

**OUTLINE WORK PROGRAM FOR 2008-2010<sup>1</sup>**  
**Operations Evaluation Department, Asian Development Bank**  
**Independent Evaluation for Maximizing Development Effectiveness**

	<b>2007</b> (2007 deliverables shown in bold)	<b>2008</b> (2008 deliverables shown in italics)	<b>2009</b>	<b>2010</b>
<b>Annual Reports</b> – are flagship publications of OED				
<p><b>Annual Evaluation Review</b> – reviews trends in OED’s evaluation of ADB’s operations</p> <p><b>Annual Report on Actions Taken on Recommendations</b> – summarizes action taken on OED recommendations accepted by Management, DEC recommendations and those in action plans prepared as a result of OED evaluations</p> <p><b>Annual Report of Portfolio Performance</b> - reviews the performance of ADB’s portfolio of ongoing sovereign and non-sovereign operations, TA and grants. One or more themes are picked up each year.</p>	<p><b>Annual Evaluation Review</b> (theme chapter on Lessons from Operations in Support of Capacity Development)</p> <p><b>Annual Report on Actions Taken on Recommendations</b></p> <p><b>Annual Report on Portfolio Performance</b> (theme chapter on the project performance report)</p>	<p><i>Annual Evaluation Review</i> (theme chapter lessons from country program evaluations)</p> <p><i>Annual Report on Actions Taken on Recommendations</i></p> <p><i>Annual Report on Portfolio Performance</i> (theme chapter on (i) how selected other MDBs monitor and report on portfolio performance and (ii) reasons for persistent underestimation of implementation periods)</p>	<p>Annual Evaluation Review (theme chapter on lessons from ADB’s experience in the transport sector)</p> <p>Annual Report on Actions Taken on Recommendations</p> <p>Annual Report on Portfolio Performance (topics for theme chapter to be determined depending on issues raised by previous report but may include effectiveness of the mid-term review process and/or soundness of self-evaluation)</p>	<p>Annual Evaluation Review (theme chapter on lessons from ADB’s experience in regional cooperation and integration)</p> <p>Annual Report on Actions Taken on Recommendations</p> <p>Annual Report on Portfolio Performance (topics for theme chapter to be determined depending on issues raised by previous report)</p>

<sup>1</sup> 2007 deliverables are shown in bold and 2008 deliverables in bold/italics.

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<b>Country Assistance Program Evaluations (CAPEs)</b> evaluate all ADB's operations in a country or region ----> generally timed to feed into the preparation of CPSs. Validations of CSP completion reports are carried out for small programs where a CAPE is not justified.				
CAPEs	<b>PAK IND PRC SRI</b>	<i>PHI MON</i> NEP VIE	BAN (joint evaluation with DFID, JBIC and World Bank)  UZB PNG CAM INO	LAO
CPS Completion Report Validations	<b>MLD</b>	<i>COO FIJ FSM SAM TAJ TIM</i>	SOL VAN BHU	TBD
<b>Evaluation of Regional Cooperation and Integration Strategies</b> – new product to be introduced in 2008				
		<i>Regional Cooperation in Greater Mekong Subregion</i>	Regional Cooperation in the Pacific and the Pacific Regional Strategy	Regional Cooperation in the South Asia Region  Regional Cooperation Program in Central Asia Region.

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<p><b>Sector Assistance Program Evaluations (SAPes)</b> evaluate ADB operations in one sector in one country ----&gt; feed in to CAPEs, knowledge products (e.g. sector syntheses of findings) and cross-country comparisons in special evaluation studies. Sector assessments conducted as part of CAPE preparation but not output as SAPes will be available as knowledge products.</p>				
	<p><b>ADB's Transport Sector Operations in IND</b></p> <p><b>ADB's Energy Sector Operations in IND</b></p> <p><b>ADB's Transport (Roads and Railways) Operations in PRC</b></p> <p><b>ADB's Operations in Support of Public Financial Management in IND</b> (added to program)</p> <p><b>Assistance to Water Supply Sector in Metro Manila</b></p> <p><b>Education in BAN</b> (ADB will not only assess its own operations in the education sector but also those of DFID, JBIC and World Bank as a precursor to the joint country evaluation scheduled for 2009)</p>	<p><i>ADB's Operations in Support of Urban Services in VIE</i></p> <p><i>ADB's ANR Sector Operations in NEP</i></p> <p><i>Urban Services in BAN</i> (ADB may also assess the operations of DFID, JBIC and World Bank as a precursor to the joint country evaluation scheduled for 2009)</p>	<p>Road Sector Operations in Lao PDR</p> <p>Transport Sector Operations in PNG</p> <p>Health sector operations in PNG</p> <p>Urban Sector Operations in INO</p> <p>Road Sector Operations in CAM</p>	<p>TBD CAPEs will determine SAPes</p>

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<b>Special Evaluation Studies of Sector Operations and Strategies, and Crosscutting Themes</b> look at operations from a cross-country perspective by sector or theme ----> feed into new CPS or strategy updates and are knowledge products				
	<p><b>Capital Market Assistance</b></p> <p><b>Effectiveness of ADB's Operations in Support of Capacity Development</b></p> <p><i>Achievements of ADB's Long-Term Strategic Framework</i></p> <p><i>ADB's Operations in Support of Law and Justice Reform</i></p> <p><i>Evaluation of ADF VIII and IX Replenishments</i></p> <p><i>Evaluation of Poverty Funds</i></p>	<p><i>ADB's Support for Public Financial Management and Public Sector Reform in the Pacific</i></p> <p>Effectiveness of ADB Assistance to Rural Infrastructure and Inclusive Development (cross country study)</p> <p><i>Effectiveness of TA in Support of Environmental Management</i></p>	<p>Effectiveness of ADB's Operations in Support of Governance and Anti-Corruption</p> <p>Effectiveness of ADB's Support for Decentralization in DMCs</p> <p>Assessment of ADB's Support for Trade Development</p>	<p>Water Resource Management and Environmental Protection for Sustainable Economic Development</p> <p>Effectiveness of ADB Operations in Fragile States and Conflicted Areas</p> <p>ADB's Policy Dialogue and Policy Reforms under Policy Based Lending Modalities</p> <p>ADB Support to the Development of Financial Markets</p>

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<b>Special Evaluation Studies of Operations Policies, Modalities and Business Processes</b> evaluate the impact of these aspects on the performance of operations ----> feed in to reviews of policies, modalities and business processes				
	<b>Performance of TA Operations</b> <b>Effectiveness of ADB's Approaches to Partnering and Harmonization</b> <b>Effect of Rural Finance and Microfinance in ADB Operations on Rural Households and the Status of Women</b> <b>Energy Policy</b> <b>Indigenous Peoples</b> <b>Effectiveness of ADB's Resident Missions</b> <b>Managing for Development Results in ADB: A Preliminary Assessment (moved from Evaluation Brief)</b> <b>Global Environment Facility Cofinanced Projects: Performance and Process Evaluation</b> <b>Evaluation of Japan Funds (JFPR, JSF and JSP)</b>	<i><b>Effectiveness of Selected Well-Established ADB Knowledge Products and Services</b></i>	Effectiveness of ADB's Emergency Assistance Operations  Best Practices in Project Monitoring, Evaluation and Reporting Systems  Evaluation of Corporate Governance in ADB	Evaluation of the 2001 Social Protection Policy and Operations Supported Under the Policy  ADB's 2006 Procurement Policy and the Effectiveness of Procurement in ADB Operations: A Mid-term Assessment  Effectiveness of ADB's Corporate Risk Management  ADB's ICT Strategy and ICT related Operations (including ICT components in lending and grant operations)

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	<b><i>Quality-at-Entry and the Project Cycle: Project Concept to Approval</i></b>			
<p><b>Evaluation Updates and Briefs</b> draw on earlier OED studies and update these to meet specific needs for current information on the topic. These studies will permit an assessment of the extent to which the issues identified in the earlier remain relevant and if so, identification of the response by ADB and the effectiveness of this. Briefs are shorter, generally synthesis reports addressing topical issues. New products introduced in 2007.</p>				
	<p><b>Update: Policy-based Lending- Emerging Practices in Supporting Reforms in Developing Member Countries</b></p> <p><b>Brief: Evaluation of the Implementation of the Paris Declaration: Partner HQ Evaluation – contribution to the OECD-DAC Evaluation network evaluation</b></p> <p><b>Update: Impact of Support for Agriculture and Natural Resources Research</b> (2000 SES) and Factors Affecting Project Performance of Agriculture Sector Operations (1998 SES)</p>	<p><b>Update: Evaluation of the Mid-Term Review Process (1998 SES)</b></p> <p><b>Update: Success Factors in Financial Intermediation Operations</b></p> <p><b>Brief: Issues and Lessons from Transport sector assessments</b></p> <p>Brief: Issues and Lessons from Middle Income Country Evaluations</p> <p>Update: Gender and Development (2002 SES)</p>	<p>Update: Effectiveness and Impact of ADB's Assistance to the Reform of Public Expenditure Management (2000 SES)</p> <p>Update: Issues Pertaining the Engagement of Consultants and Their Effect on Project Performance (1997 SES)</p> <p>Brief: Factors Affecting the Incorporation of Lessons in New Operations</p>	<p>Update: Project Performance Management in ADB and its Projects in DMCs (2003 SES)</p> <p>Update: ADB's Approach to Poverty Reduction (Updating SESs of 1999 and 2002)</p>

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<b>Rigorous Impact Evaluations</b> in line with the global agenda for more rigorous impact evaluations, OED will aim to do one per year. These will generally feed into CAPEs or SAPEs				
	<b>Note: OED's first rigorous impact evaluation was on microfinance – included in SES above</b>	Pakistan Community Water Supply & Sanitation Project	Education in BAN	Irrigation in NEP
<b>Real Time Evaluations</b> look at ongoing operations in a country or sector				
	<b>Assessment of DMF Quality</b>	<i>Assessment of DMF Quality</i> <i>ADB's Multi-Tranche Financing Facility: A Preliminary Assessment</i> <i>Evaluation Case Studies of Procurement and Consultant Recruitment – Headquarters vis-a-vis Field Offices</i> <i>Selective participation in project mid-term reviews, CPS reviews and country portfolio review missions</i>	Assessment of DMF Quality Selective participation in project mid-term reviews, CPS reviews and country portfolio review missions	Assessment of DMF Quality Selective participation in project mid-term reviews, CPS reviews and country portfolio review missions

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<b>Public Sector Project Performance Evaluation Reports (PPERs)</b>				
	<b>Purposeful sample of 10</b>	<i>Purposeful sample</i> (10 assumed for budgeting purposes)	Purposeful sample (10 assumed for budgeting purposes)	Purposeful sample (10 assumed for budgeting purposes)
<b>Evaluation of Non-Sovereign Operations</b>				
	<b>Private Sector Development and Operations</b>  <i>Investment Funds</i>  <i>Purposeful sample of 3 PPERs</i>	Public/Private Partnerships for Infrastructure  Purposeful sample for PPERs (3 assumed for budgeting purposes)	Developing an Enabling Environment for the Private Sector  Purposeful sample for PPERs (3 assumed for budgeting purposes)	Mobilizing Cofinancing for Infrastructure  Purposeful sample for PPERs (3 assumed for budgeting purposes)
<b>Project Completion Report (PCR) Validation</b> – introduced in 2007, PCR validation covers 100% of PCRs. Validated PCR ratings will form the basis for tracking the performance of completed ADB operations. Not only will it provide complete coverage, it will allow OED to move to purposeful sampling of projects for PPERs				
	<b>30 PCRs validated</b>	<i>60 PCRs validated</i>	60 PCRs validated	60 PCRs validated
<b>Knowledge Products</b> – starting in 2007, OED created a knowledge management unit to increase its outreach and the utilization of its findings. This is a partial list of activities.				
	<b>Learning Lessons in ADB</b>  <b>Independent Evaluation at the Asian Development Bank</b>  <b>Major and minor upgrades to the evaluation pages at <a href="http://www.adb.org/evaluation">www.adb.org/evaluation</a></b>	<i>Continuation of Learning Curve and Success Rate series</i>  <i>Introduction of Sector Summation series being syntheses of evaluation findings by sector</i> – <b>Transport</b> – <b>Energy</b>	Influential Evaluations: What Makes an Evaluation Influential  Continuation of <i>Learning Curve, Success Rate and Sector Summation</i> series – Water supply & sanitation – Water resource	Continuation of <i>Learning Curve, Success Rate and Sector Summation</i> series  Continued upgrading and introduction of new features to <a href="http://www.adb.org/evaluation">www.adb.org/evaluation</a>

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	<p><b>Learning Curve series</b> (2 page summaries) covering all major studies</p> <p><b>Success Rates series on highly successful and successful projects by sector</b></p> <p><b>Various dissemination activities</b></p>	<p>– <b>Education</b></p> <p>– <b>Irrigation &amp; drainage</b></p> <p><b>Continued upgrading and introduction of new features to <a href="http://www.adb.org/evaluation">www.adb.org/evaluation</a></b></p> <p><b><i>Is ADB Becoming a Learning Organization? Utilization of OED Findings</i></b></p>	<p>management</p> <p>– Capital markets development</p> <p>– Urban services</p> <p>Continued upgrading and introduction of new features to <a href="http://www.adb.org/evaluation">www.adb.org/evaluation</a></p>	
<b>Guidelines – revisions and development of new guidelines</b>				
	<p><b>Guidelines for PCR Validation Report Preparation</b></p> <p><b>Guidelines for Nonsovereign Operations Evaluation</b></p>	<p><b><i>Revision of CAPE guidelines</i></b></p> <p><b><i>Development of SAPE guidelines</i></b></p> <p><b><i>Guidelines for CPS Completion Report Validation Report Preparation</i></b></p>	<p>Development of Guidelines for the Evaluation of Assistance to Financial Intermediaries</p> <p>Revision of PPER guidelines</p>	<p>Development of Guidelines for the Evaluation of Regional Cooperation Programs</p>

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<p><b>Evaluation Capacity Development</b> – it is part of OED’s mandate to improve self-evaluation capacity within ADB and assist client countries to develop results-based monitoring and evaluation systems. To help meet growing demand from some clients, OED has formulated a RETA and proposes seek approval for a new RETA every 2 years.</p>				
	<p><b>Implementation of TA 4581-PRC: Developing a Result-Based Monitoring and Evaluation System for Key Projects</b></p> <p><b>RETA on DMC Evaluation Capacity Building (support for Shanghai International Program for Development Evaluation Training [SHIPDET])</b></p> <p><b>Provision of lecturers to SHIPDET (2 times/year)</b></p>	<p><i>Continue to implement RETA</i></p> <p><i>Provision of lecturers to SHIPDET (2 times/year)</i></p>	<p>New RETA in support of Evaluation Capacity Development</p> <p>Provision of lecturers to SHIPDET (2 times/year)</p>	<p>Continue to implement RETA</p> <p>Provision of lecturers to SHIPDET (2 times/year)</p>
<p><b>International Networking</b> – OED participates in two main international fora to harmonize and align evaluation practice, promote good practice and generally contribute to learning from evaluation. This first is the Evaluation Cooperation Group of the Multilateral Development Banks (<a href="http://adb.org/Evaluation/harmonization.asp">http://adb.org/Evaluation/harmonization.asp</a>) and the Evaluation Network of the OECD-DAC.</p>				
	<p><b>ECG Activities</b> – 2 meetings/year &amp; hosting part-time secretariat in Manila and leading on development of good practice standards for country program evaluation)</p> <p><b>Evaluation Network of OECD-DAC Activities</b></p>	<p><i>ECG Activities</i> – 2 meetings/year &amp; hosting of part-time secretariat in Manila plus completing work on good practice standards for country program evaluations)</p> <p><i>Evaluation Network of OECD-DAC Activities</i></p>	<p>ECG Activities (including hosting of part-time secretariat in Manila)</p> <p>Peer review of the independent evaluation function in ADB by the ECG</p> <p>Evaluation Network of OECD-DAC Activities</p>	<p>ECG Activities (including hosting of part-time secretariat in Manila)</p> <p>Evaluation Network of OECD-DAC Activities</p>

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<b>Joint Evaluations</b> – as part of its commitment to the principles of the Paris Declaration, OED is committed to carrying out more joint or collaborative evaluations				
	Joint Country Evaluation in BAN (see activity under SAPEs above)  <b>Joint Evaluation with OECD-DAC of the Paris Declaration: Phase I</b>	Joint Country Evaluation in BAN (see activity under SAPEs above)  <i>Joint project performance evaluation of KGZ-KAZ road with EBRD</i>  Joint Evaluation with OECD-DAC of the Paris Declaration: Phase 2  Joint Evaluation with Norad and others on Effectiveness of Anti-Corruption Operations	Joint Country Evaluation in BAN	
<b>Other</b>				
	<b>Preparation of RETA for the conduct of broader evaluation studies and promotion of evaluation findings</b>  <b>Preparation of TCR for closed RETA</b>	<i>Preparation of RETA for the conduct of broader evaluation studies and promotion of evaluation findings</i>  <i>Preparation of TCRs for closed TAs</i>	Preparation of RETA for the conduct of broader evaluation studies and promotion of evaluation findings  Preparation of TCR for closed RETA	Preparation of RETA for the conduct of broader evaluation studies and promotion of evaluation findings  Preparation of TCR for closed RETA

ADB = Asian Development Bank, ADF = Asian Development Fund, AER = Annual Evaluation Report, BAN = Bangladesh, CAM = Cambodia, COO = Cook Islands, BHU = Bhutan, CPS = Country Partnership and Strategy, DEC = Development Effectiveness Committee, DFID = Department for International Development, DMC = developing member country, DMF = design and monitoring framework, EBRD = European Bank for Reconstruction and Development, ECG = Evaluation Cooperation Group, FIJ = Fiji Islands, FSM = Federated States of Micronesia, HQ = headquarters, IND = India, INO = Indonesia, JBIC = Japan Bank for International Cooperation, JFPR = Japan Fund for Poverty Reduction, JSF = Japan Special Fund, JSP = Japan Scholarship Program, KAZ = Kazakhstan, KGZ = Kyrgyz Republic, LAO = Lao People's Democratic Republic, MDB = multilateral development bank, MLD = Maldives, MON = Mongolia, NEP = Nepal, OECD-DAC = Organisation for Economic Co-operation and Development-Development Assistance Committee, OED = Operations Evaluation Department, PAK = Pakistan, PNG = Papua New Guinea, PHI = Philippines, PRC = People's Republic of China, RETA = regional technical assistance, SAM = Samoa, SES = special evaluation study, SOL = Solomon Islands, SRI = Sri Lanka, TA = technical assistance, TAJ = Tajikistan, TBD = to be determined, TCR = TA completion report, TIM = Timor-Leste, TJRM = Tajikistan Resident Mission, UZB = Uzbekistan, VAN = Vanuatu, VIE = Viet Nam.