



Technical Assistance Subproject Report

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Knowledge and Support Technical Assistance (C-KSTA)
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Supporting Evaluations for Development Effectiveness in Asia and the Pacific, 2022–2023 (Subproject 2)

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
CAPE	–	country assistance program evaluation
C-KSTA	–	knowledge and support technical assistance cluster
COVID-19	–	coronavirus disease
CPS	–	country partnership strategy
DEC	–	Development Effectiveness Committee
EAP	–	evaluation approach paper
IED	–	Independent Evaluation Department
MARS	–	Management Action Record System
PCR	–	project or program completion report
PPER	–	project or program performance evaluation report
PPP	–	public–private partnerships
SAPE	–	sector assistance program evaluation
SDG	–	Sustainable Development Goal
TA	–	technical assistance
TCR	–	technical assistance completion report
TASF	–	Technical Assistance Special Fund
TOR	–	terms of reference
XARR	–	extended annual review report

NOTE

In this report, "\$" refers to United States dollars.

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THE TECHNICAL ASSISTANCE SUBPROJECT

A. Overall Progress of the Technical Assistance Cluster

1. The knowledge and support technical assistance cluster (C-KSTA) on Supporting Evaluations in Asia and the Pacific, 2020–2024, consisting of three subprojects, was approved by the Board of Directors of the Asian Development Bank (ADB) on a no-objection basis on 27 August 2020.¹ Subproject 1 of the C-KSTA² was approved in December 2020 and is supporting a regional program evaluation, a corporate evaluation, two sector-wide evaluations, and validations of country partnership strategy final reviews.³

B. Subproject Outcome

2. Like its predecessor, subproject 2 will fund high-level and other evaluations to improve ADB strategies, policies, processes, and operations.⁴ In doing so, the Independent Evaluation Department (IED) will continue to follow internationally accepted principles and standards.⁵

3. The proposed subproject is aligned with the C-KSTA's impact of improved development effectiveness of ADB operations, policies, and business processes.⁶ Its intended outcome is the increased use of and learning from evaluations and their recommendations by the Development Effectiveness Committee (DEC), ADB Management and staff, and broader stakeholders. The design and monitoring framework is in Appendix 1.

4. The implicit theory of change holds that, under the 2022–2024 work program, IED will deliver a combination of evaluations that are strategically and operationally relevant to Strategy 2030. These, along with their knowledge sharing and outreach, will in turn support more effective ADB policies, processes, and operations—subsequently benefiting developing member countries (DMCs) in Asia and the Pacific.

C. Subproject Outputs, Methods, and Activities

5. The main subproject outputs will be six high-level evaluations and two validations of country partnership strategy final reviews (CPSFRVs).⁷ Other evaluation products may include synthesis papers, topical papers, and quick-turnaround evaluation researches.

Output 1: corporate and thematic evaluations. IED will deliver a strategic mix of high-quality corporate and thematic evaluations with direct relevance to Strategy 2030. Planned

¹ ADB. 2020. [Supporting Evaluations for Development Effectiveness in Asia and the Pacific, 2020–2024](#). Manila. The C-KSTA for \$6.5 million was the second for the Independent Evaluation Department.

² ADB. 2020. [Technical Assistance for Supporting Evaluations for Development Effectiveness in Asia and the Pacific, 2021-2022 \(Subproject 1\)](#). Manila. This TA for \$2.25 million was approved on 24 December 2020. To date, there are \$261,000 in active contracts.

³ About \$1.7 million of the TA amount will be set aside for these high-level evaluations which are in their inception stages and part of IED's 2022 work program (approved by the Board on a no-objection basis on 15 October 2021).

⁴ Subproject 2 first appeared in the business opportunities section of the ADB website on 27 October 2021.

⁵ IED is a founding member of the Evaluation Cooperation Group, whose mandate focuses on harmonizing evaluation principles, standards, and practices to improve the comparability of results, taking into account the differing circumstances of its member institutions.

⁶ The TA aligns with IED's role and function as set out in the ADB evaluation policy: ADB. 2008. [Policy Paper: Review of the Independence and Effectiveness of the Operations Evaluation Department](#). Manila.

⁷ The high-level evaluations will include corporate (3), thematic (1), regional or country (1), and sector (1) evaluations.

evaluations include corporate evaluations of the Asian Development Fund 12 and 13, early implementation of Strategy 2030, and the credit risk management function, and a thematic evaluation of global and regional value chains and the digital economy. These are scheduled for delivery in 2023.

Output 2: country and regional program evaluations and validations. At least one country assistance program evaluation (CAPE) or regional program evaluation is planned. The exact number of CPSFRVs to be completed will be determined by ADB's CPS pipeline. In 2023, five CPSFRVs are scheduled for delivery, based on ADB regional departments' current CPS schedules. These outputs will feed into ADB's CPS planning and Board approval cycles.

Output 3: sector evaluations. IED undertakes sector-level evaluations in the form of sector assistance program evaluations (SAPEs), which assess ADB operations in a specific sector within one country, and sector-wide evaluations, which assess ADB's operations in a specific sector across all countries. A SAPE on the urban sector in India is planned for delivery in 2023.⁸ At least one sector-focused synthesis note (covering environment and social safeguards in both sovereign and nonsovereign operations) will be supported.

Output 4: complementary and quick-turnaround evaluations. IED will also respond to unanticipated needs with quick-turnaround and other complementary evaluations, as may be requested by the Board, the DEC, or Management. Subject to availability of funds, the TA will also support the preparation of a systematic review (with the topic to be determined) and/or a topical paper on domestic resource mobilization in 2023.

6. Knowledge sharing and outreach are important complements to IED evaluations. The subproject will support the dissemination of knowledge from completed products, targeting different internal and external audiences, and internal and external learning events as well as knowledge products. These activities will raise the visibility and use of evaluation evidence among IED's key clients. To further strengthen progress monitoring of key products, IED will improve and modernize its information systems.⁹

D. Subproject Cost and Financing

7. The TA is estimated to cost \$2.15 million. This will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-7) and TASF-other sources.¹⁰ The cost estimate of is presented in Appendix 2.

E. Subproject Implementation Arrangements

⁸ In programming SAPEs, IED prioritizes major sectors and countries with large programs (Appendix 3). The urban sector program in India is among the largest in ADB.

⁹ The C-KSTA will support consultant services for key system development and enhancements, where needed. This will complement the administrative budget support, continuing maintenance, and ad hoc technical support. C-KSTA support is estimated at around \$35,000 annually and it covers the IED subsite, the Management Action Record System (MARS), evaluation information systems (the lessons database and management dashboard), the cognitive search initiative for evaluation lessons (EVA) and other high-level analytical products.

¹⁰ The C-KSTA activities will cover a mix of Group A, B and C countries. Both funding sources are available for subproject 2. Evaluations covering a single Group C country will be funded from TASF-other sources. The breakdown for the \$2.15 million for the subproject is: TASF-7 (\$0.90 million), and TASF-other (\$1.25 million).

8. ADB will be the executing agency for the subproject. IED will implement the subproject and supervise all planned evaluations and related knowledge-sharing activities. The subproject will support consultants to be mobilized: (i) corporate, sector, and thematic specialists and researchers to help conduct in-depth analysis and/or provide expert inputs on the development context and challenges during report preparation, e.g., data collection, surveys and processing, quantitative and qualitative analyses, background analytical papers, and main report preparation; and (ii) resource persons for external peer reviews, expert advice, and to speak and/or organize and coordinate key evaluation outreach and knowledge-sharing activities. On a case-by-case basis, subproject 2 will support presentations and learning events, social media, and website and database improvements.

9. A mix of small and large teams, led by IED staff, will be used, based on the complexity of the work. The major components of the evaluations will be led by IED staff. The deployment of staff may cut across evaluation divisions, depending on the required expertise. Each team will be responsible for formulating the evaluation or activity. Planning, implementation management (including ensuring adequacy of staff and consultant processing), accountability for outputs, and communication with stakeholders will be led by IED staff as evaluation team leaders.

10. The team will engage and consult with relevant ADB departments, including resident missions, while implementing the evaluations.¹¹ It will coordinate with relevant government agencies and obtain a no objection from the government before starting any activity in the territory of that country. Progress on key evaluation milestones will be tracked through mission back-to-office reports and presentations or consultations on evaluation findings.

11. Subproject implementation will be flexible to accommodate alterations in IED's work plan.¹² Each subproject will be designed to support the achievement of the cluster outputs 1-4 (para. 5) as and when needed during the implementation period.¹³ IED will also look for innovative approaches in preparing independent evaluations that add value for its clients. These will include pioneering approaches, designs, components, features (e.g., the development or application of advanced technology), and implementation processes that are new to its targeted stakeholders.

12. Dissemination of outputs will be conducted during the report preparation and completion stages, following IED's protocol for preparing evaluations and evaluation policy, particularly on public disclosure, dissemination, and lessons. IED will engage with targeted stakeholders through various avenues and learning events and will continually invest in information systems to strengthen monitoring of outputs.¹⁴

13. The implementation arrangements are summarized in Table 1.

¹¹ To ensure completeness and factual accuracy, key informant interviews will be held within and outside ADB. [IED's Quality Assurance Handbook](#) requires consultations with ADB departments and field offices at all phases of report preparation: inception, report preparation, and completion. IED receives ADB-wide feedback during the interdepartmental review of its draft approach paper and evaluation report. IED peer reviewers include subject experts from within ADB. Before finalizing a report, IED discusses the post-interdepartmental review draft at a meeting of heads of departments and offices and at a technical meeting on the evaluation recommendations.

¹² As with most years, the work program may need adjustments on timing and content. IED will consult with the DEC on changes in the approved work program, where appropriate.

¹³ Detailed implementation arrangements, including consultants' terms of reference, will be presented in the approach paper of each evaluation.

¹⁴ To make evaluation knowledge more accessible, valued, and used by various audiences, IED's first evaluation knowledge management (EKM) strategic plan conveys the learning side of evaluation and gives directions and a framework for EKM activities (outreach, communication, capacity development) in implementing approaches, developing new products, and organizing events to reach out to target audiences.

Table 1. Implementation Arrangements for Subproject 2

Aspects	Arrangements		
Indicative implementation period ^a	January 2022–December 2024 (covering evaluations to be mobilized in 2022 and 2023)		
Executing agency	Administered by the Asian Development Bank		
Implementing agencies	Independent Evaluation Department (IED). The Office of the Director General is responsible for overall coordination of subproject 2. Evaluation teams from IED's Sector and Project, and Thematic and Country divisions, with support from the evaluation knowledge management team, will be responsible for administering resources and delivering TA-funded outputs.		
Consultants ^b	To be selected and engaged by ADB as TA supervising unit		
	Firm: selection and method (e.g., 90:10 quality-to-cost ratio)	Use and amount will be determined at the inception stage of an evaluation activity	
	Individual: framework agreement or individual selection	22 international consultants, 49 PM 32 national consultants (in-country), 32 PM 17 national consultants (HQ), 63 PM	\$861,000 \$175,000 \$275,000
	Resource person: framework agreement or individual selection	13 international experts, 5 PM	\$89,000
	Out-of-pocket expenses	International and local travel Reports and communication Miscellaneous costs	\$375,000 \$20,000 \$40,000
Procurement	To be procured by consultants		
	Purchase and mode of procurement of goods and services (for seminars, conferences, forums, and workshops, as well as for surveys) to be determined at the inception stage of an evaluation activity.	Seminars, workshops, forums, and conferences	TBD
		Surveys	TBD
		Printed external publications and other goods and services	TBD
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		
Asset turnover and/or disposal	If any, to be determined upon subproject completion based on Administrative Order No. 4.02.		

HQ = headquarters, PM = person-month, TBD = to be determined.

^a Under which shortlisted consultants may be hired as needed for the duration of the agreement.

^b Estimated consultant and out-of-pocket costs are about 85% (excluding contingency) of the total C-KSTA amount. Source: Asian Development Bank (Independent Evaluation Department).

14. **Consulting services.** ADB will engage international and/or national consultants (either on an individual or resource person arrangement).¹⁵ As described earlier (para. 8), subproject 2 will fund the engagement of a range of researchers, specialists, or resource persons to support its evaluation and knowledge work.¹⁶ Consultants will be engaged in accordance with the ADB Procurement Policy (2017, as amended from time to time) and the associated staff instructions. Lump-sum or output-based contracts will be considered for administrative efficiency and to simplify the disbursement process.

¹⁵ Evaluation teams are encouraged to promote job technical transfer opportunities or expert interactions with government counterpart staff. If an assignment requires specific timing for expert fielding or field time, these will be clarified in the terms of reference. Variations to lump sum contracts will be on a case-to-case basis, with exceptions considered only when the added terms of reference clarify distinct outputs for additional payments.

¹⁶ ADB. 2018. [Administering Grant-Financed Technical Assistance Projects. Project Administration Instructions. PAI 5.09](#). Manila.

15. Use of a consulting firm or entity (along with the selection method and type of technical proposal) will be considered for operational and disbursement efficiency, at the concept or evaluation approach paper (EAP) stage.¹⁷ For tasks involving surveys and other quantitative analyses, working with consulting firms or entities is often more suitable and effective than working with individual consultants.

16. Full details of consulting services and terms of reference (i.e., positions, expertise, duration, terms of reference, deliverables, and cost estimates) will be developed at the inception phase of the evaluation or activity using a consultant recruitment note (if needed) and the requisite EAP and validation plan. These will undergo interdepartmental review before approval. The outline terms of reference for indicative consulting requirements are in Linked Document 1.

17. **Knowledge partnership.** Knowledge partnership arrangements will be supported on a case-by-case basis. IED will identify and process these in the context of the continuing needs of its core evaluation and knowledge work. The processing of knowledge partnerships will follow ADB process and due diligence procedures.

18. **Procurement.** Any ADB procurement will be finalized before approval of the EAP.¹⁸ The purchase of evaluation tools, supplies and services will be for core evaluation and dissemination work such as conducting conferences, seminars, workshops, and surveys.¹⁹ These may include programming and database tools, analytical instruments and services as inputs during report preparation and supplies and services for seminars, workshops, and surveys.

19. Any purchase of goods or services will follow the ADB Procurement Policy (2017, as amended from time to time) and the Procurement Regulations for ADB Borrowers (2017, as amended from time to time) and the associated staff instructions. Procurement will be conducted on a case-by-case basis and vetted by IED management.²⁰ IED will coordinate with the Controller's Department; Office of Administrative Services; Office of the General Counsel; Information Technology Department; and the Procurement, Portfolio and Financial Management Department, where needed.

20. **Due diligence.** The need for governance assessments will be determined during the preparation of an evaluation or activity²¹ and before finalization of the EAP and concept paper. IED will consult with the Office of Anticorruption and Integrity on disclosure, if necessary. The areas for due diligence will be identified at the inception stage of an evaluation activity. Areas that may need to be confirmed, assessed, and discussed include knowledge partnerships (outreach events, networking); transfer of funds (outreach, information systems); procurement (outreach, events); printing publications (outreach); and social media and websites (outreach, information systems). Details will be decided prior to approval of the EAP and concept paper. Implementation will follow ADB's process and due diligence procedures.²²

¹⁷ The evaluation team will coordinate with the Portfolio and Financial Management Department (PPFD) if a firm is being considered. Recruitment will be by quality- and cost-based selection with a 90:10 quality-to-cost ratio as the default selection method.

¹⁸ [Attachment 1 of the Staff Instruction on Business Processes for Knowledge Support TA.](#)

¹⁹ Evaluation teams carry out seminars, workshops, and data gathering through surveys, consultations, and knowledge sharing. The activities are typically finalized at the evaluation approach paper stage.

²⁰ No fixed asset or equipment purchases are expected at this time. From past TA experience, such purchases are likely to be minimal or nil. If any purchases are required, IED management will approve the procurement action. Fixed asset or equipment purchased will be disposed of in line with the section on [Administering Grant-Financed Technical Assistance Projects](#) in the [Project Administration Instruction \(Section 5.09 M 4.1-4.2\)](#).

²¹ Financial management, procurement capacity, risk assessment and management, and/or integrity due diligence.

²² [Attachment 1 of the Staff Instruction on Business Processes for Knowledge Support TA.](#)

DESIGN AND MONITORING FRAMEWORK

Impact(s) the technical assistance (TA) is aligned with:			
<i>Development effectiveness of ADB operations, policies, and business processes improved^{a,b,c}</i>			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<p>Outcome</p> <p>Use of and learning from evaluations and their recommendations by the Board, Development Effectiveness Committee (DEC), ADB Management and staff, and broader stakeholders increased</p>	<p>a. Active engagement and deliberation by the DEC and Board on high-level evaluations and other evaluations of strategic importance maintained, with a minimum of seven formal DEC meetings on IED evaluations held annually through 2024. <i>Baseline 2017–2019: seven formal DEC meetings held annually.</i></p> <p>b. Rate of IED evaluation recommendations accepted by ADB Management increased to a 3-year average of 80% by 2024. <i>Baseline 2017–2019: 77%, (3-year average).</i></p> <p>c. Rate of IED evaluation recommendations implemented by ADB Management increased to a 3-year average of 80% by 2024. <i>Baseline 2017–2019: 70%, (3-year average).</i></p> <p>d. Total page views on IED subsite increased to 100,000 by 2024.^d <i>Baseline 2017–2019: 88,344 (3-year average).</i></p> <p>e. Total downloads of all publications on IED subsite increased to 35,000 by 2024.^d <i>Baseline 2017–2019: 27,298 downloads (3-year average)</i></p>	<p>a, b, c. <i>Annual Evaluation Review; DEC Annual Report; Management Action Record System</i></p> <p>d, e. Google Analytics (web metrics)</p>	<p>Unexpected shifts in strategic and policy directions occur in ADB and in countries in Asia and the Pacific.</p> <p>Unforeseen changes are made in Board and DEC schedules and availability.</p> <p>Internet access constraints in member countries affect online access and dissemination.</p>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<p>Outputs</p> <p>1. Corporate and thematic evaluations: a strategic mix of high-quality corporate and thematic evaluations with direct relevance to Strategy 2030 delivered, with evaluation knowledge management engagement and support.</p>	<p>1a. A minimum of four corporate and thematic evaluations delivered in 2024. <i>Baseline 2019: three corporate and thematic evaluations completed.</i></p>	<p>1a. <i>Annual Evaluation Review</i>; IED Management Dashboard</p>	<p>Lack of data or poor quality of data on which evaluations depend, in particular, ADB operations and country data.</p>
<p>2. Country and regional program evaluations and validations: country and sub-regional evaluations delivered and feeding directly into ADB country partnership strategy planning and Board approval cycles, with evaluation knowledge management engagement and support.</p>	<p>2a. A minimum of three country and regional program evaluations and validations delivered in 2024, depending on ADB CPS pipeline. <i>Baseline 2017–2019: four to eight evaluations and validations completed.</i></p>	<p>2a. <i>Annual Evaluation Review</i>; IED Management Dashboard</p>	<p>Prolonged impacts of the ongoing COVID–19 pandemic, in particular on international travel and normal ADB and IED operations.</p>
<p>3. Sector evaluations: sector-assistance program evaluations, sector-wide evaluations, and sector synthesis notes delivered and informing ADB sector plans and operations, with evaluation knowledge management engagement and support.</p>	<p>3a. A minimum of two sector-level and synthesis notes delivered in 2024. <i>Baseline 2017–2019: two sector-level evaluations and synthesis notes completed.</i></p>	<p>3a. <i>Annual Evaluation Review</i>; IED Management Dashboard</p>	<p>Delay or disruption of country missions due to security risks, natural disasters, political instability, or other unforeseen events (in addition to COVID–19 impacts).</p>
<p>4. Output 4: Complementary, quick-turnaround and other evaluation work: systematic reviews, topical papers, and quick-turnaround evaluation work and research delivered, with evaluation knowledge management engagement and support.</p>	<p>4a. A minimum of one delivered (as needed): systematic review, topical paper, synthesis notes or other complementary evaluation and research work delivered in 2024. <i>Baseline 2017–2019: one to three systematic reviews, synthesis notes, topical papers, or research and analytical papers prepared.</i></p>	<p>4a. <i>Annual Evaluation Review</i>; IED Management Dashboard</p>	<p>Decreased availability of quality international and national consultants.</p>

Key Activities with Milestones

Corporate and thematic evaluations (minimum of four at subproject 2 completion)

Each corporate or thematic evaluation will follow standard IED protocols and processes, including the following indicative milestones, over a planned time range of up to 6 calendar quarters (18 months):

- 1.1 Prepare concept paper and scoping mission (Q1)
- 1.2 Prepare and approve evaluation approach paper (Q1)
- 1.3 Hold interviews and consultations with relevant ADB Management and staff (Q1–Q2)
- 1.4 Field evaluation missions (Q2)
- 1.5 Prepare and finalize story line (Q3)
- 1.6 Prepare draft evaluation study report (Q3)
- 1.7 Finalize evaluation study report; approval by director general, IED; and print and circulate (Q4–Q5)
- 1.8 Hold pre-DEC discussions and DEC meeting (Q4–Q5)
- 1.9 Conduct post-completion dissemination, knowledge sharing, and outreach (Q6+)

Country and regional program evaluations and validations (minimum of three at subproject 2 completion)

Each country or regional evaluation and validation will follow standard IED protocols and processes, including the following indicative milestones, over a planned time range of 4 calendar quarters (12 months), with validations requiring half this time (usually 5 calendar months):

- 2.1 Prepare concept paper and scoping mission (Q1)
- 2.2 Prepare and approve evaluation approach paper (Q1)
- 2.3 Hold interviews and consultations with relevant ADB management and staff (Q1–Q2)
- 2.4 Field evaluation missions (Q2)
- 2.5 Prepare and finalize story line (Q2)
- 2.6 Prepare draft evaluation study report (Q3–Q4)
- 2.7 Finalize evaluation study report; approval by director general, IED; and print and circulate (Q4)
- 2.8 Hold pre-DEC discussions and DEC meeting (Q4)
- 2.9 Conduct post-completion dissemination, knowledge sharing, and outreach (Q4+)

Sector evaluations (minimum of two at subproject 2 completion)

Each sector evaluation will follow standard IED protocols and processes, including the following indicative milestones, over a planned time range of 4 calendar quarters (12 months):

- 3.1 Prepare concept paper and scoping mission (Q1)
- 3.2 Prepare and approve evaluation approach paper (Q1)
- 3.3 Hold interviews and consultations with relevant ADB Management and staff (Q1–Q2)
- 3.4 Field evaluation missions (Q2)
- 3.5 Prepare and finalize story line (Q2)
- 3.6 Prepare draft evaluation study report (Q3–Q4)
- 3.7 Finalize evaluation study report; approval by director general, IED; and print and circulate (Q4)
- 3.8 Hold pre-DEC discussions and DEC meeting (Q4)
- 3.9 Conduct post-completion dissemination, knowledge sharing, and outreach (Q4+)

Complementary, quick-turnaround and other evaluation work (at least one at subproject 2 completion)

This work will follow standard IED protocols and processes, including the following indicative activities, applicable on a case-by-case basis (no strict timelines are set for this type of work):

- 4.1 Prepare concept or approach paper
- 4.2 Hold interviews and consultations with relevant ADB management and staff
- 4.3 Field evaluation missions
- 4.4 Prepare and finalize story line
- 4.5 Prepare draft report
- 4.6 Finalize report; approval by director general, IED; and print and circulate
- 4.7 Conduct post-completion dissemination, knowledge sharing, and outreach

<p>TA Management Activities</p> <p>Recruitment of consultants (continuing; Q1 2022–Q4 2024)</p> <p>Preparing independent evaluations and validations (Q1 2022–Q4 2024)</p> <p>Inception Field work Report preparation Report completion Disclosure and dissemination</p> <p>Initiating and managing information services, partnerships and networking, knowledge sharing and learning (Q1 2022–Q4 2024) ^{e f}</p> <p>TA administration and completion (Q1 2022–Q4 2024)</p>
<p>Inputs</p> <p>ADB: \$2,150,000 (TASF–7, \$0.9 million; TASF–Other sources, \$1.25 million)</p>
<p>Assumptions for Partner Financing</p> <p>Not Applicable</p>

ADB = Asian Development Bank, COVID-19 = coronavirus disease, CPS = country partnership strategy, DEC = Development Effectiveness Committee, IED = Independent Evaluation Department, Q = quarter, TASF = Technical Assistance Special Fund

^a Strategy 2030 articulates the strategic, operational, and organizational priorities that ADB will pursue to raise its development effectiveness in supporting a more prosperous, inclusive, resilient, and sustainable Asia and Pacific by 2030. IED's work program and the evaluations supported by this cluster-KSTA will be aligned with Strategy 2030.

^b ADB. 2008. [Policy Paper: Review of the Independence and Effectiveness of the Operations Evaluation Department](#). Manila. ADB's Evaluation Policy sets the mandate and key activities for IED: to undertake evaluation activities to help the Board of Directors, ADB Management, and decision makers in ADB's developing member countries (DMCs) who are responsible for planning, designing, and implementing projects and programs to understand whether resources have been well spent, and whether the planned outcomes have been achieved. Evaluation covers all aspects of ADB operations and emphasizes effective feedback on performance and use of lessons identified to improve the development effectiveness of ongoing ADB operations and to enhance their contribution to the development of ADB's DMCs.

^c IED's proposed 2022–2024 work program was approved by the Board of Directors on a no-objection basis on 15 October 2021, aligns with Strategy 2030, and was developed in close consultation with the DEC, ADB Management, and concerned departments. Evaluations over the 2022–2024 period will cut across all seven operational priorities and other major objectives of Strategy 2030.

^d Page view and download levels have historically been volatile. IED tracks these indicators using 3-year averages.

^e Evaluation knowledge management (EKM) activities are integrated into the preparation of evaluations. IED will continue its active engagement with key stakeholders in sharing knowledge, building capacity, conducting outreach and communication to raise the use and learning from evaluations.

^f To support its core evaluation and knowledge work, IED continually improves and modernizes its information systems, including: IED subsite (www.adb.org/evaluation), Management Action Record System (MARS), Evaluation Information System (EVIS), IED Management Dashboard (central evaluation tracker), and the cognitive search function.

Source: Asian Development Bank (Independent Evaluation Department).

SUBPROJECT COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount ^a
1. Consultants	
a. Remuneration and per diem	1,400
i. International consultants ^b	950
ii. National consultants	450
b. Out-of-pocket expenditures	435
i. International and local travel	375
ii. Reports and communications ^c	20
iii. Miscellaneous administration and support costs ^d	40
2. Surveys	50
3. Printed external publications ^e	10
4. Goods (rental or purchase) ^f	5
5. Seminars, workshops, forums, and conferences ^g	50
6. Contingencies	200
Total	2,150

^a Financed by the Asian Development Bank's Technical Assistance Special Fund TASF-7 and TASF-other sources.

^b Includes the cost of external reviewers of evaluation reports and resource persons, advisors, and coordinators for evaluation outreach and knowledge-sharing activities.

^c "Reports and communications" are budgeted under consultants, if subcontracted, or separately if procured by ADB directly. "Translation services" are considered non-consulting service provider contracts, with the related budget moved outside the consultants' budget and treated separately ([Staff instruction on Procurement, January 2020](#)).

^d Coordinators for outreach and knowledge-sharing activities may be provided by the consulting firms engaged or procured by ADB, which may now be non-consulting service provider contracts; if the latter, associated expenses are classified under the "workshops, seminars and conferences" or "miscellaneous administration and support cost" budgets ([Staff instruction on Procurement, January 2020](#)).

^e Printed external publications, with target readers or in response to a request, will be determined during work program planning and/or development and updating of the knowledge management team's work plan.

^f The types of goods for purchase or lease will be determined during the inception of an evaluation activity. If necessary, asset turnover and/or disposal of the goods will be arranged according to [Administrative Order No. 4.02](#) once the TA has been completed.

^g "Seminars, forums, and conferences" are held to acquire inputs for draft reports or to support outreach to disseminate results. Costs include representation expenses in accordance with the memorandum issued by ADB's Budget, People and Management Systems, and Strategy, Policy and Partnerships departments (Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget, 26 June 2013).

Source: Asian Development Bank (Independent Evaluation Department) estimates.

LINKED DOCUMENTS

1. Outline Terms of Reference for Consultants
2. Alignment With Strategy 2030: Selected Major Evaluations, 2022–2024

LINKED DOCUMENT 1 OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. Subproject 2 will support the proposed 2022–2024 work program of the Independent Evaluation Department (IED), specifically its 2023 program.

A. Cross-Cutting Evaluations¹

2. Independent evaluations will generally use mixed methods and be informed by documentation analysis, key informant interviews, pilot economic analysis, and site inspections. Each evaluation team will be supported by a mix of international and national consultants. Indicatively, this work will need a total of 18 international consultants (around 45 person-months) and 23 national consultants (around 72 person-months).² This is a rough estimate of the requirements during the implementation of subproject 2.

3. The number, type, expertise, and duration of assignment will vary depending on the sector and/or theme topic and complexity of the study. The actual consultant requirements and full terms of reference will be determined either at the consultant recruitment note stage or the evaluation approach paper (EAP) stage. The EAPs and validation plans will undergo interdepartmental review during preparation.

4. **International consultants.** Sector and theme specialists with relevant academic, professional, work experience, and evaluation expertise will be engaged mainly on individual assignments. Consultant inputs (excluding external reviewers) will be 2–3 person-months per assignment. Taking account of the scope of work (e.g., stakeholder survey, focus group discussions, and key informant interviews) and inputs involved, a consulting firm may be engaged during the preparation of the consultant recruitment note and/or EAP.

- **Evaluators and/or advisors.** The specialists will use secondary, project, and survey data, and in-depth interviews to assess the implementation of relevant ADB strategies, policies, and operations. They will (i) review ADB project documents; (ii) join an evaluation mission to validate the impacts of ADB implementation through site visits, and interview relevant government ministries and local communities about their experiences on specific projects; (iii) help organize sample surveys of stakeholders, evaluate performance by carrying out a portfolio analysis, and investigate specific projects for best practices and projects with key lessons to be learned through country case studies; (iv) assess experiences from other multilateral agencies; and (v) prepare assigned sections of the evaluations.

In order to assess nonsovereign operations, private sector consultants will (i) review ADB's private sector operations strategies, instruments, portfolio trends, organization, and processes; (ii) assess individual private sector operations transactions through document reviews, field visits, and interviews with project sponsors, financiers, and relevant ADB staff; (iii) compare ADB's operations with those of comparable multilateral financial institutions; and (iv) based on findings under (i–iii), advise what changes are necessary to enhance ADB's value addition. Consultant evaluators' inputs are typically 2–3 person-months per assignment for both sovereign and nonsovereign operations.

¹ Cross-cutting evaluations include topical papers, and corporate, sector-wide, and thematic evaluations.

² A person-month equals 22 working days.

- **External reviewers.** The resource persons will (i) comment on the draft report, focusing on areas that need strengthening; and (ii) give guidance on articulating key findings, lessons, and recommendations. Evaluations will normally have two peer reviewers, with each assignment about 7-10 working days.

3. A consultant or advisor, with a high level of expertise, and strong multilateral experience, may be hired (1–2 person-months per assignment) to help prepare the topical and/or working papers or rapid assessments with a strong evaluative angle, connecting past lessons to current and prospective situations. S/he will draw lessons from evaluations (from ADB and other development partners) on topics of high operational relevance.

4. The indicative arrangements for international consultants for cross-cutting evaluations are summarized in Table 1.³

**Table 1: Indicative Consultant Procurement Plan:
International Consultants for Cross-Cutting Evaluations^a**

Evaluation	Consultant Type	Budget (\$'000)	Skills and Knowledge	Total Person-Months	Work Experience (years)	Education
Asian Development Fund 12 and 13 Operations (2023)	<ul style="list-style-type: none"> • Individual • Individual through firm • Firm 	105.0	Organization and strategy development; strategy, project and program development and implementation; evaluation	6.0	General: 8-12 years Specialized: 5-7 years	<ul style="list-style-type: none"> • Relevant master's degree or equivalent • Bachelor's degree combined with specific work experience
Credit Risk Management Function (2023)		105.0	Economics; finance and private sector knowledge; public–private partnership; evaluation	6.0	ADB equivalent job Level: 6–7	
Early Implementation of Strategy 2030 (2023)		105.0	Organization and strategy development; strategy, project, and program development and implementation; evaluation	6.0		
Global/Regional Value Chains and Digital Economy Mobilization (2023)		105.0	Economics; finance and private sector knowledge; evaluation	6.0		
External Peer Reviewer or Advisor	Resource person	45.0	Economics; corporate, sector, thematic knowledge	3.5		
Total		465.0		27.5		

^a The need for consultants and resource persons will be finalized at the evaluation approach paper stage.
Source: Asian Development Bank (Independent Evaluation Department).

5. **National consultants.** The need for national consultants will be assessed at the EAP stage.⁴ As for international consultants, the number, mix, type, expertise, work experience, inputs, and duration of assignments will vary depending on the topic and complexity of the study. Consultant inputs will be 1–2 person-months for an in-country assignment and 3–5 person-months for work carried out at headquarters.

³ These are subject to change during preparation of the evaluation approach paper.

⁴ National consultants may take a regional task to assist international experts if the task does not account for a substantial part of their terms of reference. If the subproject envisages international travel by a national expert, these requirements must be added to their terms of reference.

In-country. The consultants will (i) prepare country reports, initially focusing on relevant ADB implementation experience, and current practice in the country as well as that of other development partners; (ii) support evaluation mission field work, especially facilitating logistics; (iii) arrange and conduct structured interviews with key informants; and (iv) support analysis of surveys, questionnaires, and other data. They are expected to have a sound understanding of development issues at the country level, ADB policies and operations, and development partners.

Headquarters-based. Philippine national consultants (research analysts, statisticians, and/or econometricians) will support data collection and analytical work. This will include: (i) literature reviews, policy, and program analysis; (ii) reviews of project and other documents; (iii) portfolio analyses, benchmarking analyses, and preparation of country case studies; (iv) secondary data collection; (v) managing surveys and/or questionnaires and related data analyses; and (vi) other statistical support and/or econometric analyses.

7. For nonsovereign operations, private sector experts will be engaged to (i) give advice on the national environment, national project finance, and financial market conditions; (ii) arrange and conduct structured interviews with key informants; and (iii) facilitate logistical arrangements.

8. The indicative arrangements for national consultants are summarized in Table 2.

**Table 2: Indicative Consultant Procurement Plan:
National Consultants for Cross-Cutting Evaluations^a**

Evaluation	Consultant Type	Budget (\$'000)	Skills and Knowledge	In-Country (PM)	ADB HQ (PM)	Work Experience (years)	Education
Asian Development Fund 12 and 13 Operations (2023)	<ul style="list-style-type: none"> • Individual • Individual through firm • Firm • Resource person 	62.5	Economic research and statistics; sector or thematic knowledge; evaluation	5.0	13.0	7-12+ years	<ul style="list-style-type: none"> • Relevant bachelor's degree • Relevant post-graduate degree (optional)
Credit Risk Management Function (2023)		44.0		5.0	9.0		
Early Implementation of Strategy 2030 (2023)		34.0		3.0	7.0		
Global/Regional Value Chains and Digital Economy Mobilization (2023)		62.5		5.0	13.0		
Total		203.0		18.0	42.0		

ADB = Asian Development Bank; HQ = headquarters; PM = person-months

^a The need for consultants will be finalized at the evaluation approach paper stage.

Source: Asian Development Bank (Independent Evaluation Department).

B. Independent Evaluations and Validations of Country Program Operations

9. Country assistance evaluations provide ADB and its developing member countries with a basis for determining future country partnership strategies (CPSs). Depending on country requirements, sector and/or thematic assessments are undertaken to provide inputs to the main country assistance program evaluation (CAPE).⁵ As indicatively programmed, country evaluations and validations will require nine international consultants (about 22 person-months)

⁵ Estimates of consultant inputs are tentative and will be reviewed during discussions of the concept paper or EAP.

and 14 national consultants (about 26 person-months) during 2022–2023. The actual consultant requirements and full terms of reference will be determined at the EAP and/or validation plan stage. Both planning documents will undergo interdepartmental review during preparation.

International consultants. Depending on their complexity, consultant inputs for preparing CAPEs will range from 2–3 person-months per assignment to 1–2 person-months (for validations of CPS final reviews).⁶ Specific tasks will include: (i) review ADB assistance programs and assess their relevance, effectiveness, efficiency, sustainability, and impacts on strategic sector objectives; (ii) carry out key informant interviews, conduct surveys on the outcome and impact of ADB assistance, and discuss sector development issues and concerns with executing agencies and other stakeholders; and (iii) help assess the validity of ADB’s sector development strategies in the study country.

External reviewers. A CAPE will have two peer reviewers. A CPS final review validation will have one peer reviewer. Subproject 2 will fund at least three advisors or external reviewers to: (i) comment on the draft report, focusing on areas that need strengthening; and (ii) give guidance on articulating key findings, lessons, and recommendations. For each review 5–10 working days have been allowed.

10. The indicative arrangements for international consultants for evaluations and CPS validations are summarized in Table 3.

**Table 3: Indicative Consultant Procurement Plan:
International Consultants for Country Program Operations^a**

Evaluation	Consultant Type	Budget (\$'000)	Skills and Knowledge	Total (PM)	Work Experience (years)	Education
SASEC (2024)	<ul style="list-style-type: none"> Individual Individual through firm Firm 	112.0	Economics; corporate, country, sector, or thematic knowledge; regional cooperation; policy and technical knowledge; country partnership strategy; project or program development and implementation; evaluation	6.0	General: 8-12 Specialized: 5-7	<ul style="list-style-type: none"> Relevant master’s degree or equivalent Relevant bachelor’s degree combined with specific work experience
Validation of country partnership strategy final review reports		88.0		5.0		
Urban sector in India (2023)		48.0		3.0		
External peer reviewer or advisor		22.0		1.5		
Total		270.0		15.5		

PM = person-months; SASEC = South Asia Subregional Economic Cooperation

^a The need for consultants and resource persons will be finalized at the evaluation approach paper stage.

Source: Asian Development Bank (Independent Evaluation Department).

11. **National consultants.** At least 18 in-country and headquarters-based experts (about 33

⁶ If the work program of the Independent Evaluation Department (IED) does not include a CAPE for a country where a new CPS is to be prepared, IED will validate a CPS final review. The CPS final review validation report then serves as the equivalent of a CAPE as an input to CPS preparation.

person-months) will be required to support the evaluation teams. Depending on the complexity of the work assignment, at least 1 person-month for an in-country assignment and 3–5 person-months per assignment has been allowed for research and analysis work at ADB headquarters.

In-country evaluation consultants. The consultants will need previous exposure to development issues (sector and thematic) in the country case study to: (i) present an overview of the relevance and implementation of ADB sector strategies; (ii) assess and rate the achievement of project and program objectives, and the delivery of core sector, crosscutting, and thematic programs; (iii) comment on ADB’s institutional positioning and performance in a sector; (iv) organize and facilitate focus group discussions, workshops, and meetings; and (v) define important issues and lessons in a sector’s operations.

Headquarters-based national consultants. The consultants will be evaluation researchers and coordinators. They will provide analytical support during data collection and analyses. Their tasks will include: (i) desk reviews of project and other relevant documents, internet searches, and other literature reviews; (ii) statistical and other technical support, including portfolio reviews, policy and program analyses, benchmarking, and statistical and/or econometric analyses; and (iii) preparation of country case studies. The consultants (a total of 7–9 person-months for two headquarters-based consultants) will (i) carry out quality assurance reviews on validated project and/or program completion reports and extended annual review reports, and/or (ii) help the project or program review report focal or group leader supervise and administer the validation process.

12. The indicative arrangements for national consultants for evaluations and CPS validations are summarized in Table 4.

**Table 4: Indicative Consultant Procurement Plan:
National Consultants for Country Program Operations^a**

Evaluation	Consultant Type	Budget (\$'000)	Skills and Knowledge	In-Country (PM)	ADB HQ (PM)	Work Experience (years)	Education
SASEC (2024)	<ul style="list-style-type: none"> • Individual • Individual through firm • Firm • Resource person 	62.5	Economic research and statistics; sector or thematic knowledge; evaluation	5.0	8.0	7–12+ years	<ul style="list-style-type: none"> • Relevant master’s degree or equivalent • Relevant bachelor’s degree combined with specific work experience
Validation of country partnership strategy final review reports		62.5		5.0	8.0		
Urban sector in India (2023)		34.0		3.0	4.0		
Total		159.0		13.0	20.0		

ADB = Asian Development Bank; HQ = headquarters; PM = person-months

^a The need for consultants will be finalized at the evaluation approach paper stage.

Source: Asian Development Bank (Independent Evaluation Department).

C. Other Evaluation Products and Services

13. **Other evaluation products.** Other evaluation products include complementary and/or quick-turnaround research, systematic reviews, synthesis notes. Consultants (1–2 person-months per assignment) with a high level of expertise and strong multilateral experience will help prepare topical and/or working papers or rapid assessments with a strong evaluative angle, connecting past lessons to current and prospective situations. They will draw lessons from evaluations (from ADB and other development partners) on topics of high operational relevance.

14. If a systematic review is needed, its preparation will require one international consultant evaluator (2–3 person-months), one in-country national consultant (1 person-month), one ADB headquarters-based consultant (3–5 person-months), and an international consultant advisor and external reviewer (5–10 working days). Subproject 2 will also support the preparation of syntheses of independent evaluations and learning products and conduct complementary research on relevant studies and reviews within and outside ADB on pre-agreed review questions. Such work may require an evaluation researcher and data manager to be recruited.

15. **Information technology for evaluation.** Subproject 2 will continue to support the management of information systems, including the Management Action Record System (MARS), the online evaluation success rates database, and the management dashboard, which record evaluation results and allow for performance monitoring. Consultant inputs will include 7–9 person-months of two headquarters-based national consultants to maintain the system and to add enhancements to keep pace with the demands of evaluation work. Together with the Information Technology Department, IED will continue to explore ways to further enhance the cognitive search initiative for evaluation lessons (EVA) during its second phase of development. Where appropriate, subproject 2 will support this innovative platform, which aims to unlock evaluation lessons that can be used within ADB and outside.

16. **Network, dissemination and outreach.** On a case-by-case basis, subproject 2 will also support specific consultant services for (i) international networking, and (ii) knowledge sharing during the evaluation process.

18. Subproject 2 will support international networking through the participation of resource persons in international evaluation events and activities (e.g., conferences, training workshops, and joint evaluations). It will also support sponsorship of such events and cooperation agreements. These activities will focus on priority evaluation issues, promote learning, coordinate or harmonize evaluation practices, and strengthen ADB's evaluation capacity. Subproject 2 will support such partnerships through IED's cooperation with a range of development partners with operations in Asia and the Pacific at the institutional level (bilateral, multilateral, and regional organizations and institutions) and operational and/or country level (academic institutions, civil society, evaluation associations, and government).

**Table 5: Indicative Consultant Procurement Plan:
Other Evaluation Products and Services ^a**

	International ^b			National		
	Budget (\$'000)	Consultants (number)	Total (PM)	Budget (\$'000)	Consultants (number)	Total (PM)
• Other evaluation products	106.0	3	6.0	30.0	2	7.0
• Information technology, networking, dissemination and outreach	88.0	3	5.0	52.5	3	12.0
Total	194.0	6	11.0	82.5	5	19.0

PM = person-months

^a Topical papers, quick-turnaround research, systematic reviews, synthesis notes, working papers.

^b Includes a resource person for \$7,500 and about 0.5 PM.

Source: Asian Development Bank (Independent Evaluation Department).

LINKED DOCUMENT 2
ALIGNMENT WITH STRATEGY 2030: SELECTED MAJOR EVALUATIONS, 2022–2024

1. The proposed subproject is aligned with the C-KSTA’s impact of improved development effectiveness of ADB operations, policies, and business processes. Subproject 2 will fund selected high-level and other evaluations under the 2022–2024 work program, with a view to improve ADB strategies, policies, processes, and operations.

1. Strategic Priorities and COVID-19

2. In delivering the work program, the Independent Evaluation Department (IED) will continue to optimize its human resources, align its work with Strategy 2030, explore new evaluation products and methodologies, and further strengthen its knowledge management and evaluation capacity development work.

Strategic Directions and Pillars

The work program supports IED’s strategic directions, vision, and overarching objective. IED’s vision statement calls for it to be recognized as an influential authority on accountability and evaluation knowledge, driven by the principles of impact, excellence, and teamwork. IED’s overarching objective is to strengthen its impact through high-quality evaluations, better alignment of work, effective communication, capacity development, and dissemination of evidence-based findings, lessons, and results. IED aims to achieve its strategic directions and objective through four pillars:

- **balance:** maintaining a good balance in IED’s product mix;
- **utilization:** strengthening utilization of evaluation through knowledge, outreach, evaluation capacity development, and quality of interaction with stakeholders;
- **gaps and risks:** addressing evaluation gaps and key risks to development outcomes of ADB’s Strategy 2030; and
- **quality:** strengthening the quality and credibility of evaluation work.

3. **Dealing with COVID-19.** In response to the coronavirus disease (COVID) pandemic, IED is supporting ADB’s response while maintaining its independence. IED is: providing input to ADB COVID-19 operations; developing just-in-time knowledge on topics related to COVID-19; piloting new knowledge platforms; adjusting its evaluations, work program, and methods; and undertaking an ongoing real-time evaluation (RTE) of ADB’s response to COVID-19.

4. **Continued flexibility and responsiveness.** Given the continued uncertainty caused by the protracted pandemic, IED will maintain operational flexibility so it can respond to changing circumstances. It is IED’s regular practice to set aside contingency resources to enable it to respond if a need for unprogrammed and unanticipated evaluations arises, or if quick-turnaround evaluations and related work are required. IED will continue to set aside resources in its budget so it can maintain this flexibility.

5. The 2022–2024 IED work program has several features. First, it ensures links between cross-cutting and sector evaluations and Strategy 2030 goals and operational priorities. IED will continue to include gender equality, safeguards, private sector, and the “One ADB” approach, and organization for delivery, as regular features of high-level evaluations. Second, the work program continues to apply a cross-cutting approach in sector evaluations, while focusing on the operational priorities of Strategy 2030.

6. Third, the work program supports ADB's expanded private sector operations under Strategy 2030. Proposed evaluations will assess the additionality of ADB's nonsovereign operations, as well as how nonsovereign and sovereign operations are coordinated and ADB's approach to engagement with its clients. Fourth, the work program pays significant attention to results, knowledge, and innovation. It aims to contribute to ADB's institutional effectiveness over the next 3 years through evaluations of ADB corporate processes, business products, and instruments. These evaluations will focus on delivery through a stronger, better, and faster ADB, strengthening knowledge services, promoting One ADB, and using technical assistance as an instrument to generate and deliver knowledge.

7. In developing its medium-term work program, IED has ensured that its evaluations will cover the major priorities of Strategy 2030. The work program will address evaluation gaps and key risks to development outcomes in Strategy 2030, in support of a stronger, better, faster and ADB through independent evaluations and learning.

8. Table 1 shows the alignment of the work program with Strategy 2030 and Table 2 contains profiles of selected evaluations for possible TA financing under the subproject.

Table 1: Evaluations by Strategy 2030 Operational Priorities, by Planned Financing Year

Strategy 2030 Priority	2022	2023
OP1: Addressing remaining poverty and reducing inequalities	<ul style="list-style-type: none"> Asian Development Fund (ADF) 12 and 13 (2023) Urban sector in India (2023) 	<ul style="list-style-type: none"> Human capital development series: health (2024) Cross-sectoral contributions (series): rural development and food security (2024)
OP2: Accelerating progress in gender equality	<ul style="list-style-type: none"> ADF 12 and 13 (2023) Urban sector in India (2023) 	<ul style="list-style-type: none"> Human capital development series: health (2024) Cross-sectoral contributions (series): rural development and food security (2024)
OP3: Tackling climate change, building climate resilience, and enhancing environmental sustainability	<ul style="list-style-type: none"> ADF 12 and 13 (2023) 	<ul style="list-style-type: none"> Supporting further action on climate change (2024)
OP4: Making cities more livable	<ul style="list-style-type: none"> ADF 12 and 13 (2023) Urban sector in India (2023) 	
OP5: Promoting rural development and food security	<ul style="list-style-type: none"> ADF 12 and 13 (2023) 	<ul style="list-style-type: none"> Cross-sectoral contributions (series): rural development and food security (2024)
OP6: Strengthening governance and institutional capacity	<ul style="list-style-type: none"> ADF 12 and 13 (2023) Urban sector in India (2023) Global and regional value chains and digital economy mobilization (2023) 	<ul style="list-style-type: none"> Private sector strategic approach and results (2024)
OP7: Fostering regional cooperation and integration	<ul style="list-style-type: none"> ADF 12 and 13 (2023) Global and regional value chains and digital economy mobilization (2023) Regional programs (series): Central Asia Regional Economic Cooperation (2023) 	<ul style="list-style-type: none"> Private sector strategic approach and results (2024) Regional programs (series): South Asia Subregional Economic Cooperation (2024)

OTHER STRATEGY 2030 PRIORITIES		
Private sector operations	<ul style="list-style-type: none"> • Credit risk management function (2023) • Early implementation of Strategy 2030 (2023) 	<ul style="list-style-type: none"> • Private sector strategic approach and results (2024)
Financial resources for development	<ul style="list-style-type: none"> • Credit risk management function (2023) • Early implementation of Strategy 2030 (2023) • Strengthening domestic resource mobilization (2023) 	<ul style="list-style-type: none"> • TA performance and results (2024) • Private sector strategic approach and results (2024)
Knowledge services	<ul style="list-style-type: none"> • Early implementation of Strategy 2030 (2023) • Global and regional value chains and digital economy mobilization (2023) 	<ul style="list-style-type: none"> • TA performance and results (2024) • Private sector strategic approach and results (2024)
Stronger, better, faster ADB	<ul style="list-style-type: none"> • Credit risk management function (2023) • Early implementation of Strategy 2030 (2023) • Regional programs (series): Central Asia Regional Economic Cooperation (2023) 	<ul style="list-style-type: none"> • TA performance and results (2024) • Private sector strategic approach and results (2024) • Regional programs (series): South Asia Subregional Economic Cooperation (2024)

ADF = Asian Development Fund, OP = operational priority, TA = technical assistance.

Source: Asian Development Bank (Independent Evaluation Department).

Table 2. Profiles of High-level Evaluations for Possible TA Financing under the 2023 Work Program

Evaluation	Preliminary Profile
ADF 12 and 13	<p>IED routinely conducts a corporate evaluation of the Asian Development Fund (ADF) that is timed with the fund's 4-year replenishment cycle. Like earlier ADF evaluations, this one will cover the entire period of the prior cycle (in this case ADF 12) and the first half of the current cycle (ADF 13) to inform the forthcoming cycle (ADF 14). The evaluation will assess how concessional resources have been used by ADB and how this has contributed to results in ADF-eligible countries. It will also look forward and provide recommendations on how these resources can better ensure sustainable development in the most vulnerable countries, in light of the evolving development context and risks to achieving the Sustainable Development Goals by 2030.</p>
Early Implementation of Strategy 2030	<p>After nearly 3 years of consultations, background studies, and planning, ADB adopted its new corporate strategy in July 2018. Under Strategy 2030, ADB aims to expand its vision to achieve a prosperous, inclusive, resilient, and sustainable Asia and the Pacific, while sustaining its efforts to eradicate extreme poverty. The strategy aims to position ADB so it can respond effectively to the region's changing needs. It identifies seven operational priorities, for which corresponding operational plans have been developed, plus additional focus areas. Country partnership strategies, ADB's work program and budget framework, a new corporate results framework, and the "One ADB" approach, will collectively support implementation of Strategy 2030. This process-focused evaluation, conducted 5 years into Strategy 2030, will provide an early-stage assessment of how this response has worked out, from an organizational and operational standpoint, building on the findings of earlier evaluations such as those on One ADB (2021) and knowledge solutions (2020). It will offer recommendations to sharpen ADB's strategic focus and operational and organizational effectiveness as the organization moves toward 2030, especially in light of the recovery from COVID-19.</p>
Credit and Risk Management Function	<p>The evaluation will examine the ability of the Office of Risk Management (ORM) to deliver on identified operational priorities for nonsovereign operations, benchmarking ADB's risk management function against those of other multilateral development banks (MDBs). The evaluation will examine existing ADB policies, procedures, risk and portfolio management tools and assess how ORM's monitoring and reporting outputs are used to anticipate and proactively address operational challenges. The credit risk management function at ADB serves to ensure that ADB's operations are sustainable by maintaining ADB's AAA credit rating. ORM is responsible for ensuring that the ADB Board and Management are well informed on risk issues and that a strong risk culture is maintained throughout the institution.</p>

Global and Regional Value Chains and the Digital Economy	Increased participation in regional and global value chains has been associated with faster output, income, and employment growth. Even more than trade in final goods, specializing in a particular stage of production can bolster productivity, enhance economic growth, create jobs, and boost per capita income. The Asia and Pacific region has benefited significantly from the emergence of sophisticated value chains and production networks across national boundaries within the region, as well as between the region and the rest of the world. The region can boost its income, employment, and long-term development prospects by further enhancing such regional and global value chains. Under Strategy 2030, which has a focus on regional cooperation and development, ADB has pledged to facilitate the participation of developing member countries in regional and global value chains, including agriculture value chains. ADB has supported these value chains indirectly, through its support for: subregional and regional cooperation and integration; improving investment and enabling environments; infrastructure development; and nonsovereign operations. The evaluation will examine ADB's support to value chains in these and other areas and identify whether further opportunities for ADB support are needed.
India Urban Sector	IED discontinued sector assistance program evaluations (SAPEs) after 2012 but reintroduced them in 2019 after receiving feedback from ADB Management on their usefulness. SAPEs provide in-depth assessments of ADB's sectoral, strategy, policy dialogue, ongoing and completed projects and technical assistance, and performance within a given sector in a country. ADB's urban sector program in India is among its largest and will be the focus of this SAPE, which follows two SAPEs in 2019 on energy in Pakistan and finance in Indonesia.
Regional CAPE on SASEC	The South Asia Subregional Economic Cooperation (SASEC) program, formally established in 2001, now includes Bangladesh, Bhutan, India, the Maldives, Myanmar, Nepal, and Sri Lanka. SASEC initially focused on promoting regional cooperation in transport, energy, environment, tourism, information and communication technology, and trade, investment, and private sector cooperation. Since 2011, transport, trade facilitation, and energy have been the primary focus of cooperation, with increasing efforts made to strengthen transport and energy links outside the region, in cooperation with the South Asian Association for Regional Cooperation and the Bay of Bengal Initiative for Multisectoral Technical and Economic Cooperation. In 2016, SASEC and ADB adopted the SASEC Operational Plan, 2016–2025, the program's first comprehensive long-term plan, which defines strategic objectives in transport, trade facilitation, energy, and economic corridor development. The evaluation will assess ADB's overall support to SASEC; progress made against the SASEC Operational Plan, 2016-2025; and how future ADB support can be strengthened.

Note: Profiles are indicative only; the objectives, scope, focus and methodology for the evaluation will be spelled out in detail in the respective evaluation approach papers.

Source: Asian Development Bank (Independent Evaluation Department).