



Technical Assistance Report

Project Number: 44412
Research and Development Technical Assistance (RDТА)
December 2010

Selected Evaluation Studies for 2010, Phase 2

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
ECG	–	Evaluation Cooperation Group
IED	–	Independent Evaluation Department
MfDR	–	managing for development results
PSD	–	private sector development
TA	–	technical assistance
TVE	–	technical and vocational education

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Research and development technical assistance (RDTA)
Targeting Classification	–	General intervention
Sector	–	Multisector
Themes	–	Economic growth , social development, private sector development

NOTE

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

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I. INTRODUCTION

1. The Independent Evaluation Department (IED)¹ of the Asian Development Bank (ADB) develops its 3-year evaluation program in consultation with ADB's Development Effectiveness Committee of the Board of Directors, Management, and operations departments. The research and development technical assistance (TA) will be used to support the following activities in IED's 2011 work program:² (i) three special evaluation studies assessing ADB support for developing an enabling environment for the private sector, ADB support for promoting good governance in the Pacific developing member countries (Pacific DMCs), and ADB experience in adopting the managing for development results (MfDR) agenda; (ii) an impact evaluation of the reformed vocational and technical education (TVE) system in Viet Nam; (iii) a real-time evaluation of ADB's response to the global economic crisis; and (iv) an information brief on good practices to be considered for project designs with multiple components, executing agencies, and locations. Such multicountry and multisector evaluation activities—which are geared to improve development effectiveness in DMCs—have benefited from the use of ADB TA resources, which are responsive in providing needed inputs. The TA will also (i) support activities of the Evaluation Cooperation Group (ECG)³ and (ii) contribute to regional centers for the development of monitoring and evaluation capacity in East Asia and South Asia. This is the second of two TA projects planned for 2010.⁴ The design and monitoring framework is in Appendix 1.

II. ISSUES

2. ADB's Strategy 2020⁵ results framework, and its annual review⁶ have brought development effectiveness to the core of ADB operations. This TA helps IED provide evaluative feedback on the effectiveness of ADB operations in six important areas.

3. **Developing an enabling environment for private sector development.** ADB's 2000 *Private Sector Development Strategy*⁷ seeks to use ADB's public and private sector operations to enable private sector growth in the DMCs and to reduce poverty. ADB's public sector operations strategy has two thrusts: (i) to support DMC governments to create (a) supportive conditions for business through related policy, regulatory, and institutional reforms of product, financial, labor, and land markets; (b) conducive macroeconomic, tax, competition, trade, investment, and education policies; (c) relevant public sector management, customs, business registration, and legal system reforms; (d) improved private sector access to finance and business development services; and (e) the promotion of private sector participation in the development of infrastructure; and (ii) to generate business opportunities in ADB-financed public sector projects through support for public–private partnerships and privatization programs. Strategy 2020 assumes that by 2020, 50% of ADB operations will support private sector

¹ IED was named the Operations Evaluation Department (OED) until December 2008.

² IED's 2011 work program is built on its 2011–2013 work program approved by the ADB Board of Directors on 7 December 2010. The IED work program is available at <http://www.adb.org/evaluation/about/workprograms.asp>

³ ECG comprises the evaluation offices in ADB, the African Development Bank, the European Bank for Reconstruction and Development, the European Investment Bank, the Inter-American Development Bank, the International Monetary Fund, and the World Bank Group. ADB will chair the ECG in 2011/2012 and host the 2011 meetings in Manila.

⁴ The TA first appeared in the business opportunities section of ADB's website on 3 November 2010.

⁵ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

⁶ For instance, see ADB. 2010. *2009 Development Effectiveness Review*. Manila. <http://www.adb.org/Documents/Reports/Development-Effectiveness-Review/2009/default.asp>

⁷ ADB. 2000. *Private Sector Development Strategy*. Manila.

development (PSD). The study will seek to answer the following questions: (i) How has ADB contributed to PSD in Asia and the Pacific in particular the creation of an enabling environment? (ii) How successful was this assistance, what approaches have worked, which ones did not, and why? (iii) How can ADB support for PSD be strengthened in line with Strategy 2020 objectives?

4. **Promoting good governance in Pacific developing member countries.** In *ADB's Pacific Approach 2010–2014*,⁸ Pacific DMCs are categorized into three broad groups according to their potential for economic growth and level of governance: (i) those that demonstrate capacity for self-sustained growth, partly resulting from good governance; (ii) those that rely on natural resource endowments as sources of growth, yet struggle to diversify their economies; and (iii) those that struggle to attain self-sustaining growth, yet have external sources of assistance that support their economies. The study aims to examine ADB's experience in promoting good governance and to learn lessons from each of these country groupings; with a focus on ADB support for public financial management that directly supports country service delivery mechanisms.

5. **Implementing managing for development results.** In 2004, ADB adopted the MfDR reform agenda to enhance the development effectiveness of its operations and subsequently revised its action plan for MfDR in 2006.⁹ IED's preliminary evaluation of implementation of the MfDR agenda in ADB showed (i) progress made was comparable to that of other multilateral development banks, and (ii) ADB should increase its efforts to adopt the MfDR agenda.¹⁰ The proposed study will, among others, seek to answer the following questions: (i) What has been ADB's progress in strengthening its capacity to undertake results-based approaches for countries, sectors, and projects? (ii) What has been ADB's progress in improving results monitoring and reporting in operations (including for sectorwide operations, such as public financial management)? (iii) How far has ADB progressed in implementing the MfDR agenda compared with other multilateral development banks? and (iv) What improvements have been put in place to improve managerial practices and incentives for MfDR since IED's 2007 evaluation?

6. **Increasing the impact of vocational and technical education.** ADB provided assistance of \$54 million to Viet Nam to reform the TVE system to (i) improve its market orientation, (ii) improve efficiency of the TVE program, and (iii) strengthen institutional capacity of the General Department of Vocational Training to implement TVE reform.¹¹ The project completion report rates the project *successful* and states that the project (i) reduced poverty and addressed social issues in skill training by enhancing access to selected key schools for women and ethnic minorities, and (ii) improved equitable access to skills training opportunities. The study will provide quantitative and qualitative estimates of realized outcomes and impacts, and their sustainability. It will use a quasi-experimental research design using data-appropriate estimation methods.

7. **Evaluating ADB's response to impacts of the global financial crisis on Asia.** The evaluation will provide real-time feedback to ADB on the relevance, efficiency, and effectiveness of its crisis response assistance. The assessment will take into account the purpose and objectives of ADB's crisis response policy, the channels of transmission of the crisis to different

⁸ ADB. 2009. *ADB's Pacific Approach, 2010–2014*. Manila.

⁹ ADB. 2006. *Managing for Development Results in the Asian Development Bank: Revised Action Plan*. Manila.

¹⁰ ADB. 2007. *Special Evaluation Study on Managing for Development Results in the Asian Development Bank: A Preliminary Assessment*. Manila.

¹¹ ADB. 1998. *Report and Recommendation of the President to the Board of Directors: Proposed Loan to the Socialist Republic of Viet Nam for the Vocational and Technical Education Project*. Manila.

countries and its impact on poverty, and the manner of determining need for assistance. The evaluation will also look at the strategic positioning, partnerships, and coordination with other development partners; timeliness of assistance; and suitability of instruments used. It will cover ADB's crisis-related loans and grants approved in 2009, including the trade finance facilitation program.

8. **Considering good practices when designing projects with multiple components, and multiple executing and/or implementing agencies.** Certain sectors are compelled to adopt complex project designs with multiple components and multiple executing and/or implementing agencies because of the multidisciplinary nature of development assistance. However, based on experience, projects that have these characteristics are difficult to implement and are prone to less than satisfactory performance. The objective is to suggest, based on evidence, practical tips, project formulation tools, and points to avoid in order to achieve greater success in multisector, multiagency, and multilocation projects.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impact of the TA is improved development effectiveness of ADB operations and policies through learning from evaluation findings. The outcomes of the TA are (i) improved formulation and implementation of ADB country and sector strategies, and policies; and (ii) better design of public and private sector operations based on IED evaluation findings, lessons, and recommendations.

B. Methodology and Key Activities

10. An evaluation approach paper detailing the scope, methodology, resource requirements, consultants' terms of reference, and dissemination plan will be prepared for each of the evaluation studies under this TA before the studies begin.

11. **Special evaluation study on ADB assistance for an enabling environment for private sector development.** The study will assess (i) ADB's strategic approach to supporting PSD and the relative importance of direct and indirect assistance mechanisms; and (ii) the development effectiveness of projects seeking to strengthen the enabling environment for the private sector based on (a) an analysis of (self)evaluation reports and project documents; (b) interviews with relevant ADB staff; (c) in-depth studies of a sample of relevant programs supported by ADB; (d) a review of ADB project databases; and (e) a review of other relevant information from various sources on DMC PSD, in particular, private sector contributions to economic development, private sector investment trends, investment climate issues, and the development of doing business indicators. The study will identify lessons for the strategic positioning and design of future ADB assistance for PSD.

12. **Special evaluation study on ADB support for promoting good governance in Pacific developing member countries.** The study will (i) evaluate ADB support from 2000 to 2010 to promote good governance in Pacific DMCs; (ii) review past ADB governance-related interventions in all sectors, and the effects of these interventions on individual projects and

programs;¹² and (iii) identify possible areas for future ADB support. In particular, the study will examine the impact of ADB loan and TA support to governance-related areas including (i) public financial management and public administration reforms, (ii) service delivery, (iii) institutional and capacity development, (iv) aid coordination, and (v) an enabling environment for PSD. The study will be based on desk reviews and field visits to include extensive consultations with DMC governments and key development partners. It will cover loans and TA projects directly related to good governance and the good governance promotion elements of loans and TA projects from other sectors, including those covered under the public sector reform evaluation and the proposed transport sector study.

13. Special evaluation study on managing for development results. The study will independently evaluate and draw lessons from ADB's experience in adopting the MfDR agenda. The study will cover the three MfDR pillars: (i) support DMC capacity to manage for results, (ii) enhance ADB's results orientation and institutional effectiveness, and (iii) support MfDR knowledge sharing and harmonization efforts globally. The study will be based on (i) a review of existing documents related to MfDR, (ii) surveys and/or interviews with MfDR stakeholders (including DMC officials, development partners, and ADB staff), (iii) assessment of compliance with MfDR requirements, and (iv) assessment of ADB progress to date in adopting MfDR.

14. Impact evaluation on vocational and technical education. The study will build on the four rounds of labor market surveys conducted during the project, and address impact and sustainability issues of vocational education and training in Viet Nam. Based on the coverage and quality of baseline data collected for the project, impact evaluation will use before and after, as well as with and without project interventions. The feasibility of panel data analysis and a tracer study will be explored, subject to access to raw data collected during the four rounds of market surveys. The study will primarily focus on economic and social impacts of vocational education and training on general beneficiaries and disadvantaged groups, including ethnic minorities and women. It will adopt a mixed method approach combining quantitative and qualitative techniques. The sustainability analysis will involve a visual inspection of physical facilities, mechanisms in place for sustaining their operations and maintenance, stability of trainers or teaching staff, and evidence supporting continuation of policy reforms introduced during project implementation. Data analysis will be conducted using data-appropriate quantitative and qualitative estimation procedures.

15. Impact of the global financial crisis on Asia: Real-time evaluation of ADB's response. The evaluation will use a combination of methods. It will be based on (i) a careful review of documents relating to country macroeconomic circumstances and policies, ADB programs, program monitoring and/or review reports, and related literature; (ii) structured and semistructured interviews with key informants in the government, ADB, and development partners; (iii) field visits and in-country consultation in selected countries; and (iv) analysis of the most recent policies and data on key macroeconomic and fiscal variables. ADB's crisis response support will be studied in-depth in four DMCs. The evaluation will assess the programs' progress in fulfilling the objectives for crisis support loans using IED evaluation criteria.

16. Evaluation information brief on good practices for project designs with multiple components, and multiple executing and/or implementing agencies. The study will (i) review the validity of a perception that multicomponent projects are prone to lower performance

¹² Including those identified in a closely related study on ADB support for transport in Pacific DMCs, and a recent study on ADB support for public sector reforms (ADB. 2009. *Special Evaluation Study on ADB Support for Public Sector Reforms in the Pacific: Enhance Results through Ownership, Capacity, and Continuity*. Manila).

than single-component, agency, and/or location projects; (ii) find common weaknesses (e.g., scope change, project delay, unmet covenants) of projects with multiple components, agencies, and/or locations; (iii) list multicomponent projects that have succeeded, and assess the factors contributing to their success based on in-depth discussions with involved ADB staff and government counterparts. The study will cover key sectors (two to three) that have a high tendency to take up multicomponent projects (the actual sectors will be selected after careful project data screening). The study will endeavor to select one country from each region and cover projects approved since 1998.

17. **Support to the Evaluation Cooperation Group.** This component covers (i) activities connected with ADB's term as the ECG chair, and (ii) development of good-practice standards. The TA will support ADB's contribution to the multidevelopment partner program—the Regional Centers for Learning on Evaluation and Results (CLEAR).¹³ ADB's contribution will be used for monitoring and evaluation-related activities in two centers located in Asia—one in East Asia and the other in South Asia.

C. Cost and Financing

18. The cost of the TA is estimated at \$1,102,000. The TA will be financed on a grant basis by ADB's Technical Assistance Special Fund for \$520,000 (TASF–IV), and for \$582,000 (TASF–other sources). The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

19. ADB will be the executing agency for the TA. IED will implement the TA and supervise all planned studies. The planned studies will require about 21 person-months of international and about 39 person-months of national consulting services. The terms of reference are outlined in Appendix 3. Detailed terms of reference for each study will be developed in the evaluation approach paper. ADB will engage consultants on an individual basis in accordance with ADB's Guidelines on the Use of Consultants (2010, as amended from time to time). Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). ADB will enter into an agreement with the World Bank for the implementation of the CLEAR component. The TA outputs will be disseminated in accordance with IED knowledge management policies. The TA is scheduled to start in December 2010 and be completed in December 2012. Implementation arrangements will be flexible enough to allow changes should IED's work program be altered including, as needed, responding to priorities under Strategy 2020 and the Asian Development Fund X. ADB will obtain a no-objection from the DMC government prior to commencing any activity financed under this TA in the territory of the DMC concerned.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,102,000 on a grant basis for Selected Evaluation Studies for 2010, Phase 2, and hereby reports this action to the Board.

¹³ CLEAR's partners include ADB, the African Development Bank, the Inter-American Development Bank, the Department for International Development of the United Kingdom, the Swedish International Development Cooperation Agency, and the World Bank Group. The secretariat is located in the Independent Evaluation Group of the World Bank. The program will support research and capacity development related to monitoring and evaluation in four regional centers (one each in East Asia, South Asia, Africa, and Latin America and the Caribbean).

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Improved development effectiveness of ADB operations and policies through learning from evaluation findings	Contribute to improved development effectiveness of ADB operations as stipulated in ADB's results framework Project performance ratings for project success 80% Rating of 85% satisfactory for quality-at-entry of projects and programs	2013 development effectiveness review Annual evaluation reviews and 2013 development effectiveness review 2014 assessment of project quality-at-entry	Assumption Findings and recommendations are increasingly specific, doable, and monitorable.
Outcome Improved formulation and implementation of country and sector strategies, and ADB policies; and better design and implementation of public and private sector operations based on IED evaluation findings, lessons, and recommendations	Demonstrated use of evaluation report recommendations in country partnership strategies, regional cooperation partnership strategies, strategy and policy papers, and the formulation and implementation of ADB-financed projects and programs Management agrees to no less than 85% of IED recommendations	Annual evaluation reviews	Assumptions Cumulative findings and recommendations are manageable by ADB and other clients. ADB Management agrees to and acts on findings and recommendations. Agencies involved have a clear vision of the outcome of each IED evaluation and how it is to be achieved.
Outputs 1. Special evaluation study on ADB assistance for an enabling environment for private sector development 2. Special evaluation study on ADB support for the promotion of good governance in Pacific DMCs 3. Special evaluation study on managing for development results	Special evaluation study circulated Special evaluation study circulated Special evaluation study circulated	Relevant reports Relevant reports Relevant reports	Assumptions Evaluation studies are adequately resourced. Ownership of each evaluation is achieved in key target audiences. Demand for outputs from evaluation reports is realized. Consultants deliver quality knowledge products. Engagement of consultants is not delayed.

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>4. Impact evaluation of vocational and technical education</p> <p>5. Impact of global financial crisis on Asia: real-time evaluation of ADB's response</p> <p>6. Evaluation information brief on good practices to be considered for project designs with multiple components, multiple executing and/or implementing agencies</p> <p>7. Dissemination of knowledge products and publications</p> <p>8. Regional centers for monitoring and evaluation</p>	<p>Impact evaluation circulated</p> <p>Real-time evaluation circulated</p> <p>Evaluation information brief circulated</p> <p>Hits on IED website; requests for information and publications</p> <p>Opportunity for joint evaluations with partner governments</p>	<p>Relevant reports</p> <p>Relevant reports</p> <p>Relevant reports</p> <p>Development effectiveness review reports and publications</p>	
<p>Activities with Milestones Consultants' reports, back-to-office reports, missions, desk reviews, peer reviews, interdepartmental reviews, surveys, workshops, and consultations with governments and other stakeholders (all according to deadlines agreed in the evaluation approach papers).</p>			<p>Inputs ADB: \$1,102,000</p> <p>About 60 person-months of consulting services: 21 person-months of international and 39 person-months of national.</p> <p>About 50 person-months of ADB professional staff time.</p>

ADB = Asian Development Bank, IED = Independent Evaluation Department.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants ^b	462.00
ii. National consultants ^c	156.00
b. International and local travel	100.00
c. Reports and communications	10.00
2. Workshops, training, seminars, and conferences ^d	210.00
3. Surveys	50.00
4. Miscellaneous administration and support costs	14.00
5. Contingencies	100.00
Total	1,102.00

^a Financed by the Asian Development Bank Technical Assistance Special Fund (TASF–IV \$520,000 and TASF–other sources \$582,000).

^b Assumes 21 person-months of international consultant inputs at an average rate (including per diem) of \$22,000 per person-month.

^c Assumes 39 person-months of national consultant inputs at about \$4,000 per person-month.

^d Seminars and workshops are not technical assistance outputs, but are held either to acquire inputs for draft reports or to disseminate results. This category includes support to (i) Evaluation Cooperation Group activities, (ii) regional centers for monitoring and evaluation, and (iii) the promotion and dissemination of the Independent Evaluation Department's knowledge products and services using various channels and venues.

Source: Asian Development Bank estimates.

SUMMARY TERMS OF REFERENCE FOR CONSULTANTS

1. **Special evaluation study on Asian Development Bank assistance for an enabling environment for private sector development.** The terms of reference for consultants will be developed during the preparation of the evaluation approach paper. Currently expectations are that international evaluation consultants (about 4 person-months of total inputs) with private sector development expertise will be recruited to assess the development effectiveness of selected Asian Development Bank (ADB) projects related to the development of an enabling environment for the private sector. Up to four national consultants (about 4 person-months of total inputs) will be recruited to (i) provide relevant background information on sector and private sector development, (ii) identify and collect information and data to help assess the development effectiveness of selected ADB projects, and (iii) help the independent evaluation mission during country visits.

2. **Special evaluation study on ADB support for promoting good governance in Pacific developing member countries.** The study will require one international consultant to be recruited for 3 person-months, intermittent. The consultant should have evaluation experience and extensive experience in governance reforms, in particular, public sector administration and financial management, fiscal management, public expenditure management, accounting and procurement, auditing, knowledge of ADB operations in Pacific developing member countries (Pacific DMCs), and regulatory reforms that promote private sector development. The international consultant will (i) review relevant background literature on all aspects of governance reforms in the Pacific DMCs during 2000–2010; (ii) review ADB documentation in its operations in Pacific DMCs related to governance; (iii) analyze issues that have arisen on design, implementation, and sustainability of the governance reform programs, including institution building through capacity development; (iv) identify key issues for discussion with staff of ADB's Pacific Department, development partners, and other stakeholders in the Pacific DMCs; (v) conduct key informant interviews with stakeholders in the Pacific DMCs and focus group discussions, and liaise closely with ADB's Pacific Department; (vi) coordinate and work closely with national consultants, ensuring joint field work and that the consultants focus on areas identified in the study approach paper; and (vii) assist ADB Independent Evaluation Department coleaders in preparing the draft study report and incorporating revisions following Independent Evaluation Department and ADB reviews.

3. The study will also be supported by three national consultants (1 person-month each) with experience of the cultural, institutional, and political economy of Melanesia (Solomon Islands and Vanuatu), Micronesia (Federated States of Micronesia, and the Marshall Islands), and Polynesia (the Cook Islands, Samoa, and Tonga). The consultants must have good contacts with government counterparts, civil society, academic institutions, and private sector associations, in particular those that are involved in the Pacific DMCs' governance reform programs. The consultants will work as members of the study evaluation team; working closely with the international consultant and reporting to the study coleaders. The work will involve about 2 weeks in each country covered, with report write up and submission immediately at the end of the field visit. The consultants will (i) review relevant background documentation on the individual Pacific DMCs covered, including ADB documentation; (ii) prepare a list of people to meet, confirm meetings, and arrange schedules for mission field visits; and (iii) prepare a report on findings based on an outline agreed with the study coleaders.

4. In addition, a national consultant (research associate) will be recruited intermittently for 3 person-months and will work at ADB headquarters to collect data on loans, grants, and TA projects related to the ADB program in the Pacific DMCs. The consultant will collect information

to build counterfactual evidence on selected projects and programs. The research associate will work under the guidance of the coleaders and the international consultant.

5. **Special evaluation study on managing for development results.** The study will require one international consultant (3 person-months) to assist in (i) formulating an evaluation design matrix, (ii) designing perception surveys, (iii) developing key informant interview templates, (iv) undertaking field visits to DMCs to discuss with stakeholders, (v) contributing to the compliance and progress assessments, and (vi) drafting assigned sections of the study.

6. The study will also require one national consultant (6 person-months) to help with (i) desk review of managing for development results documents, (ii) conduct of the perception surveys, (iii) collation of statistical and other data, and (iv) preparation of assigned appendixes and supplementary appendixes of the study.

7. **Impact evaluation of vocational and technical education.** The services of three international consultants—vocational education specialist (2 person-months), an econometrician (3 person-months), and a peer reviewer (1 person-month)—and three national consultants (6 person-months) will be required to complete the study. The international education specialist will provide inputs in designing the questionnaire for impact evaluation and sustainability analysis, qualitative assessment of educational and training facilities, relevance of teaching aids, and effectiveness of placement services. The international impact evaluation econometrician will help with quantitative estimates of project impacts toward achieving project outcomes and impacts. National consultants will be mobilized for desk review and content analysis, literature review on the impact of vocational education and training, and additional data analysis. Individual and household surveys will be conducted by a national consulting firm.

8. **Impact of the global financial crisis on Asia: Real-time evaluation of ADB's response.** The evaluation will cover ADB's crisis-related assistance provided in 2009 including through the trade finance facilitation program. It will selectively review crisis-related quick-disbursing program assistance provided to Asian Development Fund-only countries. The evaluation will examine the following issues at country and ADB levels as appropriate: (i) assessment of need; (ii) appropriateness of the response in terms of choice of instruments, amount, and time to meet DMC-specific needs; (iii) effectiveness of assistance; (iv) quality of assistance and speed of delivery; (v) coordination of ADB response with other key development partners on program design, policy analysis, and debt sustainability assessment, and for additional resource mobilization; (vi) degree of government ownership; (vii) alignment of assistance with the objectives of the instruments used; (viii) quality of appraisal; (ix) quality of design and monitoring frameworks and the effectiveness of monitoring program progress; (x) contribution to stabilization and protection of social safety nets and essential investments; (xi) clients' and other stakeholder's perceptions of the effectiveness, quality, and timeliness of ADB response; and (xii) lessons for future crisis-response assistance. Detailed terms of reference will be finalized in the evaluation approach paper in consultation with ADB stakeholders. The work will require 3 person-months of international consulting inputs (macroeconomic specialist), and 12 person-months of national consultant inputs.

9. **Evaluation information brief on good practices for project designs with multiple components, and multiple executing and/or implementing agencies.** The evaluation brief will require the services of an international consultant (tentatively from public sector governance or the agriculture sector, to be decided during the evaluation approach paper stage) for 2 person-months. The international consultant will (i) review past public sector governance or

agriculture (or other sectors that will be selected) sector project database and internal ADB and/or external official development assistance policy papers on why certain sectors are increasingly compelled to adopt “multi” type projects and past trends in project formulation in those selected sectors; (ii) do the data analysis (including regression and other statistical analysis), and test the sector-specific hypotheses on the adoption of a multiple subsector, agency, and/or location approach; and (iii) will produce an appendix on main findings based on the format provided by the team leader.

10. The study will also require the services of a national consultant for 5 person-months. The consultant’s main role will be to (i) source relevant ADB program and project documents; (ii) assist in mapping project components, sector outputs, and outcomes of ADB assistance; (iii) enter data of the selected sector project component information, and performance records into a chosen computer software, and run correlation analysis (e.g., regression analysis and other methods agreed at the outset of the research); and (iv) undertake other assignments related to the evaluation brief, as required by the team leader.