J. Country Assistance Program Evaluation Updates and Country Partnership Strategy Completion Report Validations¹

25. **International Consultants** (6 person-months of total input). For country assistance program evaluation updates, the consultants will (i) assess the suitability of the respective country partnership strategies (CPSs) with regard to country context and alignment with national poverty reduction strategy or national development plans; (ii) examine the quality of previous strategies and their preparation and implementation; (iii) investigate the link between the strategies and the operational programs; (iv) review coordination and cooperation with other development partners; (v) take stock of synergies between individual assistance efforts; and (vi) evaluate outcomes and impact of completed and ongoing programs. For CPS completion report validations, the consultants will (i) summarize the CPS completion report; (ii) present an overview of the relevance and implementation of ADB strategies and programs; (iii) assess and rate the achievement of CPS objectives and the delivery of core sectors and crosscutting/thematic programs; (iv) comment on ADB's institutional positioning and performance; (v) deliver a general overall assessment of the CPS completion report; and (vi) identify important issues and lessons identified in the operation of the country assistance program.

¹ These are generic terms of reference that will be detailed in due course with attention to country requirements.