

78. A possible checklist for assessing borrower performance includes the following:
- (i) success in meeting loan effectiveness requirements;
 - (ii) degree of high-level support for the project;
 - (iii) staff quality and continuity in key executing and implementing agencies;
 - (iv) effectiveness of the project steering committee;
 - (v) commitment to complying with loan covenants;
 - (vi) adequacy and timeliness of the provision of counterpart funding;
 - (vii) timeliness of the submission of financial statements and the quality and timeliness of the audit process;
 - (viii) extent of participation at the design stage and of subsequent support for the ADB supervision, review, and performance evaluation process; and
 - (ix) degree and quality of the implementing agencies' engagement with stakeholders.
79. Criterion ratings, which should be stated as the opening sentence for the evaluation of each agency, could be highly satisfactory, satisfactory, less than satisfactory, or unsatisfactory.

3. Technical Assistance

80. A summary of the evaluation of pertinent TA is presented in this section.

F. Chapter V: Issues, Lessons, and Follow-Up Actions

A. Issues

81. This subsection covers project-related issues that either remain unresolved or are crucial for sustainability. Evaluators should review other ongoing projects in the same sector to determine whether their design and implementation addressed lessons identified from earlier evaluations. Broader conclusions emerging from the evaluation that need to be addressed on a longer-term basis by either the developing member country or ADB are discussed. Issues relevant to OED's future work program are also considered. Normally the number of issues discussed is limited to four.

B. Lessons

82. This subsection focuses on general conclusions, both positive and negative, arising from the review of the entire project cycle that are relevant to the future operations and policies of ADB, to the borrower, or to the executing agency, especially operations in the particular sector.²⁰ This section normally confines lessons regarding any ADB-wide issues—for instance, selection of consultants, participation of beneficiaries, and delays in implementation—to those with particular relevance to the sector or the project being evaluated. The evaluation should briefly examine follow-on operations in the country to determine whether the design of those operations reflected the lessons of the project being evaluated.

²⁰ The evaluator should be familiar with lessons raised in previous evaluation reports concerning this sector. This subsection should indicate whether the current project reinforced, supplemented, or failed to consider earlier lessons and whether the lessons of the current project were reflected in the design of subsequent operations.

C. Follow-Up Actions

83. This subsection summarizes project-specific matters that require further action by the executing agency, borrower, or ADB.²¹ Recommended follow-up actions should be (i) limited to those that are specific to the project, (ii) capable of being implemented and monitored, (iii) time bound, and (iv) costed at an indicative level where possible. ADB divisions and executing and implementing agencies responsible for taking actions and monitoring them should be identified and notified. Recommendations for the borrower or executing agency must be discussed in the field, noted in the memorandum of understanding, and explicitly referred to in the cover letter when draft reports are sent for comment. An example of recommendations for follow-up actions is in Appendix 6. After comments on the draft report have been considered, a meeting may be convened between the directors of the concerned OED and operations divisions to discuss the lessons and recommendations to develop commitment to addressing lessons and acting on recommendations.

²¹ This subsection does not include lessons or follow-up actions identified in previous reports for which ADB, the borrower, or the executing agency has already taken remedial action.