



# Regional Technical Assistance Report

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Project Number: 39283  
June 2008

## Selected Evaluation Studies for 2008

## ABBREVIATIONS

ADB	–	Asian Development Bank
ANR	–	agriculture and natural resources
CAPE	–	country assistance program evaluation
CPS	–	country partnership strategy
DEC	–	Development Effectiveness Committee
DMC	–	developing member country
EA	–	executing agency
EBRD	–	European Bank for Reconstruction and Development
Norad	–	Norwegian Agency for Development Cooperation
OECD-DAC	–	Organisation for Economic Co-operation and Development Development Assistance Committee
OED	–	Operations Evaluation Department
PPP	–	public-private partnership
SAPE	–	sector assistance program evaluation
SES	–	special evaluation study
TA	–	technical assistance

## TECHNICAL ASSISTANCE CLASSIFICATION

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

## NOTE

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

<b>Director General</b>	H. Satish Rao, Operations Evaluation Department (OED)
<b>Director</b>	R.B. Adhikari, Operations Evaluation Division 2, OED
<b>Team leader</b>	R. Lumain, Senior Evaluation Officer, OED
<b>Team member</b>	J. Tubadeza, Senior Evaluation Officer, OED
	I. Garganta, Evaluation Assistant, OED

## I. INTRODUCTION

1. Independent evaluation at the Asian Development Bank (ADB) has evolved over time. In response to a broader mandate for systematic and impartial assessments on the development effectiveness of ADB operations, the Operations Evaluation Department (OED) has made efforts to ensure that its evaluation program is strategic and integrated.<sup>1</sup> It has (i) focused its 3-year rolling work program on priority areas, and (ii) moved to capture synergies with the operations departments of ADB. OED's 3-year work programs are developed based on discussions with the Development Effectiveness Committee (DEC) of ADB's Board of Directors, ADB Management, and operations and central departments, and take into account the issues of relevance to developing member countries (DMCs) and the current institutional priorities. The DEC, which provides overall guidance to OED, endorsed OED's work program for 2008–2010 on 18 October 2007. The work program was approved by the Board of Directors on 7 December 2007.<sup>2</sup>

2. For 2008–2010, OED will continue to ensure that topics in its work program are strategically relevant to ADB and its DMCs and sequenced properly so that feedback is provided in a timely manner. It will undertake more broad evaluations of groups of sector or country operations and institutional development issues, themes, approaches, and policies. OED will also seek to consolidate its evaluation methods including (i) strengthening the validation process of all project/program completion reports and country partnership strategy (CPS) completion reports, (ii) enhancing the evaluative content of its annual reports, and (iii) preparing or strengthening its evaluation guidelines. Lastly, it will carry on promoting knowledge development and management through the dissemination of evaluation findings and recommendations in accessible and digestible ways.

3. OED's work program is presented in Appendix 1. The 2008 work program comprises 49 major evaluation reports and studies (including 11 studies carried over from previous year's program). Of these, forty are deliverables in 2008: 3 annual evaluation reports, 1 regional cooperation program evaluation, 2 country assistance program evaluations, 1 CPS completion report validation, 4 sector assistance program evaluations (SAPEs), 9 special evaluation studies (SESs), 3 evaluation updates/briefs, and project/program/technical assistance performance evaluations in the public sector (11) and the private sector (6).

## II. ISSUES

4. Evaluation in ADB has evolved in response to the institution's changing focus. Over the years, this has evolved to cover the entire results chain of inputs, outputs, outcomes, impacts and their sustainability. The focus of evaluation studies has shifted from the project to the country or regional level while drawing from purposeful sector and thematic assessments and evaluations of ADB's business processes. The full mix of lending and non-lending services that make up country assistance programs has become the dominant preoccupation of broader evaluations (i.e., corporate evaluations, country and sector assistance evaluations, thematic

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<sup>1</sup> OED's functions are to (i) assess the performance of completed projects and programs; (ii) review and validate self-evaluation activities of operations 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 DMCs; and (vi) harmonize evaluation practices and share evaluation experience with other multilateral development banks through the Evaluation Cooperation Group. See also ADB Operations Manual K1: Operations Evaluation (Date of Issue: 26 March 2008).

<sup>2</sup> OED's work program is available at <http://www.adb.org/oed/workprograms.asp>.

evaluations, and rigorous impact evaluations), with priority attention to relevance, efficiency, effectiveness, and sustainability.<sup>3</sup>

5. The OED work program is being structured to emphasize organizational learning in a more clearly defined results architecture and framework. Evaluations will be user-centric and situationally responsive. OED will also seek a deeper understanding of the users of recommendations and audiences since evaluations address a variety of information needs, whether operational or developmental. New knowledge products and services are being designed, tailored to specific audiences.<sup>4</sup>

6. Since 1997, broader evaluations, promotion and dissemination of evaluation products, and OED participation in the activities of the Evaluation Cooperation Group, have been financed through technical assistance (TA).<sup>5</sup> Broader evaluations, which are multi-activity, multi-country, multi-sector in nature, are more complex and have benefited from this responsive approach in providing consulting and other services. Other components of OED's work program, in particular preparation of traditional project or program performance evaluation reports, have been funded from ADB's internal administrative expense budget. This pattern of resource use will continue in 2008. An allocation of about \$1.4 million for a regional TA is included in the indicative planning figures for 2008.<sup>6</sup> Selected evaluation studies to be financed under this TA will cover the 2008 and 2009 work programs of OED.<sup>7</sup>

### III. THE PROPOSED TECHNICAL ASSISTANCE

#### A. Impact and Outcome

7. The impact of the TA is to help ADB, as a learning institution, to continuously improve the development effectiveness of its operations and be accountable to its stakeholders. The outcome will be timely and practical findings and recommendations to support the formulation and implementation of new policies and procedures, country partnership strategies, and operations and business plans, and projects. The design and monitoring framework is in Appendix 2.

#### B. Methodology and Key Activities

8. An evaluation approach paper outlining the scope, methodology, resource requirements, and terms of reference (TOR) will be prepared for each of the broad evaluations before consultants are engaged and the studies begun. The views of relevant ADB staff and Government entities will be sought and reflected, as appropriate, in the final version of the

<sup>3</sup> To improve consistency and quality, guidelines for the evaluation of public sector projects, program loans, technical assistance (February 2006), country assistance programs (February 2006), and private sector operations (February 2007) have been issued.

<sup>4</sup> The Knowledge Management Unit of OED was established in 2007.

<sup>5</sup> From 1997 to 2007, a total of 13 umbrella TA grants have been administered by OED. Of the thirteen, eight TAs have been closed and another two substantially completed. These financed preparation of 64 broader evaluations (or at least 60% of major evaluations completed from 1997 to 2007) comprising 16 impact evaluations, 34 special evaluation studies, 11 country assistance program evaluations, and 3 sector assistance program evaluations. Meanwhile, two of three ongoing TAs also provide support to evaluation studies under the 2008 work program.

<sup>6</sup> Kuroda, H. 2008. Memorandum: Operational Resource Parameters 2008. Manila: ADB. In addition to OED's original 2008 TA resource allocation, a further \$93,000 will be available through TA savings (Head, A. 2008. Memorandum: Arrangements on TA Savings and Cancellations in 2008 and Reallocation of TA Savings to 2008 Planning Figure. Manila: ADB).

<sup>7</sup> The TA first appeared in the business opportunities section of ADB's website on 3 December 2007.

study. The scope and focus of the studies and other activities, as currently envisaged, are described below.

9. **Country Assistance Program Evaluation.** OED is set to undertake a second country assistance program evaluation (CAPE) for several countries including Cambodia, Indonesia, Nepal, and Viet Nam. The CAPEs will assess the development effectiveness of ADB's completed and continuing program and operations in light of economic, sector, institutional, and political changes that have taken place since the last CAPE.<sup>8</sup> It will also give attention to ADB operations effectiveness in complementing other development partners. Based on these findings, it will derive lessons and good practices to provide ADB and the country with a basis for deciding on changes in the future CPS.

10. **Decentralization in Indonesia.** The study will evaluate the performance of ADB assistance in relation to decentralization, keeping in mind the institutional and policy changes that have taken place in Indonesia since the last CAPE, which was prepared in 2005. It will assess (i) the impact of decentralization on ADB country assistance strategies and programs, and its response; (ii) institutional issues affecting implementation; (iii) critical factors affecting executing agency capacity and performance at each government level, and related capacity development efforts; and (iv) the development effectiveness of ADB assistance for strengthening public sector management capacity. It will also recommend how to improve support for decentralization in Indonesia. The evaluation findings will feed into the preparation of the CAPE and the next CPS.

11. **Agriculture and Natural Resources SAPE in Nepal.** The SAPE will assess the performance of ADB's assistance strategies and programs, and derive implications for future strategies to support the agriculture and natural resources (ANR) sector. It will also (i) assess ADB contributions to rural livelihoods and poverty reduction; (ii) examine how ADB support is interlinked for synergy across linked sectors (e.g., rural roads in terms of access to markets); (iii) assess the linkages across regional TA support for ANR research to country operations; and (iv) identify lessons and recommendations for ADB's future operations in the sector. The findings will feed into the second CAPE on Nepal, which will provide inputs to the next CPS.

12. **SAPes on the Energy and Transport Sectors in Viet Nam.** ADB assistance to the energy and transport sectors of Viet Nam accounts for about half of cumulative lending at the end of 2007 and comprises about two thirds of the firm lending pipeline for 2008–2010. These SAPes will assess the performance of ADB's assistance strategies and programs to the energy and transport sectors. Particular attention will be given to (i) value addition and the development effectiveness of the energy and transport sectors from ADB operations in Viet Nam in view of its rapid growth, and (ii) ADB's management of its relationship with the Government in these sectors. It will examine performance of completed and ongoing assistance operations, and derive lessons and good practices to guide ADB's future strategy and implementation in Viet Nam. The findings and recommendations will provide key inputs to the CAPE and the next CPS.

13. **Urban Sector SAPE in Viet Nam.** The SAPE aims to (i) provide a comprehensive and independent assessment of the impact of ADB assistance on the sector's development and financial performance, as well as on its wider impacts on economic development and poverty reduction; (ii) identify lessons from the past 12 years of ADB assistance in the sector; and (iii) identify key challenges facing the sector, and strategies to move forward for ADB's program.

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<sup>8</sup> Every CAPE study would include as appropriate: (i) a desk review of country programming and project files, reports, and documents; (ii) data collection and analysis; (iii) key informant interviews; (iv) focus group discussions; (v) field visits; (vi) benefit monitoring and evaluation and project performance management report review, (vii) counterfactual evidence collection; and (viii) gathering of photographic evidence.

The study will include, among others, (i) a desk review of project files, reports, and documents; (ii) data collection and analysis, in particular of health and socioeconomic data; (iii) key informant interviews; (iv) field visits and focus group discussions; and (v) counterfactual evidence collection.

14. **SES on Effectiveness of ADB Assistance to Rural Connectivity and Inclusive Development.** Past OED evaluation findings suggest that rural roads are necessary but not sufficient condition for reducing poverty. On the other hand, there is a need to analyze and report backward and forward development linkages caused by improved rural connectivity. This study will assess the relevance, effectiveness, efficiency, sustainability, and likely impacts of ADB assistance in improving rural connectivity (i.e., rural roads and market infrastructure) and inclusive development. It will be based on a case study approach, and a value chain analysis framework will be adopted to assess backward and forward linkages to both economic and social services. It is expected to contribute to parallel CAPE studies as well as stimulate policy debate within ADB.

15. **SES on ADB Support for Public-Private Partnerships for Infrastructure and Non-Infrastructure Services.** This SES will follow up on an ongoing public-private partnership (PPP) study on the infrastructure sectors to evaluate ADB's experiences and lessons. It will help identify ways to enhance ADB's contribution to support private sector development through the use of PPP instruments. The phase 2 SES will encompass both infrastructure and non-infrastructure sectors, including health and education among others. The final report will comprise a synthesis of issues, lessons, and recommendations drawn from intermediate evaluations on ADB's public and private sector PPP operations. The detailed scope and timing of this SES will be determined after completion of the ongoing PPP study (phase 1).

16. **SES on Effectiveness of TA Support in Environmental Management.** The SES will assess ADB support to capacity development in environmental management. The meta-evaluation will essentially build on past studies in environment management by OED, in particular from TA performance evaluation and SES reports.

17. **SES on the Effectiveness of Selected Knowledge Products.** The SES will examine the relevance, efficiency, and impact of selected ADB knowledge products. It will undertake case studies of 4–5 key knowledge products produced by ADB to identify underlying systemic challenges and opportunities.

18. **Rigorous Impact Evaluation.** OED completed its first rigorous impact evaluation in 2007. Bearing in mind that rigorous impact evaluations are demanding in terms of time and resources, OED is committed to conducting one rigorous impact evaluation annually. For the 2008 work program, it has identified the Punjab Rural/Community Water Supply and Sanitation Sector Project in Pakistan. The study will (i) contribute to a better understanding of project level impacts (e.g., health, income, and girls' education) resulting from ADB assistance in water and sanitation for use in future project/sector intervention in DMCs; and (ii) build in-house capacity in conducting rigorous impact evaluation for subsequent studies in 2009 and onwards.

19. **Knowledge Management.** The experience and knowledge that ADB has gained are its most important organizational assets. In 2008, following the audit of the lessons architecture conducted in 2007, OED will accentuate knowledge sharing and learning with other departments, DMCs, and the international evaluation community. It will disseminate the knowledge products developed, e.g., Learning Curves and Success Rates series (2007) and Sector Summation series (2008). OED will engage consulting services to strengthen international networking, knowledge capture and storage, and other related work.

20. **Joint Evaluations.** OED will carry out two joint evaluations under this regional TA (out of the three programmed for 2008 with partner development agencies – Appendix 3).

### **C. Cost and Financing**

21. The cost of the TA is estimated at \$1.493 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 4.

### **D. Implementation Arrangements**

22. ADB will be the Executing Agency for the TA, which will be implemented and supervised by OED. Based on experience with similar studies in the past, about 40 person-months of international and about 70 person-months of national consulting services will be required. Outline terms of reference are in Appendix 5. Detailed terms of reference will be developed in the evaluation approach papers before action is taken to engage consultants. Except as specified in paragraph 23 below, consultants will be engaged in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time).

23. ADB will provide an amount not exceeding \$50,000 for a Joint Agency Evaluation of Anticorruption Efforts, which is funded jointly by five other agencies, including the Norwegian Agency for Development Cooperation (Norad) (para. 20). ADB will enter into an agreement with Norad, the lead implementing agency. Consultants for this joint evaluation will be recruited and administered by Norad following its procedures but acceptable to all participating development agencies. As this evaluation will be global in scope and the contributions of all participants are made on a joint basis, it is possible that the successful consulting firm and some of the individual consultants may not be from an ADB member country. Accordingly, it is recommended in paragraph 26 below that the Board of Directors approve an exception to the procurement restrictions provided under Article 14 (ix) of the Charter for the joint agency evaluation of anti-corruption efforts.

24. The TA will start in July 2008 and will be completed in December 2010. Implementation arrangements will be flexible enough to allow changes should OED's work program be altered, including as needed to respond to priorities under the long-term strategic framework, 2008–2020 (Strategy 2020)<sup>9</sup> and the Asian Development Fund X.

## **IV. RECOMMENDATION**

25. It is recommended that the Board approve the provision of technical assistance not exceeding the equivalent of \$1,493,000 on a grant basis for Selected Evaluation Studies for 2008.

26. To facilitate ADB cooperation with Norad during the phase 2 country assessments of the joint evaluation on anti-corruption efforts, it is recommended that the Board approve: (i) the selection and recruitment of consultants for the Joint Agency Evaluation of Anticorruption Efforts referred to in paragraph 23 above in accordance with the rules and procedures of Norad; and (ii) by a vote of the Directors representing not less than two thirds of the total voting power of the members, the procurement of consulting services for the Joint Agency Evaluation of Anticorruption Efforts referred to in paragraph 23 above in ADB member and non-member countries.

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<sup>9</sup> ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008-2020*. Manila.

## EVALUATION WORK PROGRAM, 2008–2010

### Table A1.1: 2008 Work Program

Category	Budget Source
<b>A. Annual Evaluation Reports (3)</b>	
1. <i>2008 Evaluation Review (Theme Chapter: Lessons from CAPEs)</i>	IAE
2. <i>Annual Report on Portfolio Performance in 2007</i>	IAE
3. <i>Acting on Recommendations and Learning from Lessons</i>	—
<b>B. Evaluation Studies (25)</b>	
<b>1. Evaluation of Regional Cooperation and Integration Strategies (1)</b>	
a. <i>Regional Cooperation in the Greater Mekong Subregion<sup>a</sup></i>	IAE/TA 6399
<b>2. Country Assistance Program Evaluations (4)</b>	
a. <i>Mongolia<sup>b</sup> and Philippines<sup>c</sup></i>	IAE/TA 6399
b. <i>Nepal and Viet Nam<sup>d</sup></i>	RETA
<b>3. Country Partnership Strategy Completion Report Validations (1)</b>	IAE
<b>4. Sector Assistance Program Evaluations (7)</b>	
a. <i>Urban Services in Bangladesh</i>	TA 6399
b. <i>Education in Bangladesh<sup>e</sup></i>	TA 6399
c. <i>ADB's Agriculture and Natural Resources (ANR) Sector Operations in Nepal</i>	RETA
d. <i>ADB Operations in Support of Urban Services in Viet Nam</i>	RETA
e. <i>Energy Sector in Viet Nam<sup>f</sup></i>	RETA
f. <i>Transport Sector in Viet Nam<sup>f</sup></i>	RETA
g. <i>Decentralization in Indonesia<sup>f</sup></i>	RETA
<b>5. Special Thematic Evaluations<sup>g</sup> (10)</b>	
a. <i>Assistance to Water Supply Sector in Metro Manila<sup>e</sup></i>	IAE
b. <i>Private Sector Investment Funds<sup>e</sup></i>	IAE
c. <i>ADB Support for Domestic Capital Market Development<sup>e</sup></i>	TA 6169
d. <i>Effectiveness of ADB Operations in Support of Capacity Development<sup>e</sup></i>	TA 6399
e. <i>Evaluation of Poverty Funds<sup>e</sup></i>	TA 6399
f. <i>ADB Support for Public-Private Partnerships for Infrastructure</i>	TA 6399
g. <i>Effectiveness of ADB Operations in Support of Law and Justice Reform<sup>e</sup></i>	IAE
h. <i>ADB Support for Public Financial Management &amp; Public Sector Reform in the Pacific</i>	TA 6399
i. <i>Effectiveness of ADB Assistance to Rural Connectivity and Inclusive Development</i>	RETA
j. <i>Effectiveness of TA Support in Environmental Management</i>	RETA
<b>6. Policy and Procedure Evaluations<sup>h</sup> (2)</b>	
a. <i>Project Performance and Project Cycle<sup>e</sup></i>	TA 6399
b. <i>Effectiveness of Selected ADB Knowledge Products and Services</i>	RETA
<b>C. Evaluation Updates and Briefs (3)</b>	IAE
a. <i>Lessons &amp; Good Practices in ADB's Assistance in Financial Intermediation in DMCs</i>	—
b. <i>Update of SES on Policy Implementation and Impact of ANR Research (2000)</i>	—
c. <i>Issues and Lessons from Middle Income Country Evaluations</i>	—
<b>D. Rigorous Impact Evaluation (1)</b>	
1. <i>Punjab/Rural Community Water Supply and Sanitation Project in Pakistan</i>	RETA
<b>E. Real Time Evaluations</b>	IAE
1. <i>Assessment of Design and Monitoring Framework Quality</i>	—
2. <i>ADB's Multitranche Financing Facility: A Preliminary Assessment</i>	—
3. <i>Evaluation Case Studies of Procurement &amp; Consultant Recruitment</i>	—

Category	Budget Source
4. Selective Participation in Review Missions (i.e., midterm, CPS, and country portfolio)	—
<b>F. Project/Program/TA Performance Evaluation Reports</b> (17 PPERs/TPER)	IAE
<b>1. Public Sector Operations</b> (10 reports)	—
<i>Agriculture and Natural Resources (2); Education (1); Finance (2); Law, Economic Management, and Public Policy (2); Transport/Roads (2); Water Supply (1)</i>	—
<b>2. Private Sector Operations</b> (6 reports)	—
<i>Energy (1), Finance (3)<sup>e</sup>, Transport/Ports (1), Water Supply (1)</i>	—
<b>3. Technical Assistance</b> (1 report)	—
<i>a. Selected South Asia Environmental TA</i>	—
<b>G. Project Completion Report Validation</b> (60 completion reports validated)	IAE
<b>H. Knowledge Products</b>	RETA
1. Continuation of Learning Curve and Success Rate series	—
2. Introduce Sector Summation Series	—
3. Upgrading of Evaluation Website	—
4. Is ADB becoming a learning organization? Utilization of OED Findings	—
<b>I. Evaluation Guidelines</b>	IAE
1. Revision of CAPE Guidelines	—
2. Development of SAPE Guidelines	—
3. Guidelines for CPS Completion Report Validation Report Preparation	—
<b>J. Evaluation Capacity Development</b>	TA 4581/ TA 6410
<b>K. International Networking</b>	RETA
1. Evaluation Cooperation Group Activities	—
2. Evaluation Network of OECD-DAC Activities	—
<b>L. Joint Evaluations</b>	
1. Joint Evaluation on Effectiveness of Anticorruption Operations Phases 1 and 2	RETA
2. Joint Evaluation with OECD-DAC of the Paris Declaration Phase 2	RETA
3. Joint Project Performance Evaluation of Almaty-Bishkek Regional Road Project	IAE
4. Joint Country Evaluation in Bangladesh	—

ADB = Asian Development Bank, CAPE = country assistance program evaluation, CPS = country partnership strategy, IAE = internal administrative expense budget, OECD-DAC = Organisation for Economic Co-operation and Development-Development Assistance Committee, OED = Operations Evaluation Department, PPER = project performance evaluation report, RETA = regional technical assistance, SAPE = sector assistance program evaluation, SES = special evaluation study, TA = technical assistance, TPER = technical assistance performance evaluation report.

Note: Broader evaluations marked in italics are deliverables for 2008.

<sup>a</sup> A rapid sector assessment on transport and trade facilitation in Greater Mekong Subregion being prepared for the Greater Mekong Subregion regional cooperation evaluation.

<sup>b</sup> Rapid sector assessments on transport and trade facilitation; financial strategy; law, economic management, and public policy; and urban development for CAPE Mongolia.

<sup>c</sup> Rapid sector assessments on urban services; health; and law, economic management, & public policy for CAPE Philippines.

<sup>d</sup> Rapid sector assessment on law, economic management, & public policy for CAPEs Mongolia, Nepal, and Viet Nam.

<sup>e</sup> Carried over from the work program of 2007.

<sup>f</sup> Additional SAPE studies identified in 2008 to support preparation of the CAPEs on Indonesia and Viet Nam.

<sup>g</sup> Special evaluation studies of sector operations and strategies and crosscutting themes.

<sup>h</sup> Special evaluation studies of operations policies, modalities, and business processes.

Source: ADB Operations Evaluation Department

**Table A1.2: 2009–2010 Work Program (Provisional)**

<b>Category</b>	
<b>2009</b>	
<b>A.</b>	<b>Annual Evaluation Reports</b>
	1. Evaluation Review (Theme Chapter: Lessons from ADB's experience in the Transport Sector)
	2. Annual Report on Portfolio Performance in 2008
	3. Acting on Recommendations and Learning from Lessons
<b>B.</b>	<b>Evaluation Studies</b>
	<b>1. Evaluation of Regional Cooperation and Integration Strategies</b>
	a. Regional Cooperation in the Pacific and the Pacific Regional Strategy
	<b>2. Country Assistance Program Evaluations</b>
	a. Bangladesh, Cambodia, Indonesia, Papua New Guinea, and Uzbekistan
	<b>3. Sector Assistance Program Evaluations <sup>a</sup></b>
	a. Road Sector Operations in Lao PDR
	b. Transport Sector Operations in Papua New Guinea
	c. Health Sector Operations in Papua New Guinea
	d. Urban Sector Operations in Indonesia
	e. Road Sector Operations in Cambodia
	<b>4. Special Thematic Evaluations <sup>b</sup></b>
	a. Effectiveness of ADB Operations in Support of Governance and Anticorruption
	b. Effectiveness of ADB Support for Decentralization in DMCs
	c. Assessment of ADB Support for Trade Development
	d. SES on ADB Support for Public Private Partnerships for Infrastructure & Non-Infrastructure Services <sup>c</sup>
	e. Developing an Environment for the Private Sector (Non Sovereign)
	<b>5. Policy and Procedure Evaluations <sup>d</sup></b>
	a. Effectiveness of ADB Emergency Operations Assistance
	b. Best Practices in Project Monitoring and Evaluation and Reporting Systems
	c. Evaluation of Corporate Governance in ADB
	d. ADB's 2006 Procurement Policy and The Effectiveness of Procurement in ADB Operations: A Midterm Assessment
	e. Effectiveness of ADB's Corporate Risk Management
	f. ADB's ICT Strategy and ICT related Operations (including ICT components in lending and grant operations)
<b>C.</b>	<b>Evaluation Updates and Briefs <sup>e</sup></b>
<b>D.</b>	<b>Rigorous Impact Evaluation</b>
	1. Education in Bangladesh
<b>E.</b>	<b>Real Time Evaluations</b>
	1. Assessment of Design and Monitoring Framework Quality
	2. ADB's Multitranche Financing Facility: A Preliminary Assessment
	3. Evaluation Case Studies of Procurement and Consultant Recruitment - Headquarters vis-à-vis Field Offices
	4. Selective Participation in Project Midterm reviews, CPS review, and Country Portfolio Review Missions
<b>F.</b>	<b>Project/Program Performance Evaluation Reports</b>
	1. Public Sector Operations (purposeful sample of 10 assumed)

<b>Category</b>	
	2. Private Sector Operations (purposeful sample of 3 assumed)
<b>G.</b>	<b>Project Completion Report Validation</b> (60 PCRs validated per year)
<b>H.</b>	<b>Knowledge Products</b>
	1. Learning Curve and Success Rate series
	2. Sector Summation series
	3. Influential Evaluation: What makes an Influential Evaluation
	4. Upgrading of Evaluation Website
<b>I.</b>	<b>Evaluation Guidelines</b>
	1. Development of Guidelines for the Evaluation of Assistance to Financial Intermediaries
	2. Revision of PPER Guidelines
<b>J.</b>	<b>Evaluation Capacity Development<sup>e</sup></b>
<b>K.</b>	<b>International Networking</b>
	1. Evaluation Cooperation Group (ECG) Activities
	2. Evaluation Network of OECD-DAC Activities
	3. Peer review of independent evaluation function in ADB by the ECG
<b>2010</b>	
<b>A.</b>	<b>Annual Evaluation Reports</b>
	1. Evaluation Review (Theme Chapter: Lessons from ADB Experience in Regional Cooperation and Integration)
	2. Annual Report on Portfolio Performance in 2009
	3. Acting on Recommendations and Learning from Lessons
<b>B.</b>	<b>Evaluation Studies</b>
	<b>1. Evaluation of Regional Cooperation and Integration Strategies</b>
	a. Regional Cooperation in the South Asia Region
	b. Regional Cooperation in Central Asia Region
	<b>2. Country Assistance Program Evaluations</b>
	a. Lao PDR
	<b>4. Sector Assistance Program Evaluations<sup>a</sup></b>
	a. TBD
	<b>5. Special Thematic Evaluations<sup>b</sup></b>
	a. Water Resource Management and Environmental Protection for Sustainable Economic Development
	b. Effectiveness of ADB Operations in Fragile States and Conflicted Areas
	c. ADB Policy Dialogue and Policy Reforms Under Policy Based Lending Modalities
	d. ADB Support to the Development of Financial Markets
	e. Mobilizing Cofinancing for Infrastructure (Non-Sovereign)
	<b>6. Policy and Procedure Evaluations<sup>d</sup></b>
	a. Evaluation of the 2001 Social Protections Policy and Operations under the Policy
	b. ADB's 2006 Procurement Policy and The Effectiveness of Procurement in ADB Operations: A Midterm Assessment
	c. Effectiveness of ADB's Corporate Risk Management
	d. ADB's ICT Strategy and ICT related Operations (including ICT components in lending and grant operations)
<b>C.</b>	<b>Evaluation Updates and Briefs<sup>e</sup></b>

<b>Category</b>	
<b>D.</b>	<b>Rigorous Impact Evaluation</b>
	1. Irrigation in Nepal
<b>E.</b>	<b>Real Time Evaluations</b>
	1. Assessment of Design and Monitoring Framework Quality
	2. Selective Participation in Project Midterm reviews, CPS review, and Country Portfolio Review Missions
<b>F.</b>	<b>Project/Program Performance Evaluation Reports</b>
	1. Public Sector Operations (purposeful sample of 10 assumed)
	2. Private Sector Operations (purposeful sample of 3 assumed)
<b>G.</b>	<b>Project Completion Report Validation (60 PCRs validated per year)</b>
<b>H.</b>	<b>Knowledge Products</b>
	1. Learning Curve and Success Rate series
	2. Sector Summation series
	3. Influential Evaluation: What makes an Influential Evaluation
	4. Upgrading of Evaluation Website
<b>I.</b>	<b>Evaluation Guidelines</b>
	1. Development of Guidelines for the Evaluation of Regional Cooperation Programs
<b>J.</b>	<b>Evaluation Capacity Development<sup>e</sup></b>
<b>K.</b>	<b>International Networking</b>
	1. ECG Activities
	2. Evaluation Network of OECD-DAC Activities

ADB = Asian Development Bank, CPS = country partnership strategy, ECG = Evaluation Cooperation Group, ICT = information and communication technology, OECD-DAC = Organisation for Economic Co-operation and Development-Development Assistance Committee, PCR = project completion report, PPER = project/program performance evaluation report, TBD = to be determined.

<sup>a</sup> Future country assistance program evaluation studies will determine sector assistance program evaluations.

<sup>b</sup> Special evaluation studies of sector operations and strategies and crosscutting themes.

<sup>c</sup> Phase 2 of the public-private partnership special evaluation study is proposed for financing under this regional TA.

<sup>d</sup> Special evaluation studies of operations policies, modalities, and business processes.

<sup>e</sup> Refer to OED Work Program 2008–2010 for details.

Source: ADB Operations Evaluation Department

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b> ADB continuously improves the development effectiveness of its operations and be accountable to its stakeholders.</p>	<ul style="list-style-type: none"> <li>• Continued positive trend in project performance ratings</li> <li>• Improved quality at entry of projects and programs</li> <li>• Improved quality of CPS papers</li> <li>• Strategic evaluations discussed by the DEC and sequenced in timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Project completion report and project performance evaluation report ratings</li> <li>• Project/program performance ratings</li> <li>• Periodic assessment of the quality of project frameworks</li> <li>• Biannual CPS and project quality-at-entry assessment process</li> <li>• Country portfolio review mission back-to-office reports</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• ADB finds ways to manage the accumulating number of OED recommendations.</li> <li>• Findings and recommendations are increasingly specific, doable, and monitorable.</li> <li>• ADB Management accepts and acts on findings and recommendations.</li> </ul>
<p><b>Outcome</b> Timely and practical findings and recommendations support the formulation and implementation of ADB policies and procedures, strategies, programs, and projects.</p>	<ul style="list-style-type: none"> <li>• Greater acceptance of the findings and recommendations in OED evaluation reports by Operational departments in ADB and developing member countries.</li> <li>• Demonstrated use of evaluation report recommendations in CPSs, strategy and policy papers, and the formulation and implementation of ADB-financed projects and programs</li> <li>• DEC endorsement and Management adoption of recommendations in evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Management responses to evaluation reports</li> <li>• CPSs, strategy and policy papers, reports and recommendations of the President</li> <li>• Report on the follow-up of OED recommendations in the annual review of evaluation activities</li> <li>• Minutes of DEC meetings</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Cumulative findings and recommendations are manageable by ADB and internal clients.</li> <li>• Agencies involved have a clear vision of the outcome of each OED evaluation and how it is to be achieved.</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• CAPEs (Cambodia, Indonesia, Nepal, and Viet Nam)</li> <li>• SAPE on Decentralization in Indonesia</li> <li>• SAPE on ADB's Agriculture and Natural Resources Sector Operations in Nepal</li> <li>• SAPE on Energy Sector in Viet Nam</li> <li>• SAPE on Transport Sector in Viet Nam</li> <li>• SAPE on ADB Operations in Support of Urban Services in Viet Nam</li> <li>• SES on Effectiveness of ADB Assistance to Rural</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic evaluations (in consultation with stakeholders) approved for circulation</li> <li>• More hits on evaluation pages in ADB's website; more requests for information</li> <li>• Performance indicators and methodologies harmonized</li> <li>• Capacity in evaluation and evaluative thinking developed</li> <li>• Opportunity for joint evaluations with partner governments</li> </ul>	<p><b>Data Sources</b></p> <ol style="list-style-type: none"> <li>1. Desk review including review of literature and project documents</li> <li>2. Primary data collection including surveys, semi-structured interviews, key informant interviews, and focus group discussions</li> <li>3. Secondary data collection from development partners, government agencies, and</li> </ol>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Evaluation studies are adequately resourced.</li> <li>• Ownership of each evaluation is achieved in key target audiences.</li> <li>• Demand for outputs from evaluation reports is realized.</li> <li>• Consultants deliver quality knowledge products.</li> <li>• Engagement of consultants is not delayed.</li> </ul>

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p>Connectivity and Inclusive Development</p> <ul style="list-style-type: none"> <li>• ADB Support for Public-Private Partnerships for Infrastructure and Non-Infrastructure Services</li> <li>• SES on Effectiveness of TA Support in Environmental Management</li> <li>• SES on the Effectiveness of Selected Knowledge Products</li> <li>• Rigorous Impact Evaluation on Punjab Rural/Community Water Supply and Sanitation Sector Project in Pakistan</li> <li>• Knowledge Management</li> <li>• Joint Evaluations with EBRD, OECD-DAC, and Norad</li> </ul>	<p>and other development agencies increased</p>	<p>statistical institutions</p> <ul style="list-style-type: none"> <li>• Reporting Mechanisms               <ol style="list-style-type: none"> <li>1. Evaluation approach papers, and inception and progress reports</li> <li>2. Department of External Relations reports</li> </ol> </li> </ul>	
<p><b>Activities with Milestones</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>			<p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• \$1.493 million in ADB financing to cover the costs of               <ol style="list-style-type: none"> <li>(i) consulting services from international consultants (40 person-months, intermittently), and national consultants (70 person-months, intermittently); and</li> <li>(ii) surveys and workshops</li> </ol> </li> <li>• ADB staff inputs budgeted at 100 person-months of professional staff time</li> </ul>

ADB = Asian Development Bank, CAPE = country assistance program evaluation, CPS = country partnership strategy, DEC = Development Effectiveness Committee, EBRD = European Bank for Reconstruction and Development, Norad = Norwegian Agency for Development Cooperation, OED = Operations Evaluation Department, OECD-DAC = Organisation for Economic Co-operation and Development - Development Assistance Committee, SAPE = sector assistance program evaluation, SES = special evaluation study, TA = technical assistance.

## SUPPORT TO JOINT AGENCY EVALUATIONS

1. The Operations Evaluation Department (OED) has been able to lead and build several development-related joint evaluation studies in the past.<sup>1</sup> This TA will continue to support joint agency evaluations to help strengthen evaluation methods to promote harmonization between agencies and disseminate lessons identified in the studies. Implementation arrangements will be flexible enough to allow changes should OED's work be altered.

2. **Joint Agency Evaluation of Anticorruption Efforts.** In 2007, in the context of Asian Development Bank's (ADB) membership of the Development Assistance Committee's Network of Development Evaluation, OED agreed to participate in a joint agency evaluation of anticorruption efforts proposed by the Norwegian Agency for Development Cooperation (Norad). In addition to ADB, four development partners have joined Norad in this evaluation: Danish International Development Agency, Swedish Agency for Development Evaluation, Swedish International Development Agency, and United Kingdom Department for International Development. The main purpose of this joint evaluation is to identify good practice anticorruption efforts by analyzing what interventions work, under what conditions.

3. The study is being conducted in two phases. Phase 1 is a pre-study assessment including a literature review, mapping of development partners' anticorruption efforts, and development of an evaluation framework. Based on the findings of the pre-study, phase II country assessments will be undertaken. It is expected that at least two countries in the Asia and Pacific region will be selected along with countries in Africa, Europe, and Latin America. The study would complement a special evaluation study (SES) on the implementation of ADB's governance and anticorruption policies (included in OED's 2009 work program) by providing global comparator information against ADB's Asia-Pacific regional focus.

4. For this particular study, ADB will enter into a separate agreement with Norad which is the lead implementing agency of this joint evaluation for all the participating development agencies. The six partner agencies have established a management group that is mandated to manage the joint evaluation, with Norad responsible for administration—including contracting international consultant firms for each phase, following its procurement procedures. The work will be cofinanced equally by the participating development agencies on a joint basis. ADB is expected to contribute up to \$50,000 during the phase 2 country assessments. Consultant recruitment will be administered by Norad following its procedures but acceptable to all participating development agencies. As phase 2 will be global in scope, it is possible that the successful firm and some of its nominated consultants will not be from ADB member countries.

5. **Second Phase Evaluation of Implementation of the Paris Declaration at ADB.** The first phase conducted an evaluation of the actions that ADB has taken to align to the Paris Declaration commitments to contribute to the joint Organisation for Economic Co-operation and Development – Development Assistance Committee first phase evaluation of progress made in the implementation of the Paris Declaration. The second phase will be conducted to assess the linkages between aid effectiveness and development results, whether the intended long-term effects of the Paris agenda are being achieved. The second phase evaluation is expected to start from the time of the forthcoming Third High level Forum in Accra, Ghana in 2008 and will

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<sup>1</sup> As an example, OED contributes to the work of the Evaluation Cooperation Group (ECG). It (i) takes part in benchmarking studies, e.g., for public sector investments and other modalities for which good practices 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.

be completed by the fourth high-level forum in 2010. The related work will be within the Asia and Pacific region and consultants and goods will be procured in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time) or *Procurement Guidelines* (2007, as amended from time to time). The cumulative cost of ADB financing is estimated at about \$50,000 during phase 2.

**6. Joint Project Performance Evaluation of the Almaty-Bishkek Regional Road Project with the European Bank for Reconstruction and Development.** An evaluation of the ADB and European Bank of Reconstruction and Development (EBRD) funded Almaty–Bishkek regional road rehabilitation project in Kazakhstan and the Kyrgyz Republic will be carried out jointly with the Evaluation Department of EBRD.<sup>2</sup> The evaluation will develop and apply a common methodology for project performance evaluation consistent with good practices and acceptable to both ADB and EBRD. There will be a division of work and ADB will do all necessary for the ADB part following ADB procedures for procurement and use of consultants.

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<sup>2</sup> ADB. 2000. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of Kazakhstan for the Almaty-Bishkek Regional Road*. Manila (Loan 1774, for \$52 million, approved on 31 October); ADB. 2000. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Kyrgyz Republic for the Almaty-Bishkek Regional Road*. Manila (Loan 1775, for \$5 million, approved on 31 October).

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Total Cost
<b>Asian Development Bank (ADB) Financing <sup>a</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants <sup>b</sup>	720.0
ii. National Consultants <sup>c</sup>	210.0
b. International and Local Travel	185.0
c. Reports and Communications	10.0
2. Seminars and Workshops <sup>d</sup>	30.0
3. Surveys	60.0
4. Miscellaneous Administration and Support Costs	30.0
5. Others <sup>e</sup>	100.0
6. Contingencies	148.0
<b>Total</b>	<b>1,493.0</b>

<sup>a</sup> Financed by ADB's technical assistance funding program.

<sup>b</sup> Assumes 40 person-months of international consultant inputs at \$18,000 per person-month.

<sup>c</sup> Assumes 70 person-months of national consultant inputs at \$3,000 per person-month.

<sup>d</sup> Seminars and workshops are not technical assistance outputs, but are held either to acquire inputs for draft reports or to disseminate results.

<sup>e</sup> Includes allocation for joint evaluation activities.

Source: ADB estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The indicative consultant requirements for four country assistance program evaluations (CAPEs), five sector assistance program evaluations (SAPEs), four special evaluation studies (SEs), and one rigorous impact evaluation are presented here. The detailed terms of reference will be developed in the evaluation approach paper with attention to resource availability and country and sector requirements.

### A. Country Assistance Program Evaluations (Cambodia, Indonesia, Nepal, and Viet Nam)

2. **Country Assistance Program Evaluation Specialists** (international, 8 person-months of total inputs). An international consultant will be recruited to assist each evaluation team in discussions with stakeholders on the CAPE and assist the Asian Development Bank (ADB) team leader in the preparation of the CAPE.<sup>1</sup> He/she should have experience in undertaking country program evaluations, strategic planning at the country level, and macroeconomic analysis, preferably with previous work experience in the country. He/she should be familiar with ADB's operations and national development issues and government structures, and have experience in undertaking program evaluations.

3. The CAPE specialists will undertake the following tasks:<sup>2</sup> (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, (vi) evaluate outcomes and impact of completed and ongoing programs, (vii) comment on ADB's institutional positioning and performance, (viii) deliver a general overall assessment of the CPS completion report, and (ix) identify important issues and lessons identified in the operation of the country assistance program.

4. **Sector/Theme Specialists** (international, 8 person-months of total inputs). Depending on country and sector requirements, sector/theme specialists will carry out sector studies which will feed into the main CAPE report. The consultants are expected to (i) update reviews of ADB-financed assistance programs and assess their relevance, effectiveness, sustainability, and impact toward the strategic sector objectives; (ii) undertake key informant interviews and conduct stakeholder surveys on the outcome and impact of ADB assistance, and discuss sector development issues and concerns with executing agencies (EAs) and other government and nongovernment entities, as appropriate; and (iii) help assess the validity of ADB's sector development strategies in their respective study country.

5. **Sector/Theme Specialists** (national, 21.5 person-months of total inputs).<sup>3</sup> With attention to country and sector requirements, national sector/theme specialists with previous exposure to sector development issues in the study country will be recruited to (i) present an overview of the relevance and implementation of ADB sectoral strategies, (ii) assess and rate the achievement of project and program objectives and the delivery of core sectors and crosscutting/thematic programs, (iii) comment on ADB's institutional positioning and performance in a sector, and (iv) identify important issues and lessons identified in a sector's operations.

<sup>1</sup> Total inputs comprise 2 person-months each in Cambodia, Indonesia, Nepal, and Viet Nam.

<sup>2</sup> These are generic terms of reference that will be detailed in due course with attention to country requirements.

<sup>3</sup> Total inputs comprise 6.0 person-months in Indonesia, 4.5 person-months in Cambodia, 3.0 person-months in Nepal, and 8.0 person-months in Viet Nam.

6. **Evaluation Analysts** (national, 8 person-months of total inputs). A national consultant, with previous exposure to ADB operational work, will assist each CAPE team at ADB headquarters. He/she will be recruited to (i) compile and summarize findings of Operations Evaluation Department (OED) evaluation reports, (ii) map outputs of ADB-financed projects, and (iii) analyze implementation delays etc.

## **B. Sector Assistance Program Evaluations**

### **1. Decentralization in Indonesia**

7. **International Consultant** (2 person-months of inputs). An international decentralization/governance specialist with exposure to public sector management and decentralization issues, as well as knowledge of Indonesian government institutions will be recruited to (i) identify the impact of decentralization on ADB's country assistance strategies and programs in Indonesia and assess ADB's response; (ii) assess the implications of the decentralization process on ADB lending volumes and mechanisms; (iii) identify institutional issues affecting the implementation of ADB projects/programs; (iv) identify critical factors affecting EA capacity and performance at the central, provincial, and local government levels, as well as related government capacity development efforts at the individual, organizational, organizational networking, and policy levels; (v) examine to what extent EA capacity was assessed at the country programming and project design stages, and what role such assessments played in selecting EAs and determining technical assistance (TA) needs; (vi) evaluate the effectiveness of ADB's approaches to addressing identified capacity problems in country operations; (vii) evaluate the development effectiveness of selected ADB assistance for strengthening public sector management capacity; (viii) formulate recommendations on how to improve on capacity development and performance of counterpart EAs in Indonesia; (ix) formulate recommendations on how to strengthen ADB's engagement with local government institutions; and (x) obtain feedback from stakeholders in Indonesia, as required.

8. **National Consultants** (3 person-months of total inputs). National consultants with previous exposure to decentralization issues in Indonesia will be recruited to (i) collect and collate relevant data and information related to decentralization developments and relevant achievements and outputs; (ii) update reviews of ADB-financed assistance programs and assess their relevance, effectiveness, sustainability, and impact toward the strategic sector objectives; (iii) undertake key informant interviews and conduct stakeholder surveys in selected provinces and districts on the outcome and impact of ADB assistance, and discuss sector development issues and concerns with EAs and other government and nongovernment entities, as appropriate; and (iv) help assess the validity of ADB's strategy for supporting decentralization in Indonesia.

### **2. Agriculture and Natural Resources Sector Operations in Nepal**

9. **Agriculture Economist/Institutional Development or Rural Development Specialist** (international, 2 person-months of inputs). The international consultant (with institutional development or rural development background) will work closely with the evaluation team leader in assessing ADB's contributions to the agriculture and natural resources (ANR) sector. The assignment will culminate in the preparation of a concise report that follows an outline (e.g., lessons, key challenges facing the sector, and recommendations) that is harmonized with the scope of content of the SAPE report.

10. The consultant will, among others (i) analyze sector development contexts, issues, trends, and achievements; (ii) assess the relevance, consistency, and coherence of ADB-financed programs, projects, and TA; (iii) assess the extent to which ADB's assistance has

addressed poverty issues, livelihoods, binding constraints, opportunities, and overriding impediments affecting the development and sustainability of the ANR sector; (iv) assess the performance of ADB-financed projects and TA in the ANR sector; (v) assess the institutional development effects of TA, and identify constraints and opportunities for capacity development; (vi) assess impacts of ADB's ANR sector assistance, and the extent to which these impacts can be linked to poverty reduction, gender development, environmental sustainability, and other indicators; (vii) identify key issues, constraints, and opportunities for improving farmers' access to information, appropriate agricultural technologies, and access to markets; (viii) analyze critical factors that affect agriculture crop productivity as well as constraints and opportunities to market-oriented and more commercial agriculture; and (ix) assess the relevance of ongoing projects, and to the extent possible, assess their efficacy, efficiency, sustainability, and desired impacts.

11. **National Consultants** (5.5 person-months of total inputs). Three national consultants comprising various experts from the agriculture subsectors will be engaged to provide critical support to the evaluation team. A key part of the assignment will involve inspections of select project sites and field surveys in areas affected by the ADB projects to obtain information that will identify changes, if any, caused by ADB-funded project interventions. The consultants will also participate in key informant interviews to obtain information on key sector issues and on selected ANR projects. The assignment will culminate in the compilation of all data and the preparation of a written report. The form and content of the report will be determined at the start of the assignment in discussion with the ADB staff officer responsible for the overall study.

### 3. Energy and Transport Sectors in Viet Nam

12. **International Consultants** (4 person-months of total inputs). The energy and transport SAPEs in Viet Nam will (i) provide a comprehensive and independent assessment of the impact of ADB's assistance on the sectors' development and performance, as well as its wider impacts on economic development and poverty reduction; (ii) identify lessons from ADB's assistance in the sector; and (iii) identify key challenges facing the sector, and strategies to move forward for ADB's program. Two international consultants will evaluate the strategy, design, efficiency, effectiveness, and sustainability of ADB assistance in the energy and transport sectors, taking into account the sector's history, present conditions, and policy framework. The specialists will identify key weakness(es) of past ADB operations and priorities for future ADB assistance in transport and energy.

13. **National Consultants** (7 person-months of total inputs). Two national consultants will be engaged to provide critical support to the team leader and international consultants. The consultants are expected to (i) update reviews of ADB-financed assistance programs and assess their relevance, effectiveness, sustainability, and impact toward the strategic sector objectives; (ii) undertake key informant interviews and conduct stakeholder surveys (including industrial, commercial, and residential users and project-affected families) on the outcome and impact of ADB assistance (e.g., socioeconomic), and discuss sector development issues and concerns with EAs and other government and nongovernment entities, as appropriate; and (iii) help assess the validity of ADB's sector development strategies in their respective study country. Two national consultants, with previous exposure to ADB operational work, will assist the energy and transport SAPE teams in data collection and analyses at ADB headquarters (2 person-months each). He/she will be recruited to, among others, (i) compile and summarize findings of OED evaluation reports, and (ii) map outputs of ADB-financed projects in Indonesia etc.

#### 4. ADB Operations in Support of Urban Services in Viet Nam

14. **International Consultants** (5 person-months of total inputs). The SAPE will require the services of three international consultants, with knowledge of and experience in Viet Nam, comprising two international urban sector policy and financial specialists and one international urban (water supply and sanitation) specialist/engineer. The international urban sector financial and policy specialists (1.5 person-months each) will help the evaluation team leader assess the strategy, design, efficiency, effectiveness, and sustainability of ADB urban sector assistance, taking into account the sector's history, present conditions, and policy framework. The international urban (water supply and sanitation) specialist/engineer (2 person-months) will evaluate the operation and maintenance of ADB assistance of the sector, and identify the key weakness of past ADB operations and priorities for future ADB urban sector assistance.

15. **National Consultants** (4 person-months of total inputs). To provide a vital local perspective to the evaluation, two national urban and water supply specialists will be recruited for a total of 4 person-months. The national urban sector specialist, who will be well versed in local institutions and urban sector issues, will be engaged for 2 person-months to provide critical support to international consultants, particularly for institutional aspects of the evaluation; and ensure that recommendations are valid, feasible, and practical. A national socioeconomic impact specialist will be engaged under 2 person-months to assess the socioeconomic impacts of ADB assistance in the urban sector. Under the supervision of the OED mission leader, the socioeconomic impact specialist will survey key customers and stakeholders, including but not limited to industrial, commercial, and residential users and project-affected families.

#### C. Special Evaluation Studies

##### 1. Effectiveness of ADB Assistance to Rural Connectivity and Inclusive Development

16. **International Consultant** (2 person-months of inputs). The international consultant (value chain analysis and rural connectivity) will (i) develop an analytical framework for value chain analysis of rural connectivity; (ii) develop field data collection instruments (rapid rural appraisal, focus group interviews, and key informant interviews), in close consultation with the team leader and national consultants; (iii) coordinate data collection; and (iv) conduct data analysis to link collection of data and development of frameworks in a better manner. He/she will assist the team leader in preparing the final report and evaluation findings dissemination materials.

17. **National Consultants** (9 person-months of total inputs). The study will require one national consultant (rural infrastructure projects and rapid rural appraisal skills) for each of the six case studies (or 1.5 person months per study). The consultants will undertake country level data collection and preparation of draft country case studies. Under the guidance of the team leader and international consultant, the national consultants will (i) visit project sites, (ii) conduct focus group discussions, (iii) perform key informant interviews, (iv) collect data for value chain analysis, and (v) conduct data analysis to link collection of data and development of frameworks in a better manner. The consultants will also draft a country case study based on the framework analysis and prepare individual country reports.

##### 2. SES on ADB Support for Public-Private Partnerships for Infrastructure and Non-Infrastructure Services

18. **Public-Private Partnership Experts** (international, 2 person-months of total inputs). A consultant with previous exposure to private sector project financing will be recruited to

(i) assess the relevance and effectiveness of ADB's assistance for creating an enabling environment for private sector financing in the infrastructure and non-infrastructure sectors in selected developing member countries (DMCs); (ii) obtain structured feedback from key private project sponsors and financiers inside and outside the region, including the selected DMCs, on the quality of the enabling environment for private sector development in selected DMCs and the need for public sector support to enable private investment in non-infrastructure sectors; (iii) advise on best practices for public-private partnerships (PPPs) and identify these among ADB's operations in this area; (iv) prepare recommendations on how ADB can enhance its support for PPP initiatives in non-infrastructure sectors; and (v) prepare and present a report in the prescribed format on findings.

19. **Public-Private Partnership Specialists** (national, 3 person-months of total inputs). Two PPP specialists with previous exposure to relevant sector development issues and private project finance will be recruited to (i) collect and collate relevant data and information related to private infrastructure and non-infrastructure sector development and investment, and the enabling environment as requested; (ii) assess the role of the private sector in infrastructure and non-infrastructure sector development strategies; (iii) summarize domestic PPP initiatives in key infrastructure and non-infrastructure sectors; (iv) assess the outputs and outcome of ADB support for PPP in the country; (v) undertake key informant interviews and conduct stakeholder surveys on the outcome and impact of related ADB assistance, and discuss private infrastructure and non-infrastructure development issues and concerns with EAs and other government and nongovernment entities, as appropriate; and (vi) prepare a report in the prescribed format on findings. One sector specialist will (i) collect and collate relevant data and information related to private investment and management in the sector, (ii) assess the role of the private sector in national and sector development strategies, (iii) summarize domestic PPP initiatives in the sector, (iv) undertake key informant interviews and discuss with relevant EAs and other government and nongovernment entities on the outcome and impact of related ADB assistance, and (v) make recommendations on how ADB's PPP support in the sector can be enhanced.

20. **Researcher** (national, 2 person-months of inputs). A national consultant with previous exposure to ADB operational work will be recruited to (i) compile relevant data on PPP in non-infrastructure sectors in the region, (ii) compile and summarize findings of OED evaluation reports and project or TA completion reports on ADB's PPP support, and (iii) map outputs of ADB's assistance for the creation of an enabling environment for private infrastructure in selected DMCs through internet searches and a review of ADB project files.

### 3. SES on the Effectiveness of TA Support in Environmental Management

21. **International Consultant** (2 person-months of inputs). The SES will essentially build on past studies in environment management by OED, in particular, from TA performance evaluation reports (i.e., People's Republic of China, Central Asian republics, and South Asia), the regional cooperation program evaluation on Greater Mekong Subregion, and from the long-term strategic framework working paper. The international consultant (environment management specialist) will assist the evaluation team in coordinating data collection, carrying out qualitative and quantitative analyses using information gathered from past OED studies and findings from meetings and interviews with stakeholders, and preparing the final report.

22. In close consultation with the team leader, he/she will, among others: (i) identify any requirements for follow-up data and information to prepare an overall evaluation; (ii) identify future policy implications and directions for efficient and effective environment management, and key areas in which ADB can make a difference, taking into account areas/types of assistance where ADB has comparative advantage; (iii) identify key issues and lessons to be

learned from the implementation of the TAs, and feedback from stakeholder consultations identifying gaps and efficient and effective approaches to close these gaps; and (iv) prepare a report of assessment that addresses the relevance, efficacy, and effectiveness of ADB capacity development assistance in environmental management, and recommendations on how ADB should improve future TA projects in institutional and capacity building in the field of environment management.

23. **Evaluation Analyst** (national, 3 person-months of inputs). A national consultant, with previous exposure to ADB operational work, will provide critical support to the evaluation team in data collection and analyses at ADB headquarters. He/she will be recruited to (i) carry out qualitative and quantitative analyses using information gathered from past OED studies and findings from meetings and interviews with stakeholders; and preparing the final report; and (ii) compile and summarize findings of relevant OED evaluation reports.

#### 4. SES on the Effectiveness of Selected Knowledge Products

24. **International Consultant** (2 person-months of inputs). An international consultant will undertake case studies in conjunction with the evaluation team leader and prepare a draft report on the study findings. The consultant should be familiar with ADB's publications. He/she should possess case study research skills and knowledge of conducting surveys.

#### D. Rigorous Impact Evaluation of Punjab Rural/Community Water Supply and Sanitation Sector Project in Pakistan

25. **International Consultants** (3 person-months of total inputs). Two international consultants will provide technical expertise in developing field data collection instruments, pre-testing of the provisional instruments, data diagnostics, rigorous quantitative and qualitative analysis, and report writing. The consultants should demonstrate background and expertise in survey research and econometric analysis using the quasi-experimental research method.

26. **National Consultants** (4 person-months of total inputs). A national firm (2 person-months) will be responsible for (i) finalizing and translating the survey questionnaires in Urdu; (ii) conducting household surveys, focus group discussions, and key informant interviews; (iii) data entry, verification, and analysis; and (iv) producing a comprehensive report of the field study. A water and sanitation specialist (2 person-months) will also be engaged to undertake a technical survey of subprojects in six selected districts and collect data on (i) the physical status of subprojects; (ii) local institutional arrangements for management of schemes, and operation and maintenance; (iii) water quality assessment; and (iv) identification of key constraints, if any. The specialist will submit a stand-alone report based on field study. The field level data from household surveys and the specialist will be linked for advanced econometric analysis.