

# **RESULTS-BASED METHODOLOGY FOR EVALUATING COUNTRY STRATEGIES AND PROGRAMS (CSPs): THE LAO PDR CASE**

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The logo of the Asian Development Bank (ADB), consisting of the letters 'ADB' in a white serif font on a dark blue square background.

**ADB**

# OBJECTIVE OF THE PRESENTATION

- To share/disseminate idea and knowledge of a results-based methodology for evaluating Country Strategies and Programs (CSPs), using the Lao PDR as a case study, but not specific to Laos
- This might be relevant to subsequent Country Assistance Program Evaluations (CAPEs) in other countries, Sector Assistance Program Evaluations (SAPEs), and self-evaluations of CSPs

# KEY METHODOLOGICAL FEATURES INTRODUCED BY THE LAO CAPE TO IMPROVE CAPE METHODOLOGY

1. Making distinctions and providing definitions for the concepts of (i) methodology, (ii) framework, (iii) approach, and (iv) method;
2. Providing a results-based evaluation framework capturing all aspects of CSP at various levels (e.g., at the strategic, program/sector/thematic, and country levels);
3. Introducing a systematic set of criteria or approach to evaluate the quality at entry (QAE) of Country Strategy (CS) & Country Program (CP) under relevance/responsiveness/harmonization and positioning/coherence;
4. Introducing a rating system for assessing the QAE of CS & CP and integrating it into the overall CSP rating system of OED's CAPE Guidelines;

## KEY METHODOLOGICAL FEATURES INTRODUCED BY THE LAO CAPE TO IMPROVE CAPE METHODOLOGY (Con't)

5. Incorporating the thrust of COMPAS for assessing the country's MfDR capacity, linked to country-level impact;
6. Providing results matrixes, linking ADB's contributions of inputs and outputs to achieving outcomes and impacts by sector;
7. Introducing a way to measure the extent of ADB's role or inputs by sector relative to other DPs (in terms of ADB's aggregate disbursements over a long period of time as a proportion of total disbursements by all DPs combined in each sector). This indicator is presented in the results matrix for each sector to trace results chain of the extent of ADB's inputs linked to outputs, outcomes, and impacts.

## ADB's Role or Inputs (Measured by ADB's Aggregate Disbursements as a % of Total Aggregate Disbursements of All DPs by Sector over a Long Period of Time Depending on Data Availability, e.g., 10 years)

Sector	Aggregate Disbursements (2000–2003)			
	Aggregate Disbursements of All DPs by Sector		ADB's Role (ADB's Agg. Disb. as % of Total Disb. of All DPs by Sector)	
	\$ million	%	\$ million	%
Agriculture and Natural Resources	280.5	18.0	24.3	8.7
Finance, Industry, and Trade <sup>a</sup>	86.8	5.6	16.1	18.5
Energy	202.4	13.0	48.5	24.0
Transport and Communications	365.0	23.4	52.6	14.4
Education	143.2	9.2	16.4	11.4
Health	99.8	6.4	10.3	10.3
Other Social Infrastructure and Activities	190.8	12.2	35.4	18.5
Others <sup>b</sup>	193.1	12.4	5.3	2.7
<b>Total</b>	<b>1,561.5</b>	<b>100.0</b>	<b>208.9</b>	<b>13.4</b>

<sup>a</sup> Including domestic trade, economic management, and industry.

<sup>b</sup> Including development administration, disaster preparedness, and humanitarian aid relief.

Source: Ministry of Foreign Affairs. Lao PDR. 2004. *Foreign Aid Report 1999–2003*. Vientiane; and Staff estimates.

# COMPONENTS OF RESULTS-BASED METHODOLOGY FOR EVALUATING CSPs (AS DEFINED BY THE LAO CAPE)

## 1. Evaluation Methodology

Definition: Systematic/coherent set of procedures (consisting of evaluation framework, approach, and method) used to carry out the entire analysis

## 2. Evaluation Framework

Definition: Essential structure of the analysis  
(It is results-based because it focuses on assessing results achieved and tracing results through results matrixes by sector)

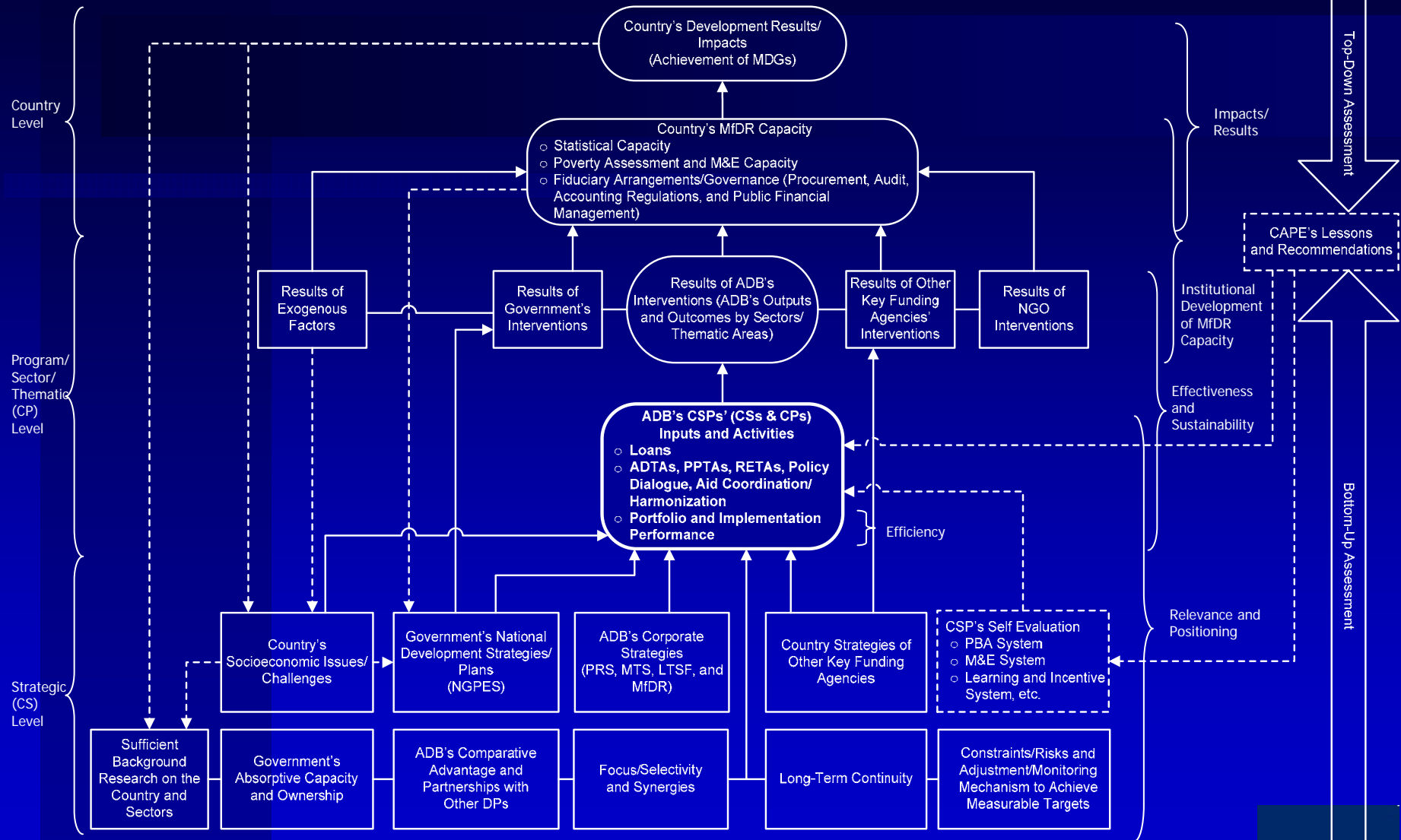
## 3. Evaluation Approach

Definition: Analytical tool/criteria applied to the analysis within the proposed framework

## 4. Evaluation Method

Definition: Process for using the analytical tool to accomplish the analysis within the proposed framework

# 1. RESULTS-BASED EVALUATION FRAMEWORK



ADB = Asian Development Bank; ADTA = advisory technical assistance; CAPE = Country Assistance Program Evaluation; CP = Country Program; CS = Country Strategy; CSP = Country Strategy and Program; DP = development partner; ETSW = economic, thematic, and sector work; LTSF = Long-Term Strategic Framework; M&E = monitoring and evaluation; MDG = Millennium Development Goal; MfDR = Managing for Development Results; MTS = Medium-Term Strategy; NGO = nongovernment organization; NGPES = National Growth and Poverty Eradication Strategy; PBA = Performance-Based Allocation; PPTA = project preparatory technical assistance; PRS = Poverty Reduction Strategy; RETA = regional technical assistance.

## 2. Results-Based Evaluation Approach

- Various sets of evaluation criteria are used as the evaluation tool applied to the analysis within the proposed framework
- At the **Strategic Level**: Systematic sets of criteria under relevance/responsiveness/harmonization and positioning/coherence are developed in the Lao CAPE to evaluate the quality at entry (QAE) of the CSP

### Criteria under Relevance/Responsiveness/Harmonization

- Country's Socioeconomic Issues/Challenges
- Government's National Strategies/Plans
- ADB's Corporate Strategies (e.g., PRS, MTS, and LTSF)
- Country Strategies of Other Key DPs

### Criteria under Positioning/Coherence

- Sufficient Background Research on the Country and Sector
- Government's Absorptive Capacity and Ownership
- ADB's Comparative Advantage and Partnership with Other DPs
- Focus/Selectivity and Synergies
- Long-Term Continuity
- Constraints/Risks and Adjustment/Monitoring Mechanism to Achieve Measurable Targets

## 2. Results-Based Evaluation Approach (Con't)

- At the **Sector Level**: Five evaluation criteria (relevance, effectiveness, efficiency, sustainability, and impact) are used to evaluate sector-level performance based on a **bottom-up assessment approach** (linking ADB's sector inputs and outputs to sector outcomes and impacts) as suggested by the CAPE Guidelines
- At the **Country Level**: A **top-down assessment approach** is used to evaluate the country-level performance in terms of the country's achievement of long-term development results/impacts (e.g., sustainable growth, poverty reduction, and other MDGs) as suggested by the CAPE Guidelines
- A results matrix by sector is prepared to trace the results chain of ADB's contributions of inputs and outputs to sector-level outcomes and country-level impacts

# 3. Evaluation Method

- A triangulation method/process is used to draw together evidence from a literature review, key informants and own observations, and data analysis to assess the CPS performance using the approach mentioned earlier within the proposed framework

## Literature/Desk Review

- **Secondary data/information** from existing reports:
  - CPSs, RRP, TAs, RETAs
  - ETSWs, CERs
  - Policy Papers
  - PCRs, TCRs, PPERs, TPERs, IESs, SESs, SAPEs
  - Government strategies and plans, and monitoring reports
  - Reports of other DPs

## Key Informants and Own Observations

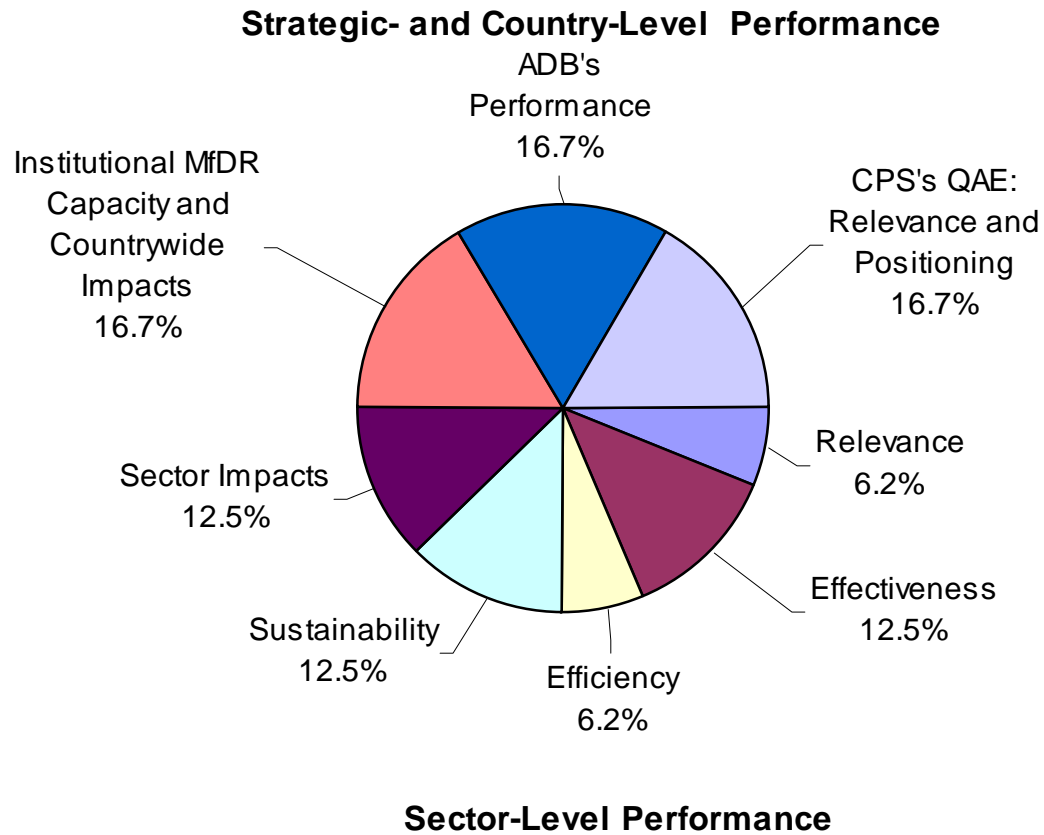
- **Primary data/information** from
  - Participatory workshops with various stakeholder groups
  - Surveys of clients'/stakeholders' perceptions on ADB performance and how to improve ADB performance
  - Key informant interviews and focus group discussions
  - Field visits and field surveys
  - Final high-level consultation

## Detecting ADB's Contributions to Results

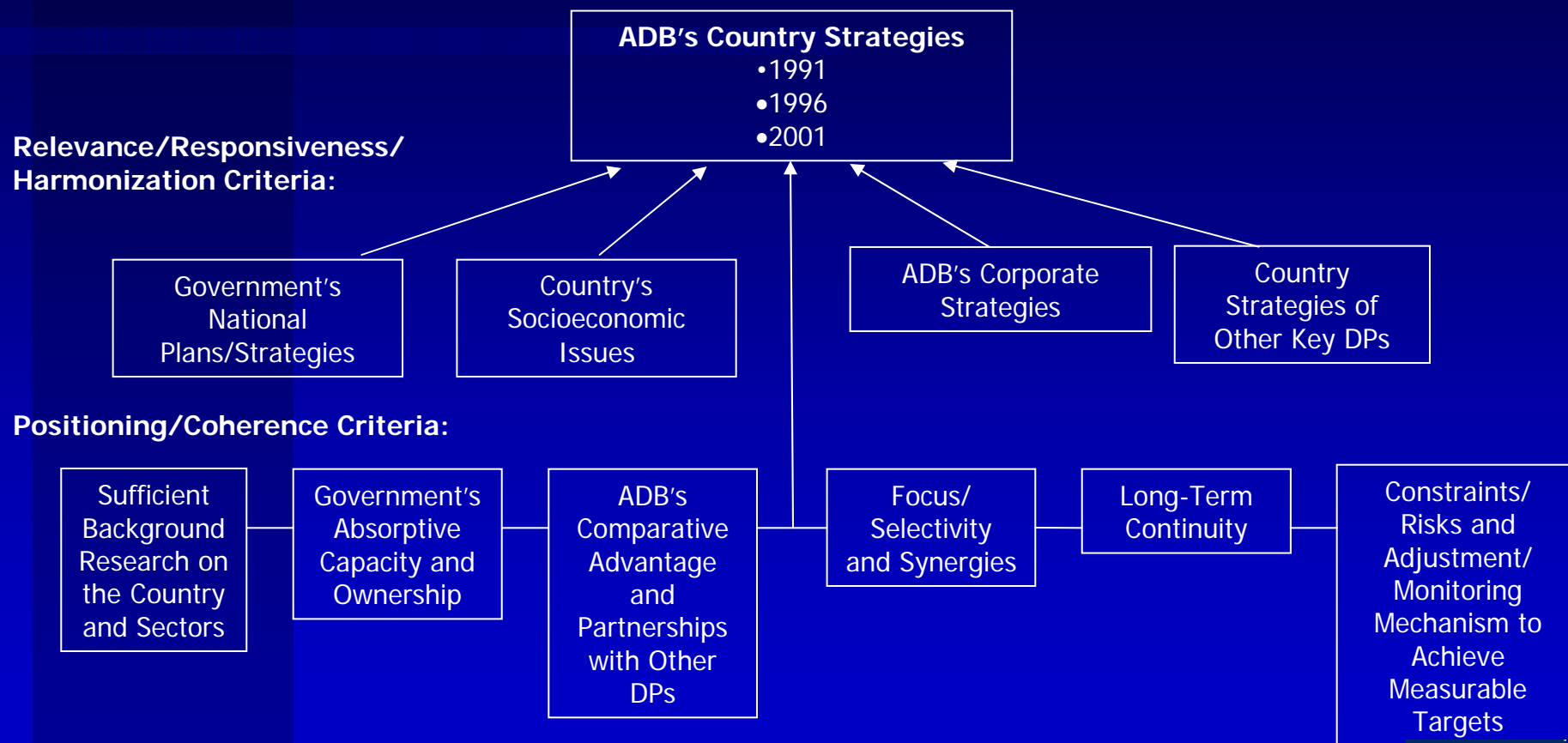
## Data Analysis, Synthesis, and Conclusion

Using the qualitative and quantitative data/information both before and after ADB assistance (collected from the two steps above) to assess the CPS performance

**Figure 9: Percentage Breakdown of Performance Assessment under Different Criteria and Levels**

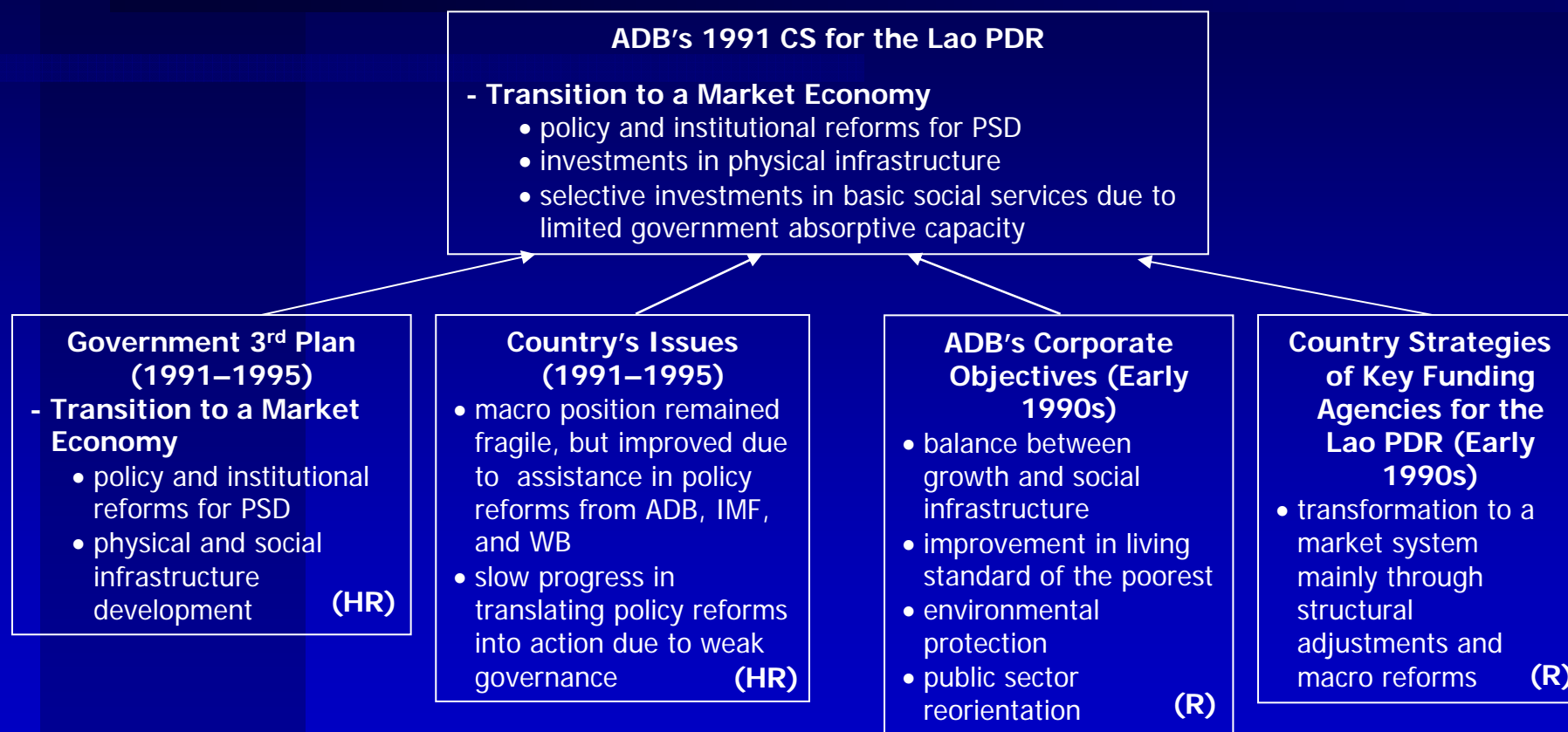


# CRITERIA FOR ASSESSING THE QUALITY AT ENTRY (QAE) OF COUNTRY STRATEGIES (CSs) (Under the Relevance/Responsiveness/Harmonization Criteria and Positioning/Coherence Criteria)



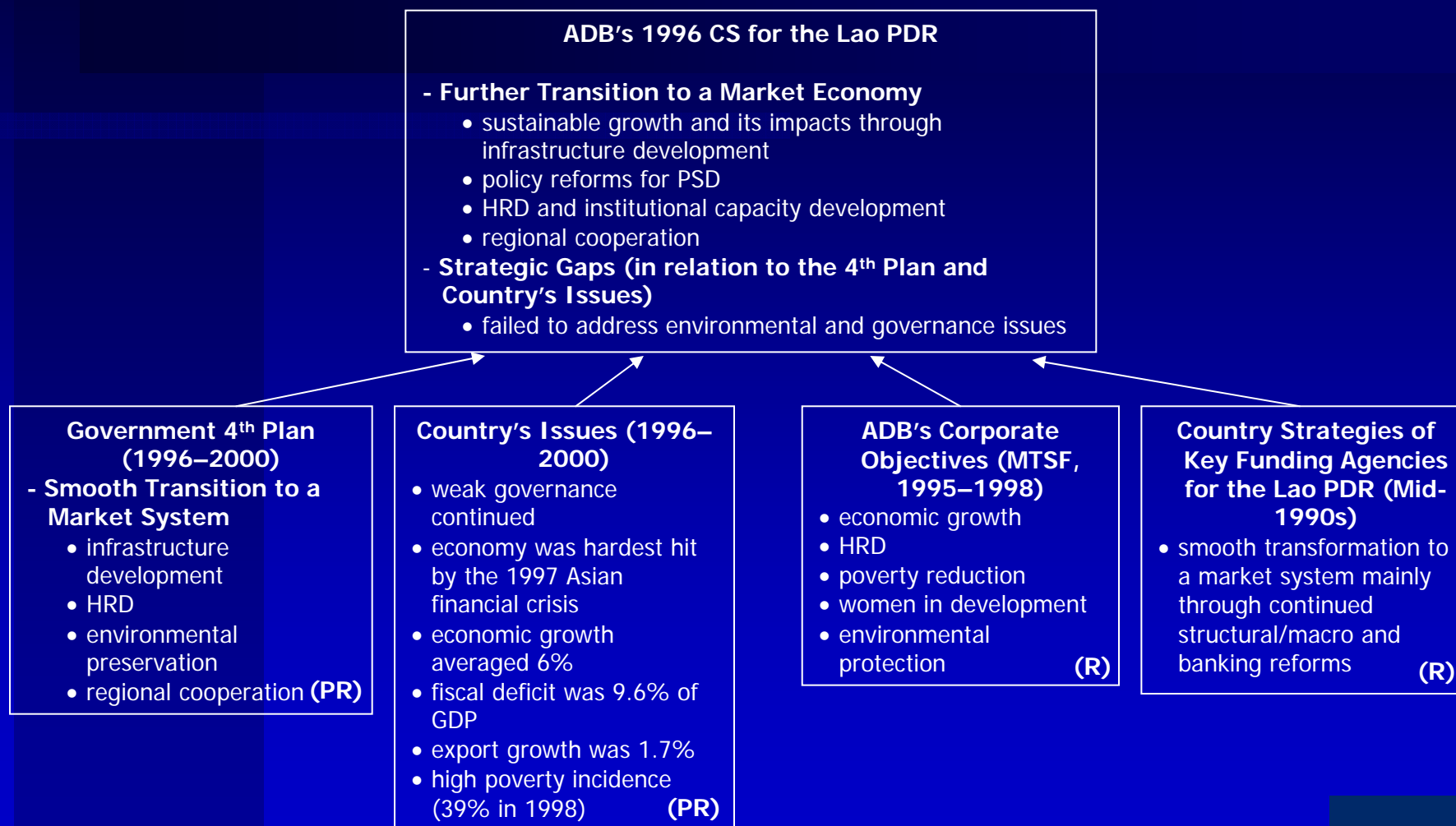
ADB = Asian Development Bank, DP = development partner.

# Sample Assessment of ADB's 1991 Country Strategy (CS) for Lao PDR under the Relevance Criteria



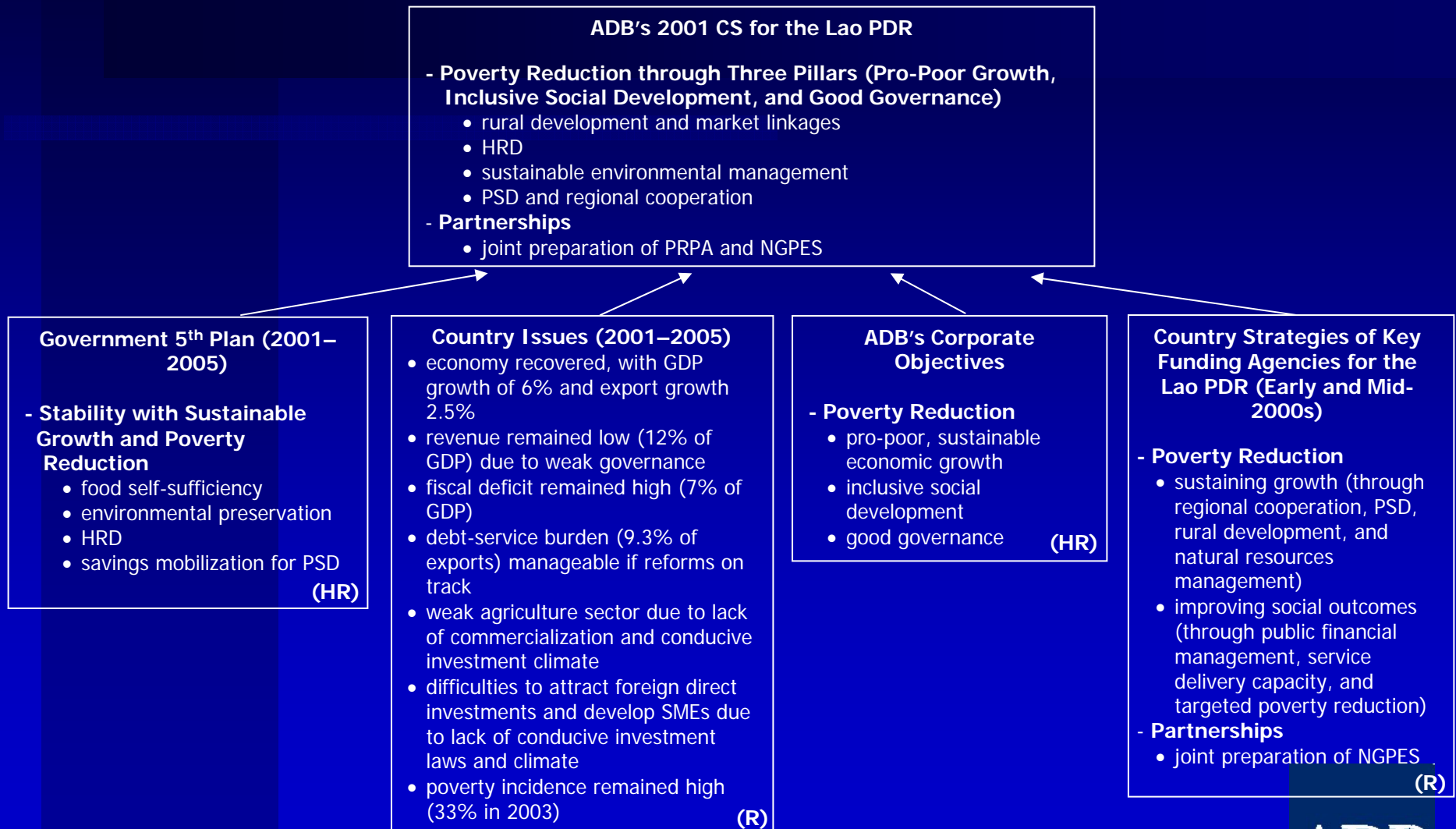
ADB = Asian Development Bank, HR = highly relevant, IMF = International Monetary Fund, Lao PDR = Lao People's Democratic Republic, PSD = private sector development, R = relevant, WB = World Bank.

# Sample Assessment of ADB's 1996 CS for Lao PDR under the Relevance Criteria



ADB = Asian Development Bank, GDP = gross domestic product, HRD = human resources development, Lao PDR = Lao People's Democratic Republic, MTSF = Medium-Term Strategy Framework, PR = partly relevant, PSD = private sector development, R = relevant.

# Sample Assessment of ADB's 2001 CS for Lao PDR under the Relevance Criteria



ADB = Asian Development Bank, GDP = gross domestic product, HR = highly relevant, HRD = human resources development, Lao PDR = Lao People's Democratic Republic, NGPES = National Growth and Poverty Eradication Strategy, PRPA = Poverty Reduction Partnership Agreement, PSD = private sector development, R = relevant, SMEs = small and medium-sized enterprises.

**Table 2: Evaluation Rating of the Quality at Entry of Country Strategies in Terms of Relevance**

Country Strategy	Criteria (from Figures A2.1–A2.3, Appendix 2)										
	Government's Plans and Strategies		Socio-economic Issues		ADB's Corporate Strategies		Country Strategies of Other Key DPs		Weighted Average of All Criteria <sup>a</sup>		
1991 Country Strategy	3	(HR)	3	(HR)	2	(R)	2	(R)	2.5	(R)	
1996 Country Strategy	1	(PR)	1	(PR)	2	(R)	2	(R)	1.5	(PR)	
2001 Country Strategy	3	(HR)	2	(R)	3	(HR)	2	(R)	2.5	(R)	
<b>Overall Country Strategy</b>										<b>2.2</b>	<b>(R)</b>

ADB = Asian Development Bank, DP = development partner, HR = highly relevant, IR = irrelevant, OED = Operations Evaluation Department, PR = partly relevant, R = relevant.

<sup>a</sup> An equal weight is applied to each of the four criteria for relevance. The rating follows OED's standard rating for projects/programs as follows: (i) HR > 2.5, (ii) 2.5 >= R >= 1.6, (iii) 1.6 > PR >= 0.6, and (iv) 0.6 > IR.

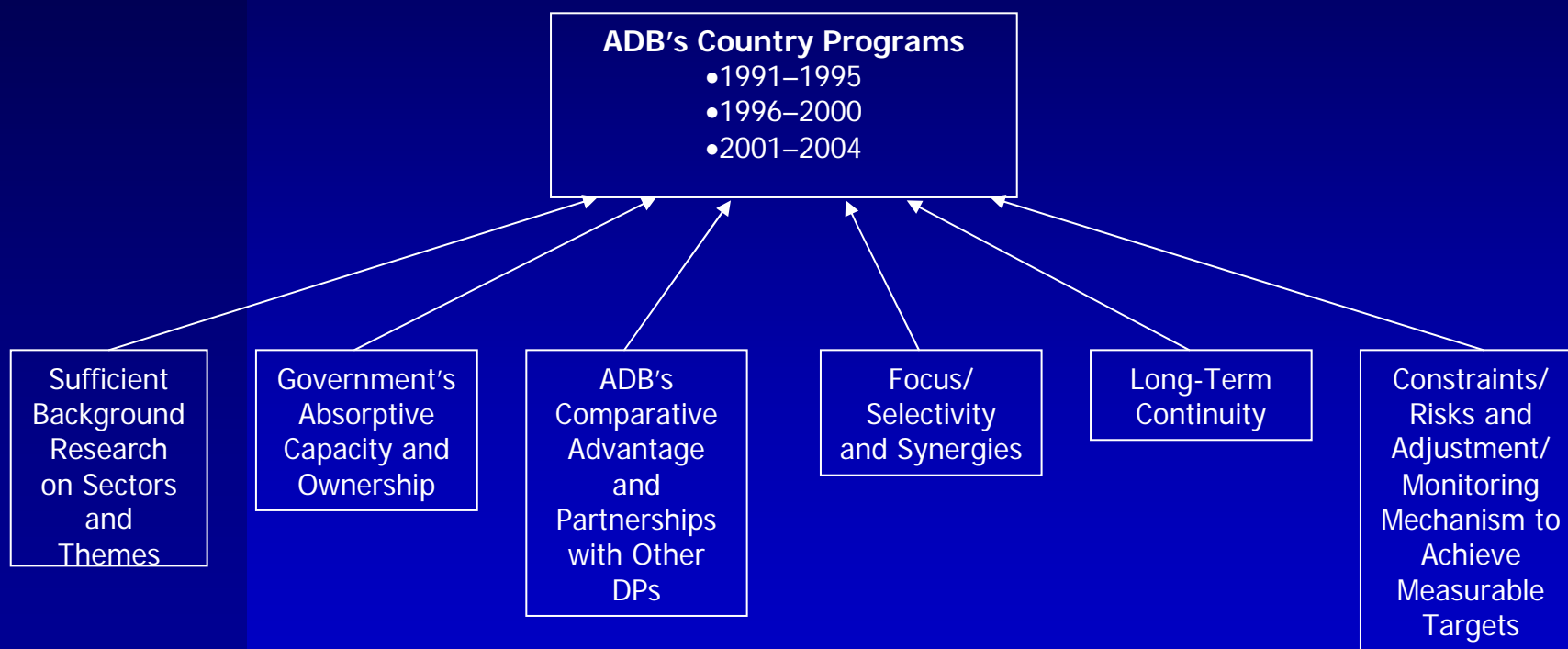
**Table 3: Evaluation Rating of the Quality at Entry of Country Strategies in Terms of Positioning/Coherence**

Country Strategy	Criteria (from Table A2.2, Appendix 2)														
	Sufficient Background Research on the Country and Sectors		Government's Absorptive Capacity and Ownership		ADB's Comparative Advantage and Partnerships with Other DPs		Focus/Selectivity and Synergies		Long-Term Continuity		Constraints/Risks and Adjustment/Monitoring Mechanism to Achieve Targets		Weighted Average of All Criteria <sup>a</sup>		
1991 CS	1	(PS)	2	(S)	2	(S)	2	(S)	2	(S)	0	(US)	1.5	(PS)	
1996 CS	2	(S)	0	(US)	2	(S)	2	(S)	2	(S)	0	(US)	1.3	(PS)	
2001 CS	3	(HS)	0	(US)	1	(PS)	1	(PS)	1	(PS)	1	(PS)	1.2	(PS)	
<b>Overall CS</b>														<b>1.3</b>	<b>(PS)</b>

ADB = Asian Development Bank, CS = Country Strategy, DP = development partner, HS = highly satisfactory, OED = Operations Evaluation Department, PS = partly satisfactory, S = satisfactory, US = unsatisfactory.

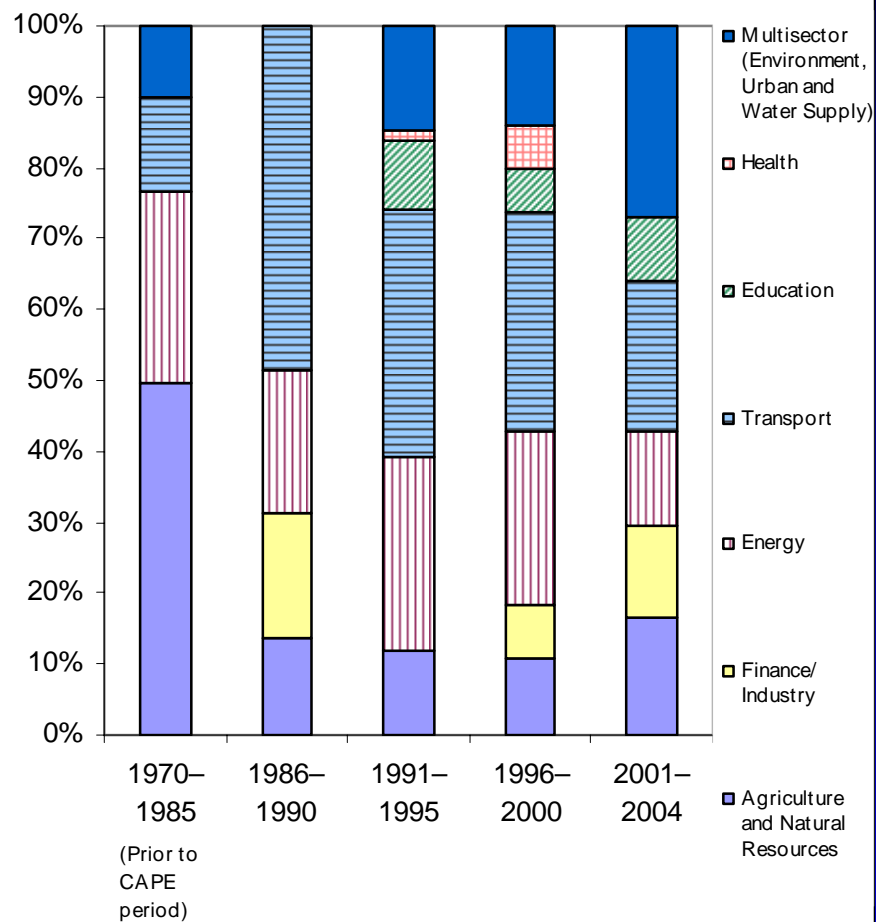
<sup>a</sup> An equal weight is applied to each of the six criteria for positioning/coherence. The rating follows OED's standard rating for projects/programs as follows: (i) HS > 2.5, (ii) 2.5 >= S >= 1.6, (iii) 1.6 > PS >= 0.6, and (iv) 0.6 > US.

# CRITERIA FOR ASSESSING THE QUALITY AT ENTRY (QAE) OF COUNTRY PROGRAMS (CPs) (Under the Positioning/Coherence Criteria)

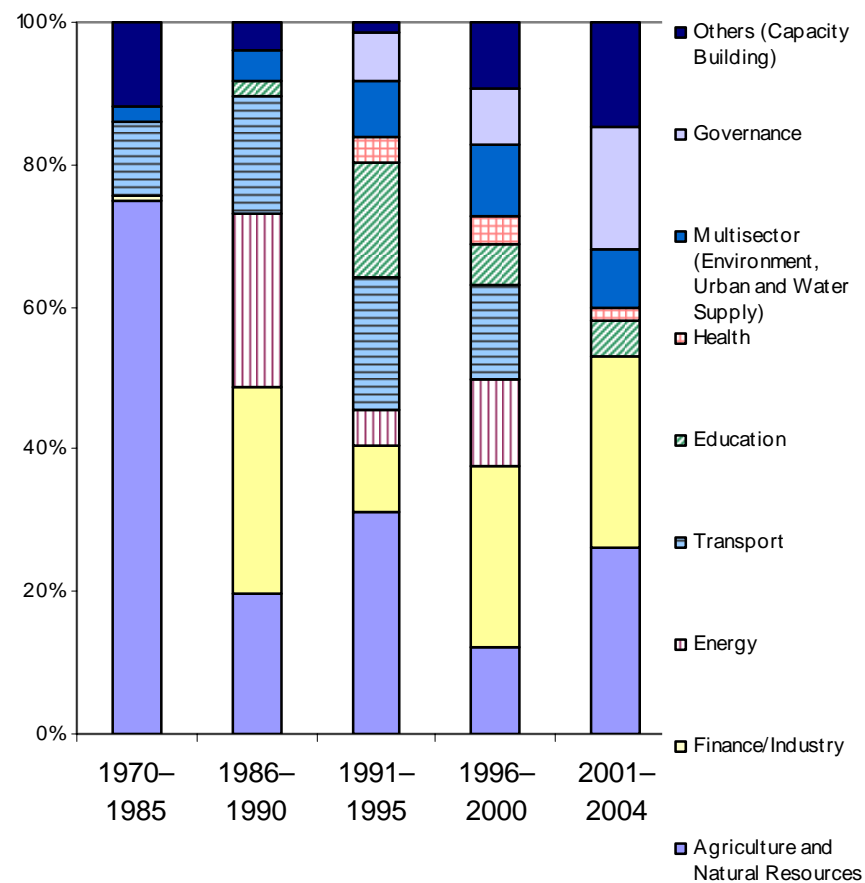


ADB = Asian Development Bank, DP = development partner.

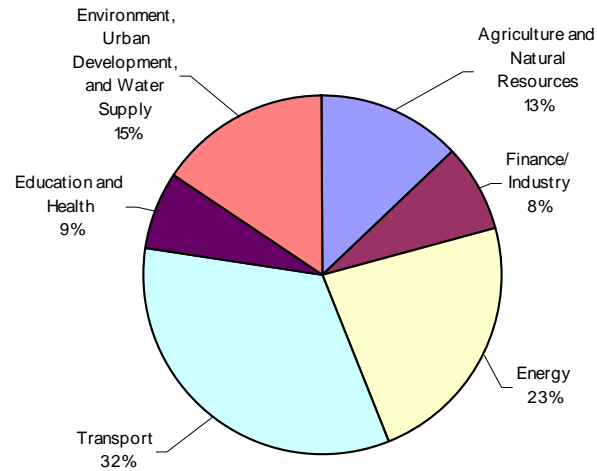
**Figure 4: Composition of Approved Loans by Sector in Five Periods**



**Figure 5: Composition of Approved Advisory Technical Assistance by sector in Five Periods**

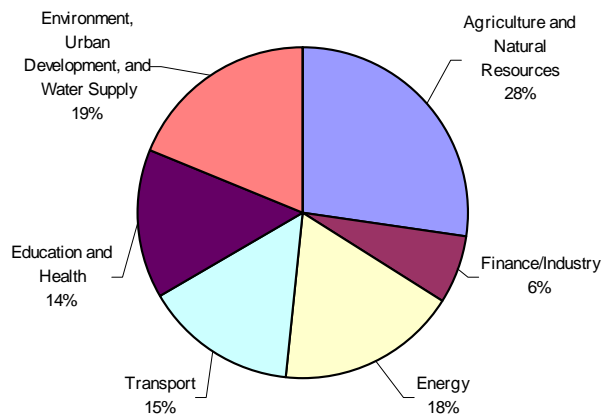


**Figure 6: Composition of Approved Loans by Sector (1986–2004)**



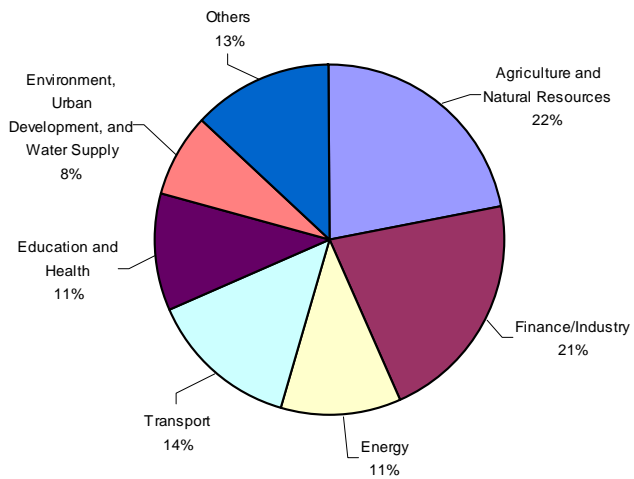
Source: Based on Table A3.1, Appendix 3.

**Figure 7: Composition of Approved Project Preparatory Technical Assistance by Sector (1986–2004)**



Source: Based on Table A3.2, Appendix 3.

**Figure 8: Composition of Approved Advisory Technical Assistance by Sector (1986–2004)**



Source: Based on Table A3.3, Appendix 3.

**Table 5: Evaluation Rating of the Quality at Entry of Country Programs in Terms of Positioning/Coherence**

Country Program	Criteria (from Table A2.3, Appendix 2)										Weighted Average of All Criteria <sup>a</sup>			
	Sufficient Background Research on Sectors/Themes		Government's Absorptive Capacity and Ownership		ADB's Comparative Advantage and Partnerships with Other DPs		Focus/Selectivity and Synergies		Long-Term Continuity			Constraints/Risks and Adjustment/Monitoring Mechanism to Achieve Targets		
1991–1995 CP	1	(PS)	1	(PS)	2	(S)	2	(S)	2	(S)	0	(US)	1.3	(PS)
1996–2000 CP	2	(S)	1	(PS)	2	(S)	2	(S)	2	(S)	0	(US)	1.5	(PS)
2001–2004 CP	2	(S)	1	(PS)	1	(PS)	1	(PS)	1	(PS)	0	(US)	1.0	(PS)
<b>Overall CP</b>													<b>1.3</b>	<b>(PS)</b>

ADB = Asian Development Bank, CP = Country Program, DP = development partner, HS = highly satisfactory, OED = Operations Evaluation Department, PS = partly satisfactory, S = satisfactory, US = unsatisfactory.

<sup>a</sup> An equal weight is applied to each of the six criteria for positioning/coherence. The rating follows OED's standard rating for projects/programs as follows: (i) HS > 2.5, (ii) 2.5 >= S >= 1.6, (iii) 1.6 > PS >= 0.6, and (iv) 0.6 > US.

**Table 6: Overall Evaluation Rating of the Quality at Entry of Country Strategies and Country Programs Combined**

CS and CP	Country Strategies										Country Programs						Weighted Average of All Criteria <sup>a</sup>	
	Criteria for Relevance (from Table 2)				Criteria for Positioning (from Table 3)						Criteria for Positioning (from Table 5)							
	(i)	(ii)	(iii)	(iv)	(i)	(ii)	(iii)	(iv)	(v)	(vi)	(i)	(ii)	(iii)	(iv)	(v)	(vi)		
1991–1995	3	3	2	2	1	2	2	2	2	0	1	1	2	2	2	0	1.7	(S)
1996–2000	1	1	2	2	2	0	2	2	2	0	2	1	2	2	2	0	1.4	(PS)
2001–2004	3	2	3	2	3	0	1	1	1	1	2	1	1	1	1	0	1.4	(PS)
<b>Overall</b>																	<b>1.5</b>	<b>(PS)</b>

CP = Country Program, CS = Country Strategy, HS = highly satisfactory, OED = Operations Evaluation Department, PS = partly satisfactory, S = satisfactory, US = unsatisfactory.

<sup>a</sup> An equal weight is applied to each of the 16 criteria for relevance and positioning/coherence. The rating follows OED's standard rating for projects/programs as follows: (i) HS > 2.5, (ii) 2.5 >= S >= 1.6, (iii) 1.6 > PS >= 0.6, and (iv) 0.6 > US.

# SAMPLE PERFORMANCE ASSESSMENT AT SECTOR LEVEL

Table 7: Summary Rating of Performance Assessment at the Sector Level

Sector	Loan Amount (%)	Relevance	Effectiveness <sup>a</sup>	Efficiency	Sustainability	Impacts <sup>a</sup>	Sector Performance	
							Scores	Ratings
ANR	13.0	1 (PR)	2 (PE)	1 (PE)	2 (PS)	2 (PS)	8	PS
Finance	8.0	2 (R)	2 (PE)	1 (PE)	2 (PS)	2 (PS)	9	PS
Energy	23.0	2 (R)	6 (HE)	2 (E)	4 (S)	4 (S)	18	S
Transport	32.0	3 (HR)	6 (HE)	2 (E)	4 (S)	6 (HS)	21	HS
Education	7.0	2 (R)	4 (E)	2 (E)	2 (PS)	4 (S)	14	S
Health	2.0	2 (R)	4 (E)	2 (E)	2 (PS)	4 (S)	14	S
Urban Development	10.0	2 (R)	4 (E)	2 (E)	4 (S)	4 (S)	16	S
Water Supply	5.0	1 (PR)	2 (PE)	1 (PE)	2 (PS)	2 (PS)	8	PS
<b>WA Sector Performance Score<sup>b</sup></b>							<b>14.7</b>	<b>S</b>

ANR = agriculture and natural resources, HS= highly successful, PS = partly successful, S = successful, US = unsuccessful, WA = weighted average.

<sup>a</sup> The ratings under the effectiveness and impacts criteria are based on the assessment in Chapter V, section A (subsections 1–8); whereas the ratings under the remaining three criteria are based on the assessment in Appendix 4.

<sup>b</sup> Sector weighted average scores are calculated by aggregating across sectors with the weight of 2 for the energy and transport sectors (which accounted for more than 50% of the Country Programs' total lending during the Country Assistance Program Evaluation period) and the weight of 1 for the remaining sectors, divided by the summation of the total sector weights of 10.

Table 8: Standard/Reference Scoring and Rating System Suggested by the CAPE Guidelines as Applied to Table 7

Four Rating Categories <sup>a</sup>	Reference Scores for Each of the Five Criteria					Sector Performance	
	Relevance	Effectiveness	Efficiency	Sustainability	Impacts	Scores	Ratings
Highly Successful (HS)	3 (HR)	6 (HE)	3 (HE)	6 (HS)	6 (HS)	24	HS >= 20
Successful (S)	2 (R)	4 (E)	2 (E)	4 (S)	4 (S)	16	20 > S >= 14
Partly Successful (PS)	1 (PR)	2 (PE)	1 (PE)	2 (PS)	2 (PS)	8	14 > PS >= 8
Unsuccessful (US)	0 (IR)	0 (IE)	0 (IE)	0 (US)	0 (US)	0	8 > US

CAPE = Country Assistance Program Evaluation.

<sup>a</sup> The four rating categories under the five evaluation criteria are called differently. For example, (i) under the relevance criterion, the four categories are called highly relevant, relevant, partly relevant, and irrelevant; (ii) under the effectiveness criteria, they are called highly effective, effective, less effective, and ineffective; and (iii) for all the five criteria combined, they are called highly successful, successful, partly successful, and unsuccessful.

# SAMPLE PERFORMANCE ASSESSMENT AT ALL LEVELS

**Table 9: Summary Rating of Other Aspects of Performance  
Assessment at the Strategic and Country Levels (as per CAPE Guidelines)**

Strategic- and Country- Level Performance	Scores of Other Aspects of Performance	Rating
- CSP Relevance and Positioning (from Table 6 and para. 200)	4 <sup>a</sup>	PS
- ADB's Performance (from para. 201)	6	S
- Contributions to the Country's MfDR Capacity and Long-Term Impacts/Results (from paras. 202–203)	4	PS
<b>Performance Score at the Strategic and Country Levels</b>	<b>14.0</b>	<b>S</b>

ADB = Asian Development Bank, CSP = Country Strategy and Program, MfDR = Managing for Development Results, HS = highly successful, PS = partly successful, S = successful, U = unsuccessful, WA = weighted average.

<sup>a</sup> Since Tables 6 and 9 are based on different scoring and rating systems, the PS score from Table 6 (which is = 1.5) is converted to the PS score for Table 9 (which is = 4).

**Table 10: Overall Rating of Performance Assessment at the  
Sector and Other Levels Combined (as per CAPE Guidelines)**

All Levels of Performance	Scores	Rating <sup>a</sup>
- Sector-Level Performance (from Table 7)	14.7	S
- Other-Level Performance (from Table 9)	14.0	S
<b>Overall Performance Score</b>	<b>28.7</b>	<b>S</b>

HS = highly successful, PS = partly successful, S = successful, US = unsuccessful.

<sup>a</sup> Based on the CAPE Guidelines, the rating score ranges for overall performance are as follows: (i) HS  $\geq$  40, (ii)  $40 > S \geq 28$ , (iii)  $28 > PS \geq 16$ , and (iv)  $16 > US$ .

## SAMPLE SUMMARY FINDINGS FROM THE LAO CAPE

- At the **Strategic Level**: The quality at entry of the CSP was found to be partly satisfactory due to lack of coherence in positioning ADB as a major DP. Although about half of the total ADB lending during the CAPE period went to two major infrastructure sectors (transport and energy), the remainder of the lending was spread thinly in many sectors
- At the **Country Level**: The CSP's contributions to the country's MfDR capacity (especially in terms of governance as related to public financial management) and long-term impacts (top-down) was found to be partly satisfactory
- At the **Sector Level**: Sector performance was found to be successful, particularly in terms of effectiveness in achieving sector outcomes (bottom-up) in transport and energy which accounted for about half of the total ADB lending during the CAPE period
- **ADB's Role**: ADB performance was found to be satisfactory in terms of client orientation and timely response to the country's needs

## SAMPLE RECOMMENDATIONS FROM THE LAO CAPE

- The country's high aid dependency ratio and limited government absorptive capacity were reflected in inadequate counterpart funds. In line with ADB's new cost sharing policy, which allows the government of each DMC to finance a lower proportion of counterpart funds based on a specific country's cost-sharing ceiling, ADB's Lao Country Team should determine the Lao PDR's cost-sharing ceiling for aggregate portfolio of the next CSP period during the preparation of the 2006 CSP, and pursue collective policy dialogue with other DPs for the Government to determine whether the total amount of aid should be reduced to be more in line with its absorptive capacity.
- Given the ADB's lower IPF for the Lao PDR, the next CSP should focus on fewer sectors based on government priorities, involvement of other DPs, and ADB's comparative advantage (sector performance) in accordance with the CAPE's findings.
- In line with the Paris Declaration thrusts, ADB should develop more strategic partnerships with other DPs (e.g., joint CSP and portfolio review, cofinancing strategy, and program-based approach) to provide a more coherent assistance program and avoid piecemeal results.
- Performance of program lending should be improved to be more manageable (e.g., using "cash-on-delivery" or cluster program modality).
- The role of ADTAs and ETSWs should be strengthened to develop sector strategies. They should also address non-sector specific factors that are preconditions for increased sector efficiency (e.g., governance, anticorruption, banking/enterprise reforms, and investment climate).
- ADTA management should be improved to increase the link with the lending programs and increase government participation in TA design and implementation.
- Given the need to strengthen aid coordination, policy dialogue, and project implementation at the field level, the role of ADB's Lao Resident Mission should be strengthened with increased delegation of authority and redeployment of staff.

# RESULTS MATRIX OF ENERGY SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<ul style="list-style-type: none"> <li>•tripled electricity generation capacity of the country from 1,027 GWh/yr to 3,094 GWh/yr (1991–2004)</li> <li>•increased utilization of the country's hydropower development potentiality to 3.5% (1991–2004)</li> <li>•increased electricity access to 20% of total households (1998–2004)</li> <li>•increased electricity access to 2% of rural HH (1998–2004)</li> <li>•increased export diversification from 8% of energy export share to 27% (1994–2004)</li> <li>•achieved a reasonably high economic growth rate of about 6%/yr (1994–2004)</li> <li>•achieved poverty reduction from 39% to 33% (1998–2003)</li> </ul>	<p><b>for XHP, NSHDP, THHP, and NLHP</b></p> <ul style="list-style-type: none"> <li>•provision of energy generation capacity of 137 GWh/yr (1991–2004), 129 GWh/yr (1997–2004), 1,533 GWh/yr (1998–2004), and 268 GWh/yr (2000–2004), respectively</li> <li>•generation of foreign exchange earnings from energy exports to Thailand of \$50 million (1991–2004), \$31 million (1997–2004), \$402 million (1998–2004), and \$37 million (2000–2004), respectively</li> </ul> <p><b>Total outcomes of four projects combined:</b></p> <ul style="list-style-type: none"> <li>•provision of energy generation capacity of 2,067 GWh/yr (1991–2004)</li> <li>•contribution to 70% of the country's energy generation capacity by 2004</li> <li>•generation of export earnings from energy exports to Thailand of \$520 million (1991–2004)</li> </ul> <p><b>for NNLPPPT, PTDP, and NARPDP</b></p> <ul style="list-style-type: none"> <li>•provision of electricity connections to 18,000 HH (1998–2004), 25,646 HH (2003–2004), and expected 27,000 HH by 2008, respectively</li> </ul> <p><b>Total outcomes of 3 projects combined included</b></p> <ul style="list-style-type: none"> <li>•provision of electricity connections to 70,646 HH</li> <li>•contribution to 36% of the country's electricity connections</li> </ul>	<p><b>for XHP, NSHDP, THHP, and NLHP</b></p> <ul style="list-style-type: none"> <li>•construction and operation of 45 MW (XHP), 40 MW (NSHDP), 210 MW (THHP), and 60 MW (NLHP) power plants, totaling 355 MW</li> </ul> <p><b>NNLPPTP</b></p> <ul style="list-style-type: none"> <li>•installation of a 208 km 115 kV transmission line from the Nam Ngum hydropower station through Vangvieng to Luang Prabang</li> </ul> <p><b>PTDP &amp; NARPDP</b></p> <ul style="list-style-type: none"> <li>•installation of 225 km 115 kV, and 274 km 115 kV transmission lines</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the energy sector accounted for 24% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, JBIC, NORAD, SIDA, UNDP, and World Bank</p>

# RESULTS MATRIX OF ANR SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<p><b>APL and SAPL</b></p> <ul style="list-style-type: none"> <li>•sustained agriculture growth rate of 4.3% (1995–2004)</li> <li>•increased rice yields from 2.5 tons/ha to 3.2 tons/ha (1995–2004)</li> <li>•achieved food self-sufficiency in rice</li> </ul> <p>However, overall investment climate remains poor.</p> <p><b>ITPP</b></p> <ul style="list-style-type: none"> <li>•jeopardizing the financial soundness and viability of APB, and making the task of turning it into a viable institution serving the farming community even more difficult than it had been prior to the project</li> </ul>	<p><b>APL and SAPL</b></p> <ul style="list-style-type: none"> <li>•increased FDIs from almost negligible to \$88 million during the period prior to the start of the APL and by the end of the SAPL (1989–1995)</li> <li>•increased rice production from 1.35 million tons to 2.5 million tons after program completion (1996–2004)</li> </ul> <p>However, major impediments to doing business and commercial agriculture continue to persist.</p> <p><b>ITPP</b></p> <p><b>Negative Outcomes:</b></p> <ul style="list-style-type: none"> <li>•generation of a large number of nonperforming loans (NPLs) to APB (87% of loans for the project have been classified as NPL in 2004)</li> </ul> <p><b>CMISP</b></p> <ul style="list-style-type: none"> <li>•reduced labor cost of about 70 person-days/year (1996–2004) due to reduced repairs needed on the irrigation systems in the project areas</li> <li>•incremental rice yields between 0.5 tons/ha and 2.0 tons/ha (1996–2004) due to improved reliability of water supply in the project areas</li> </ul>	<p><b>APL and SAPL</b></p> <ul style="list-style-type: none"> <li>•reduction of state interventions by promoting divestments of agriculture SOEs</li> <li>•deregulation of the marketing of agricultural produce</li> <li>•removal of input/output subsidies</li> <li>•provision of land rights to farmers</li> <li>•restructuring of MAF and strengthening MAF services to ANR</li> <li>•deregulations of domestic and foreign trades</li> </ul> <p><b>ITPP</b></p> <ul style="list-style-type: none"> <li>•tree planting of about 6,000 ha, compared to the target of 9,000 ha (67% of output target)</li> </ul> <p><b>CMISP</b></p> <ul style="list-style-type: none"> <li>•completion of 47 irrigation subprojects, covering 3,563 ha (2,679 ha in the wet season and 884 ha in the dry season) (out of the target of 3,800 ha)</li> <li>•improvement of 342 km of access road and 46 km of feeder roads (out of the targets of 60 km and 90 km, respectively)</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the ANR sector accounted for 9% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>AFD, AusAID, EU, Germany, JICA, SIDA, Switzerland, US, various UN agencies, and World Bank</p>

# RESULTS MATRIX OF FINANCIAL SECTOR AND PSD

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<p><b>FSPL-I and FSPL-II</b> <b>Limited impacts:</b></p> <ul style="list-style-type: none"> <li>•increased deposit ratio slightly from 10.6% of GDP to 18.2% (1995–2004)</li> <li>•decreased share of credit to the private sector in the net domestic credit to the economy from 82% to 60% (1995–2000)</li> <li>•increased M2/GDP slightly from 14% (1995) to 17% (2000), and 20% (2004), indicating that the depth of the financial sector remained shallow</li> </ul>	<p><b>FSPL-I</b> Improved financial intermediation, such as</p> <ul style="list-style-type: none"> <li>•reduced real lending interest rate from 6.2% to 3.1% (1991–2000)</li> <li>•increased credit to private enterprises from KN119,413 to KN1,041,520 (1995–2000)</li> </ul> <p><b>FSPL-II</b> <b>Negative outcomes:</b></p> <ul style="list-style-type: none"> <li>•decreased return on assets of two SCBs (BCEL and LDB) from 0.1% (1998) to -3.4% (2000) and -4.9% (2004)</li> <li>•increased NPLs of the two SCBs from 35% of their portfolio (1993) to 39% (1998), 52% (2000), and 64% (2004)<sup>a</sup></li> </ul>	<p><b>FSPL-I</b></p> <ul style="list-style-type: none"> <li>•approval of Bankruptcy Law &amp; signing of interbank market regulations</li> <li>•providing BOL with the tools to control money supply</li> <li>•improving the payment system</li> <li>•recapitalizing SCBs</li> <li>•loosening control over interest rates</li> <li>•extending banking services to the northern region</li> <li>•providing a legal framework for domestic enterprises</li> <li>•continuing progress on privatization</li> <li>•establishing a national/central enterprise registration office</li> </ul> <p><b>FSPL-II</b></p> <ul style="list-style-type: none"> <li>•consolidation of the 7 SCBs into 3 (BCEL, LDB, and APB)</li> <li>•adoption of a chart of accounts by all banks and completion of international audits of the SCBs</li> <li>•Est. of a separate Sup. &amp; Examination Department in BOL</li> <li>•building of market support infrastructure for the banking system (e.g., issuing regulations for interbank market activities, establishing a deposit protection scheme, and establishing the Credit Information Bureau in BOL)</li> <li>•establishment of a legal basis for non-bank instruments</li> <li>•establishment of a social security fund/pension scheme for employees of public and private enterprises</li> <li>•provision of 33 training courses to 1,220 bank staff</li> </ul> <p><b>BSRP</b></p> <ul style="list-style-type: none"> <li>•amendment of the law on People's Court</li> <li>•issuance of policy statement on micro-finance</li> <li>•processing of a decree on the Banking Law and drafting of the Anti-Money Laundering Legislation</li> <li>•establishment of the commercial division court at the Vientiane Municipal Court</li> <li>•drafting of the revised Secured Transaction Law</li> <li>•adoption of comprehensive SCB restructuring plans and governance agreements</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the financial sector and PSD accounted for 19% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, AusAID, EU, Germany, IMF, UNDP, and World Bank</p>

# RESULTS MATRIX OF TRANSPORT SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<ul style="list-style-type: none"> <li>•increased provincial GDP per capita in the South from \$230 to \$353 (2001–2004)</li> <li>•increased monthly consumption in Champasack from KN33,480/HH to KN1.05 million/HH (1997–2003)</li> <li>•increased average income from agriculture in Champasack from KN0.42 million/HH to KN2.44 million/HH (1997–2003)</li> <li>•quadrupled hotel rooms in Champasack from 306 to 1,300 (1998–2003)</li> <li>•doubled tourists in Champasack from 28,000 to 66,000 (1998–2003)</li> <li>•doubled hotel rooms in the country from 5,000 to 12,000 (1998–2003)</li> <li>•achieved a reasonably high economic growth of 6%/yr (1994–2004)</li> <li>•achieved poverty reduction from 39% to 33% (1998–2003)</li> </ul>	<ul style="list-style-type: none"> <li>•increased traffic by 200% for passengers and 80% for goods</li> <li>•decreased travel time between Vientiane and Luangprabang from 2–3 days to 8 hours</li> <li>•increased traffic counts in Champasack by about 22%/yr (2001–2004)</li> <li>•decreased bus passenger fees (due to reduced vehicle operating costs) in Champasack by 8% since 2002</li> <li>•Contribution to 7% of the country's total road network (16% of national roads, 3% of provincial roads, and 6% of access/feeder roads) during 1994–2004</li> </ul>	<p><b>Group-1 projects</b></p> <ul style="list-style-type: none"> <li>•upgrading/construction of 508 km of NR 13N, which completely upgraded the primary north-south road connection between Vientiane and the northern part of the country, via Luangprabang</li> <li>•upgrading/construction of 300 km of NR 1 and NR 7, connecting from NR 13 to the northwest part of the country</li> </ul> <p><b>Group-2 projects</b></p> <ul style="list-style-type: none"> <li>•upgrading/construction of 193 km of NR 13S and NR 16W, including bridges</li> <li>•upgrading/construction of 275 km of provincial roads</li> <li>•upgrading of 53 km of access/feeder roads in Champasack province</li> </ul> <p><b>Group-3 projects</b></p> <ul style="list-style-type: none"> <li>•upgrading/construction of 152 km of NR3 and NR9, including bridges</li> <li>•upgrading/construction of 160 km of access/feeder roads</li> </ul> <p>Group-4 projects</p> <ul style="list-style-type: none"> <li>•upgrading/construction of 592 km of 9 rural access/feeder roads scattered throughout the country</li> </ul> <p><b>Total Outputs by All Projects</b></p> <ul style="list-style-type: none"> <li>•upgrading/construction of 2,333 km of the country's road network (1,153 km of national roads, 275 km of provincial roads, and 905 km of access roads)</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the transport sector accounted for 14% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, AusAID, Germany, JICA, PRC, SIDA, Thailand, and World Bank</p>

# RESULTS MATRIX OF EDUCATION SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<p><b>Countrywide:</b></p> <p><b>Access</b></p> <ul style="list-style-type: none"> <li>•increased overall NER of PE from 76% to 83% (1998–2003)</li> <li>•increased NER of PE for girls from 72% to 79% (1998–2003)</li> <li>•increased overall GER of PE from 105% to 113% (1991–2003)</li> <li>•increased GER of PE for girls from 101% to 105% (2000–2003)</li> <li>•increased overall GER of lower secondary education (LSE) from 32% to 50% (1991–2003)</li> <li>•achieved 26% overall GER of upper secondary education in 2002</li> <li>•increased adult literacy rate from 60% to 75% (1995–2000)</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>•decreased repetition rate of PE from 30% to 20% (1991–2003)</li> <li>•decreased dropout rate of PE from 11% to 9% (1991–2003)</li> <li>•increased promotion rate of PE from 59% to 71% (1991–2003)</li> </ul>	<p><b>In Project Areas:</b></p> <ul style="list-style-type: none"> <li>•achieved enrollment at TTCs of 4,468 in 1999</li> <li>•increased female enrolment at TTCs from 41% to 48% (1992–1999)</li> <li>•increased ethnic minority enrolment at TTCs from 25% to 30% (1993–1999)</li> </ul> <p>•increased university (NUOL) enrollment from 8,137 to 18,366 (1996–2002)</p> <p>•increased university student-teacher ratio from 7:1 to 20:1 (1996–2002)</p>	<p><b>EQIP-I</b></p> <ul style="list-style-type: none"> <li>•establishment of NTEAB and TDC</li> <li>•development and implementation of new nationwide preservice teacher training curriculum</li> <li>•consolidation and upgrading of 8 TTCs</li> <li>•provision of training to admin. staff, curriculum developers and teacher trainers (780 in-country and 375 short-term overseas)</li> </ul> <p><b>EQIP-II</b></p> <ul style="list-style-type: none"> <li>•preparation of the National Teacher Education Plan and Policy Strategy</li> <li>•provision of training to teacher trainers at the 8 TTCs and the Teacher Education and Development Center</li> <li>•construction of multi-grade schools and classrooms</li> <li>•recruitment and training of teachers</li> <li>•decentralization of school management in 12 project districts in 6 provinces for Phase I</li> </ul> <p><b>PSERP</b></p> <ul style="list-style-type: none"> <li>•establishment of NUOL, with 7 campuses and 10 faculties</li> <li>•reorganization of HTVED under MOE</li> <li>•provision of training to admin. and faculty staff (431 short-term overseas and 46 long-term fellowships)</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the education sector accounted for 11% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, AFD, AusAID, Belgium, EU, Germany, JICA, NORAD, SIDA, Switzerland, UNICEF, and World Bank</p>

# RESULTS MATRIX OF HEALTH SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<p><b>Countrywide:</b></p> <ul style="list-style-type: none"> <li>•decreased IMR from 104/1,000 live births to 87 (1995–2002)</li> <li>•decreased IMR among poor from 140 per 1,000 live births to 107 (1995–2000)</li> <li>•reduced MMR from 656 per 100,000 live births to 530 (1998–2000)</li> <li>•increased child delivery at hospitals from 10% to 21% (1999–2003)</li> <li>•increased contraceptive prevalence rate from 23% to 32% (1995–2000)</li> <li>•increased rate of full child immunization from 32% to 43% (1995–2000)</li> <li>•increased rate of children &lt; 5 treated under mosquito nets from 14% to 21% (1995–2003)</li> </ul>	<p><b>In Project Areas:</b></p> <p><b>PHCP</b></p> <ul style="list-style-type: none"> <li>•increased PHC access to 0.5 million mountainous people (2000–2004)</li> <li>•reduced IMR from 125 per 1,000 live births to 82 (1996–2001)</li> <li>•reduced CMR from 176 per 1,000 live births to 106 (1996–2001)</li> <li>•increased coverage of fully immunized children aged 12–23 months from 20% to 32% (1996–2001)</li> </ul> <p><b>PHCEP</b></p> <ul style="list-style-type: none"> <li>•increased access to PHC from 41% of villages in eight project provinces to 81% (2002–2004)</li> </ul>	<p><b>PHCP</b></p> <ul style="list-style-type: none"> <li>•construction of 73 health centers, and 3 small district hospitals,</li> <li>•renovation and provision of equipment to five existing hospitals with emergency services in two provinces</li> <li>•provision of basic training to 5,970 health staff</li> <li>•strengthening of drug revolving funds scheme at district hospitals and health centers to supply of essential drugs</li> <li>•establishment of an M&amp;E system at the project provinces</li> <li>•development of a PHC policy and nationwide implementation of an integrated PHC system of planning, budgeting, and monitoring</li> </ul> <p><b>PHCEP</b></p> <ul style="list-style-type: none"> <li>•improving physical facilities of provincial and district hospitals and HCs in 8 provinces</li> <li>•upgrading the network of hospitals and HCs</li> <li>•increasing access to PHC at the village level through the provision of training to VHVs (especially ethnic minorities) in 8 project provinces</li> <li>•improving the quality and management of health services, including integration of the immunization program and other preventive programs</li> <li>•strengthening 18 provincial health offices</li> <li>•building up capacity to provide strong leadership for health sector planning and budgeting</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the health sector accounted for 10% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, AFD, AusAID, JICA, PRC, SIDA, UNDP, UNFPA, UNICEF, WHO, and World Bank</p>



# RESULTS MATRIX OF URBAN DEVELOPMENT SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<p><b>Countrywide:</b></p> <ul style="list-style-type: none"> <li>•increased proportion of urban population having access to improved sanitation from 24% to 51% (1990–2002)</li> </ul>	<p><b>In Project Areas:</b></p> <p><b>VIUDP and STUDP</b></p> <ul style="list-style-type: none"> <li>•ability of some UDAAAs to raise their own incomes for the O&amp;M of urban infrastructure</li> <li>•institutionalization of UDAAAs through the passage of the Law on Local Administration formulated under TA 3331</li> <li>•increased access to improved urban environment to 362,000 urban population (30% of total urban population) in 2004</li> <li>•reduced damages and destruction due to flooding (100% reduction in Thakhek in 2004)</li> <li>•increased number of businesses in the downtown urban areas (30% increase in Thakhek in 2004)</li> </ul>	<p><b>VIUDP</b></p> <ul style="list-style-type: none"> <li>•construction of 2.3 km of main drainage channels and upgrading of 11.6 km of main drainage channels (100% completion)</li> <li>•construction of 9,710 m of secondary drainage network (75% completion due to land acquisition problem)</li> <li>•construction of a solid waste management system (100% completion)</li> <li>•construction of 3.7 km of new road (80% completion due to land acquisition problem and cost overrun)</li> <li>•strengthening of 6.3 km of paved roads (60% completion due to cost overrun)</li> <li>•construction/rehabilitation of 9 km of footpaths</li> <li>•establishment of UDAA for Vientiane</li> </ul> <p><b>STUDP</b></p> <ul style="list-style-type: none"> <li>•strengthening of 19 km of strategic road</li> <li>•surfacing of 37 km of town center roads</li> <li>•reconstruction of 26 km of access roads</li> <li>•construction of 20 km of new footpaths</li> <li>•construction of 4 km of flood embankments</li> <li>•provision of masonry lining for 140 m of riverbank</li> <li>•protection for 1,550 m of riverbank</li> <li>•lining of 16,000 m<sup>2</sup> of storm water outfalls</li> <li>•setting up of solid waste sites in the four towns</li> <li>•establishment of UDAAAs for the four towns</li> </ul>	<ul style="list-style-type: none"> <li>•ADB's disbursements in the urban development, and water supply and sanitation sectors combined accounted for 19% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, AFD, and JICA</p>

# RESULTS MATRIX OF WATER SUPPLY & SANITATION SECTOR

Country's Achievement of Long-Term Impacts/Results	ADB's Contributions to Intermediate Sector Outcomes/Results	Sector Outputs of ADB Interventions	Sector Inputs of ADB Interventions	List of Key DPs in the Sector
<p><b>Countrywide:</b></p> <ul style="list-style-type: none"> <li>increased proportion of urban population having access to clean water supply from 28% to 52% (1990–2002)</li> </ul>	<p><b>In Project Areas:</b></p> <p><b>SPTWSP, RUVWSP, and NPTWSSP</b></p> <ul style="list-style-type: none"> <li>success in turning provincial water supply companies into operating agencies, independent from the Nam Papa Lao, with their own income-generating capabilities</li> <li>increased access to dependable piped water supply to about 500,000 people in 2004 (42% of total urban population or 10% of total country population), consisting of               <ul style="list-style-type: none"> <li>41,000 people under SPTWSP (about 50% below target)</li> <li>195,000 people (new connections) and 80,000 people (extension of existing systems) under RUVWSP</li> <li>76,000 people under NPTWSSP</li> <li>Expected 100,000 people after WSSSP has been completed</li> </ul> </li> </ul> <p><b>WSSSP</b></p> <ul style="list-style-type: none"> <li>reduced time in collecting water from shallow wells, rivers, or streams of about 3 hours per day/HH by using piped water</li> <li>reduced cost of water by \$10–\$30/month through the use of piped water</li> </ul>	<p><b>SPTWSP</b></p> <ul style="list-style-type: none"> <li>construction of two new water treatment plants at Pakse and Saravane</li> <li>rehabilitation of distribution network</li> <li>extension and rehabilitation of distribution water mains</li> </ul> <p><b>RUVWSP</b></p> <ul style="list-style-type: none"> <li>rehabilitation of 58.9 km of supply pipes</li> <li>extension of piped supply system by 22.4 km</li> <li>construction of 25.9 km of transmission pipes</li> <li>construction of a 2,000 m<sup>3</sup> reservoir</li> </ul> <p><b>NPTWSSP</b></p> <ul style="list-style-type: none"> <li>construction and rehabilitation of water supply systems in the seven towns</li> </ul> <p><b>WSSSP (more than 80% completed)</b></p> <ul style="list-style-type: none"> <li>construction of water supply systems in five towns (completed)</li> <li>construction of facilities in seven towns (on-going)</li> <li>expansion of construction to three further towns with loan savings</li> <li>establishment of WASA as the regulatory body of overall WS companies</li> </ul>	<ul style="list-style-type: none"> <li>ADB's disbursements in the urban development, and water supply and sanitation sectors combined accounted for 19% of total disbursements of all DPs (2000–2003)</li> </ul>	<p>ADB, AFD, JICA, and NORAD</p>

