

EVALUATION DESIGN MATRIX

Issue	Question	Required Information and Sources	Data Collection Method and Analysis
1. To examine the scope, diversity, degree, typology of country-level partnering of the Asian Development Bank (ADB) in countries under study	<ul style="list-style-type: none"> • What joint activities does ADB have with other donors at the country level in 2004–2005? • What is the typology of joint activities ADB has with other donors? • What are the scope and degree of partnership of these joint activities? • Which countries have the most and least partnering activities in a given sector? • Which areas in a given sector were partnering is present in countries with most partnership but were absent in the countries with least partnership? 	<ul style="list-style-type: none"> • Profile of joint work between ADB and other donors in the countries under study: <ol style="list-style-type: none"> a. diversity and typology of activities b. scope of partnership c. degree of partnering d. graduation of countries having the most to the least partnering activities e. What partnering activities in a given sector are present in countries with maximum partnerships but absent in countries with minimum partnerships? 	<ul style="list-style-type: none"> • Country case studies, semi-structured interviews, focus group discussions, literature review
2. To assess the partnering activities of ADB in relation to Country Strategies and Programs (CSPs), policies, strategies, operating procedures, and business processes	<ul style="list-style-type: none"> • What are the provisions for partnering in the CSPs of countries under study? • What are the policies, strategies, and Operations Manual provisions that define partnering activities of ADB? • How does the New Business Process (NBP) support partnering activities of ADB? 	<ul style="list-style-type: none"> • CSPs, policy, strategy, operations procedures that are bases for partnering activities • Profile of how partnering activities are supported by the NBP 	<ul style="list-style-type: none"> • Desk review of CSPs of countries under study, policies, strategies, Operations Manual, NBP
3. To examine the ADB harmonization with other donors in the countries under the study based on Paris commitments on	<ul style="list-style-type: none"> • Did ADB develop an action plan as part of the follow-up to the Rome High-Level Forum and what is the status of its implementation? 	<ul style="list-style-type: none"> • The nature of the action plan to implement Rome High-Level Forum and status of achievement overtime in the countries under study 	<ul style="list-style-type: none"> • Country case study, semi-structured survey, interview, focus group discussion, desk review

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Harmonization	<ul style="list-style-type: none"> • What is the volume of aid released as program-based approaches and total aid flows from 2000–2006 in the four countries? 	<ul style="list-style-type: none"> • Ratio of aid (as program-based approaches) to total aid flows from 2000–2006 in the four countries 	<ul style="list-style-type: none"> • Desk review
	<ul style="list-style-type: none"> • What is the number of project conception and administration missions jointly made with other donors or on behalf of another donor and the total number of project conception and administration missions from 2000–2006 in each of the four countries? 	<ul style="list-style-type: none"> • Ratio of joint missions to the total number of missions from 2000–2006 in each four country in each of the four countries. 	<ul style="list-style-type: none"> • Desk review, country case studies
	<ul style="list-style-type: none"> • What is the number of country analytic reports (<i>diagnostic reviews, e.g., country procurement assessment report; country or sector studies and strategies; country or sector evaluations and discussion papers</i>) undertaken jointly with other donors or on behalf of other donors and the total number of country analytic reports from 2000–2006 in each of the four countries? 	<ul style="list-style-type: none"> • Ratio of joint analytic reports to total number of country analytic reports from 2000–2006 in each of the four countries. 	<ul style="list-style-type: none"> • Desk review
	<ul style="list-style-type: none"> • Does ADB make use of its comparative advantage at sector or country level by delegating, where appropriate, authority to lead donors for the execution of programs, activities and tasks? 	<ul style="list-style-type: none"> • Profile of planned activities in each of the four countries where there is division of work 	<ul style="list-style-type: none"> • Country case studies, desk review
	<ul style="list-style-type: none"> • Does ADB work together with other multilateral development banks (MDBs) to harmonize separate procedures? In which areas are harmonization work done? 	<ul style="list-style-type: none"> • Areas where procedural areas in ADB operations needed harmonization 	<ul style="list-style-type: none"> • Country case studies, focus group discussions, interview, desk review
	<ul style="list-style-type: none"> • Does ADB reform procedures and strengthen incentives—including recruitment, appraisal, and training—for management and staff to work towards harmonization, alignment, and results? 	<ul style="list-style-type: none"> • ADB Human Resources Division’s work program related to harmonization 	<ul style="list-style-type: none"> • Desk review, interview
			<ul style="list-style-type: none"> • Strategy and Policy

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		Department work plan on revision of key operations manual that are related to harmonization	
	<ul style="list-style-type: none"> Does ADB harmonize their activities with other MDBs in the absence of strong government leadership? In which areas are these done among the fragile states? 	<ul style="list-style-type: none"> With focus on fragile states, presence of upstream analysis, joint assessments, joint strategies, coordination of political engagement, and practical initiatives such as the establishment of joint donor offices 	<ul style="list-style-type: none"> Desk review, country case studies
	<ul style="list-style-type: none"> What examples are there when ADB aligns to the maximum extent possible behind central government-led strategies or uses country, regional, sector or nongovernment systems? 	<ul style="list-style-type: none"> Profile of activities where ADB uses country, regional, sector, and nongovernment strategies and systems 	<ul style="list-style-type: none"> Desk review, country case studies
	<ul style="list-style-type: none"> Are there reports where ADB activities undermined national institutions building? 	<ul style="list-style-type: none"> Incidence where ADB bypassed national budget processes and set high salaries for local staff 	<ul style="list-style-type: none"> Country case studies, interview
	<ul style="list-style-type: none"> Does ADB use appropriate mix of instruments, including support for recurrent financing, particularly for countries in promising but high-risk transitions? 	<ul style="list-style-type: none"> Kinds of instruments used in support of fragile states in reports and recommendations of the President, technical assistance, and grants 	<ul style="list-style-type: none"> Desk review
	<ul style="list-style-type: none"> Does ADB strengthen the application of environmental impact assessments and deepen common procedures for projects, including consultations with stakeholders; and develop and apply common approaches for “strategic environmental assessment” at the sector and 	<ul style="list-style-type: none"> Presence of uniform environment approaches and procedures 	<ul style="list-style-type: none"> Desk review, interview, country case studies

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	national levels?		
	<ul style="list-style-type: none"> Does ADB continue to develop the specialized technical and policy capacity necessary for environmental analysis and for enforcement of legislation? 	<ul style="list-style-type: none"> Performance of specialized technical and policy capacity 	<ul style="list-style-type: none"> Desk review, interview, focus group discussions, country case studies
4.	To evaluate key factors that enhance or constrain effective ADB harmonization practices in the countries under study	<ul style="list-style-type: none"> Identification of factors that enhance harmonization efforts Ways in which these factors contribute to speedy harmonization efforts Identification of factors that constrain harmonization efforts Ways in which these factors contribute to delayed harmonization efforts 	<ul style="list-style-type: none"> Interview, country case study, focus group discussions Interview, country case study, focus group discussions Interview, country case study, focus group discussions Interview, country case study, focus group discussions
5.	To identify key lessons and make recommendations as to which part of the broad spectrum of ADB partnering activities can harmonization be used for effective partnering	<ul style="list-style-type: none"> Key lessons in harmonization: Qualitative analysis from sections within draft special evaluation study report, case studies, relevant consultant reports, back-to-office reports 	<ul style="list-style-type: none"> Interview, focus group discussion, country case studies,

ADB = Asian Development Bank, CSP = Country Strategy and Program, MDB = multilateral development bank, NBP = New Business Process.