

Evaluation Approach Paper

Country Assistance Program Evaluation for Bangladesh

March 2020

Team Leader: Joanne Asquith, Principal Evaluation Specialist
(e-mail: jcbasquith@adb.org)

A. Introduction

1. **The Independent Evaluation Department (IED) is preparing a Bangladesh country assistance program evaluation (CAPE).** The CAPE is expected to provide the Board of Directors and management with an independent assessment of Asian Development Bank's (ADB) strategy for Bangladesh and the operational performance of its investment portfolio and technical assistance (TA). The CAPE will cover the years 2011 to 2020.¹ Over this period, two country partnership strategies (CPSs) outlined ADB's operations: CPS, 2011–2015 and CPS, 2016–2020.² Total sovereign and nonsovereign operations amounted to \$16.2 billion, made up of 174 sovereign loans and grants, and 148 TA operations. Ordinary capital resources accounted for 53% of total sovereign financing while concessional assistance, loans and grants, accounted for 42%. Cofinancing reached 5%. There were 11 nonsovereign investments amounting to \$760.3 million.³ Individual operations over the period are listed in Appendix A.

2. **This paper sets out the Bangladesh CAPE approach.**⁴ The CAPE findings and recommendations will help inform the new CPS, 2021–2025. Specifically, the CAPE will (i) assess ADB's Bangladesh development strategy, (ii) review the performance and results of the investment portfolio and TA, (iii) consider the role of the Bangladesh resident mission, and (iv) draw forward-looking recommendations for the next CPS in the context of ADB's Strategy 2030⁵ and the government's new Five-Year Plan.

B. Country Background

1. Development context

3. **Bangladesh is situated in a fertile river delta with low-lying floodplains and is highly vulnerable to floods, tropical cyclones, and climate change.** The country is also highly exposed to geophysical risks and drought. Population density, unplanned and rapid urbanization, weak disaster governance, increasing inequalities and poverty, and environmental degradation, alongside climate change, increase disaster risks particularly for those living in poverty or those just above the poverty line. Bangladesh is one of the most densely populated countries in the

¹ The portfolio will include projects approved up to end 2019 only.

² ADB. 2011. *Country Partnership Strategy: Bangladesh 2011–2015*. Manila; and ADB. 2016. *Country Partnership Strategy: Bangladesh 2016–2020*. Manila.

³ Three were cancelled, i.e., those for Prime Bank, Industrial and Infrastructure Development Finance Company, and Summit Power International Limited.

⁴ In accordance with the revised guidelines for the preparation of CAPEs. See IED. 2015. *Guidelines for the Preparation of Country Assistance Program Evaluations and Country Partnership Strategy Final Review Validations*. Manila: ADB.

⁵ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

world, with around 165 million people living in less than 150,000 square kilometers. It is the 5th most populous country among ADB's developing member countries and the 8th in the world. In July 2015, Bangladesh reached lower-middle income status with a gross national income (GNI) per capita of \$1,080,⁶ which rose further to \$1,470 in 2017.⁷

4. **Bangladesh has experienced various forms of governance since its independence in 1971, including military rule.** Bangladesh returned to electoral democracy in 1991 after the fall of military government. Since then, power has alternated between the Awami League (AL) and Bangladesh Nationalist Party (BNP), which have been dominant in the political landscape. Elections from 1991 to 2014 were held under a caretaker government.⁸ In 2011, the ruling AL amended the constitution, abolishing the system of caretaker government to oversee national elections. While in power, both AL and BNP have exhibited commitment to the country's long-term development agenda, but divisive and confrontational politics has sometimes created policy uncertainty.⁹

5. **Bangladesh has a parliamentary form of government that vests executive power in the prime minister.** The country has a unicameral parliament (the House of the Nation) whose maximum strength is 350, of which 300 members are elected by territorial constituencies for a 5-year term and the remaining 50 seats are reserved for women. The women are elected by the 300 members based on proportional representation in the parliament. The country is divided into 8 divisions, 64 districts, and 4,562 unions. Local governance is by district and village councils. Bangladesh will celebrate 50 years of independence in 2021, which coincides with the beginning of the government's new long-term development perspective plan—Vision 2041—that aims to eliminate poverty and achieve a high-income country status over time.

6. **Poverty incidence has declined dramatically over the last 3 decades.** The proportion of the population living below the national poverty line was estimated at 21% in 2019¹⁰ compared with 57% in the early 1990s. Bangladesh, moreover, surpassed the Millennium Development Goal (MDG) of halving the incidence of extreme poverty from 36% in 1990 to 18% in 2010. Growth has also been broad-based, as indicated by the relative stability of the Gini coefficient (around 0.32). Remittances and stable food production have helped poor households cope with economic uncertainties. Female participation in the garment industry, labor migration, and microfinance programs has bolstered the economic participation of women. Between 2011 and 2016, improvements were also seen in access to water and sanitation. The proportion of population using improved drinking water source increased from 81% to 87% while the proportion of population using improved sanitation facility rose from 57% to 61%. Nonetheless, the development challenge remains daunting with about 24 million people living below the poverty line.

7. **Significant progress has been achieved in primary education and maternal health.** Bangladesh almost achieved the MDG target for universal primary education as the net enrolment ratio increased from 60% in the early 1990s to 98% in 2015, and the survival rate (proportion of

⁶ ADB. 2019. *Bangladesh: Asian Development Bank Member Fact Sheet*. Manila.

⁷ ADB. 2019. *Basic Statistics*. Manila.

⁸ The February 1996 election was not held under a caretaker government, but the second general election in June 1996 was.

⁹ World Bank. 2015. *Bangladesh: More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty. A Systematic Country Diagnostic. South Asia Region*. Washington, D.C.

¹⁰ Bangladesh Bureau of Statistics.

pupils who reach Grade 5) increased from 43% to 84% over the same period.¹¹ Gender parity was achieved in net enrolment due to interventions focused on girl students and exemption of tuition fees for girls in rural areas.¹² In 2015, females had a marginally higher net enrolment (98.2%) than males (97.6%). However, the quality of primary education remains low.¹³

8. Bangladesh has a remarkable record in improving the lives of women and children, but challenges remain. Although the maternal mortality ratio (deaths per 100,000 live births) fell from 240 to 176 between 2011 and 2016, it was still below the MDG target of 143. Nonetheless, this was much lower than 318 in 2000. The continuing high maternal mortality ratio points to the need to improve women's access to health care (only 55% of women have access to antenatal care from a trained provider, and only 32% of births are assisted by a skilled provider).¹⁴ The infant mortality rate fell from 46 to 31 (per 1,000 live births). Over 2011–2016, the prevalence of underweight children under 5 years of age also declined from 37% to 32%. Under the current Sustainable Development Goals (SDGs), some nutrition indicators were modified. The prevalence of stunting among children of 5 years of age was 36.2% in 2016 while the prevalence of malnutrition (wasting) among this age group was 14.4%, despite declining poverty and rising economic growth. With a global gender gap index of 0.698, Bangladesh ranked 72 out of 144 countries in 2016. National commitment to better public health and education services and poverty reduction programs contributed to this result.¹⁵

9. While Bangladesh has made good progress in closing the gender gap women continue to face numerous challenges, including gender-based violence. Women are disproportionately affected by unemployment, underemployment, and vulnerable employment than men. Very few women have bank accounts, and most do not control financial assets or own land. Only 1.7% of enterprises in the formal sector are owned by women, one of the lowest in the world. There continues to be a high rate of marriage among girls under 18, one of the main reasons girls drop out of school. Despite the reduction in child marriage in the last decade, about 6 out of every 10 girls still get married before 18. While women's employment in Bangladesh has risen, the rate of violence against women in public spaces, in the work place, and at home, is high¹⁶ and likely underreported.¹⁷ Women's access to water, gas, electricity, sanitation, and transportation is particularly poor in low cost settlements.

10. The annual growth rate of gross domestic product (GDP) in Bangladesh has been robust. From 6.7% in fiscal year 2011 (FY2011), GDP growth rose to 7.9% in FY2018—the highest in the country's economic history. It is expected to reach about 8% in FY2019.¹⁸ On the demand side, private consumption has remained strong, underpinned by strong remittance and rural income growth. In addition, export growth has accelerated, benefiting from the United States of America and People's Republic of China (PRC) trade dispute, while import growth has

¹¹ Directorate of Primary Education, Government of the People's Republic of Bangladesh. 2017. *The Bangladesh Primary Educational Sector Performance Report*. Dhaka.

¹² Mahfuzul Haque. 2016. *From Millennium Development Goals to Sustainable Development Goals: Implementation Challenges for Bangladesh*. Paper presented at the 3rd International Integrative Research Conference on Development, Governance and Transformation. Comilla.

¹³ World Bank. 2018. *World Development Report 2018: Learning to Realize Education's Promise*. Washington, D.C.

¹⁴ ADB. 2017. *Bangladesh Gender Equality Diagnostic of Selected Sectors*. Manila.

¹⁵ World Bank. 2015. *Bangladesh: More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty. A Systematic Country Diagnostic. South Asia Region*. Washington, D.C.

¹⁶ ADB. 2017. *Bangladesh Gender Equality Diagnostic of Selected Sectors*. Manila.

¹⁷ J. Solotaroff, et al. 2019. *Voices to Choices: Bangladesh's Journey in Women's Economic Empowerment. International Development in Focus*. Washington, D.C.
<https://openknowledge.worldbank.org/handle/10986/30881>

¹⁸ ADB. 2019. *Asian Development Outlook 2019: Strengthening Disaster Resilience*. Manila.

decelerated.¹⁹ Strong private consumption, sustained by growth in remittances and public investment in large road transport projects, notably the Padma Bridge and Dhaka Metro Rail, helped to stimulate aggregate demand. Political stability, improved power supply, and higher growth in private sector credit have contributed to Bangladesh's economic expansion.²⁰

11. On the supply side, GDP growth has been driven by industry, mainly manufacturing and construction. Industry grew from 8.2% in FY2011 to 12.1% in FY2018 on strong production in large and medium-sized industries and higher investment. Agriculture grew by 4.2% in FY2018 as quick policy response to flood-induced crop losses in the summer facilitated a good winter harvest and buoyant horticulture output. Nonetheless, this was slightly lower than that of 5% posted in FY2011. Similarly, growth in services slowed from 6.6% in FY2011 to 6.4% in FY2018. Over an 8-year period (FY2011–FY2018), the average growth rate was highest for industry (9.8%) and services (6.1%), and lowest for agriculture and natural resources (3.3%).²¹ Over this period, agriculture's share in GDP declined from 16% to 14%. The share of industry rose from 28% to 34% while that of services declined slightly from 54% to 52%. In the services sector, wholesale and retail trade and transport, storage, and communication were the key drivers of growth.

12. Remittances from overseas workers have also emerged as a significant source of income. In many areas of rural Bangladesh, remittance incomes from family members working abroad represent both a significant proportion of household income as well as a substantial source of fund inflows into the local economy. Agriculture is no longer the dominant source of income in rural areas; instead, rural households now draw more of their incomes from non-agricultural activities and transfers from both local and foreign migrant workers.²²

13. Electricity generation capacity has improved, but the share of renewable energy remains low. Growth in electricity generation appears to have been a positive factor in sustaining industrial expansion.²³ Installed capacity was 18,275 megawatts (MW) in November 2018, with peak production for the year at 11,623 MW. Within 8 years, the real capacity has tripled, and energy served (or actual energy generation) more than doubled over the past decade. Another significant development has been the cross-border electricity trade with India. Electricity coverage in Bangladesh is now about 78%. More than 4.5 million solar home systems have been installed in the rural areas, bringing electricity to 20 million people living in the off-grid areas. Around 2.8% of total electricity generation is from renewable sources. The government is aiming at 10% power generation from renewable energy sources by 2021.

2. Key issues and challenges

14. Although recent economic growth in Bangladesh has been robust and poverty has declined, sustaining higher levels of poverty reducing growth will require increasing levels of investment and greater economic diversification. Nevertheless, aggregate private investment remains restrained at 23% of GDP, with foreign direct investment (FDI) at less than 1% of GDP, which is low compared with countries at similar levels of development. The Bangladesh economy is narrow, dominated by remittances and garments manufacturing. It is the

¹⁹ World Bank. 2019. *Bangladesh Development Update: Towards Regulatory Predictability*. Dhaka.

²⁰ Mahfuzul Haque. 2016. *From Millennium Development Goals to Sustainable Development Goals: Implementation Challenges for Bangladesh*. Paper presented at the 3rd International Integrative Research Conference on Development, Governance and Transformation. Comilla.

²¹ ADB. 2019. *Basic Statistics. Series 2012 to 2019*. Manila.

²² World Bank. 2015. *Bangladesh: More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty. A Systematic Country Diagnostic. South Asia Region*. Washington, D.C.

²³ World Bank. 2019. *Bangladesh Development Update: Towards Regulatory Predictability*. Dhaka.

second largest ready-made garments exporting country in the world, next to PRC.²⁴ While the expansion of the export base appears promising for products other than garments—leather goods, processed foods, pharmaceuticals, light engineering, shipbuilding, and services—there are significant constraints to higher investment in these sectors and more generally across the economy.²⁵ The rise in production costs in PRC and other emerging economies could stimulate relocation. However, for Bangladesh to be an attractive destination, it is essential for land, infrastructure, and skilled human resource to be available. It would also be necessary to simplify the tax structure, the process for starting a business, and for repatriating profits.

15. Financial sector inefficiencies and other constraints hamper the investment needed to sustain growth. To effectively mobilize long-term capital for investment, banking sector reform and well-functioning capital markets are needed. The International Monetary Fund (IMF) noted that the authorities have continued to implement the Capital Market Development Master Plan,²⁶ and with the support of ADB, have made progress, along with better regulations and demutualization of the stock exchange.²⁷ However, Bangladesh's banking sector has experienced a rise in non-performing loans. The share of bad debt to total lending has been above 9% for the last 3 years and private sector credit growth has continued to fall.²⁸

16. New ways of doing business often face additional regulatory barriers, and the lack of regulatory predictability deters investment. Entrepreneurs in Bangladesh continue to raise concerns about difficulties and delays when dealing with regulatory bodies particularly in terms of what is perceived as a discretionary application of rules and regulations. Perceptions of unpredictable and opaque administrative processes, as well as the uneven enforcement of regulations, can discourage firm creation and investment, push them towards informality, and ultimately impede productivity in the formal sectors.²⁹

17. Inadequate infrastructure is a clear constraint to growth and a deterrent to FDI.³⁰ Narrowing the infrastructure gap requires not only more investment, but also improving the maintenance of existing assets. The lack of reliable electricity supply and the shortage of natural gas are major binding constraints to economic growth. The infrastructure challenge in key sectors such as transport, water and energy call for a comprehensive infrastructure financing strategy based on a combination of tax funding, partnership with the private sector, and cost recovery. Structural issues around bankability, coupled with near-term challenges, may hold back private sector participation in infrastructure development.³¹

18. With tax revenues below 10% of GDP, there is a pressing need to boost tax revenues. At 9.6% of GDP in 2018, tax revenue in Bangladesh is among the lowest in Asia and insufficient to finance the level of public spending needed to support development. Failure to boost revenue could constrain expenditure pledged for implementing priority projects and improving essential services and infrastructure maintenance. Bangladesh needs more public spending in

²⁴ Garment exports accounted for 82% of the total export value (\$36.7 billion) in FY2018. Garment exports grew from \$18 billion in FY2011 to \$30 billion in FY2018. Remittances have also surged over time, from less than \$2 billion in 2000, to \$12 billion in FY2011 and \$15.5 billion in FY2018.

²⁵ ADB. 2016. *Country Partnership Strategy: Bangladesh 2016–2020*. Manila.

²⁶ Securities and Exchange Commission. 2012. *Bangladesh Capital Market Development Master Plan 2012–2022*. Dhaka.

²⁷ IMF. 2018. *Bangladesh: Staff Report for the IMF 2018 Article IV Consultation*. Washington, D.C.

²⁸ The Economist. 2019. *What lies ahead for the banking sector?* London.

²⁹ World Bank. 2015. *Bangladesh: More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty. A Systematic Country Diagnostic. South Asia Region*. Washington, D.C.

³⁰ ADB. 2016. *Bangladesh: Consolidating Export-Led Growth. Country Diagnostic Study*. Manila.

³¹ ADB. 2019. *Asian Development Outlook 2019: Strengthening Disaster Resilience*. Manila.

health and education, but the government needs to raise tax revenues to create the fiscal space necessary to meet such basic expenditures, and upgrade infrastructure, such as electricity, roads, rails, and ports. In turn, this would improve the business environment, attract FDI, and diversify exports. Tax reform focused on tax system simplification, tax base broadening, and tax compliance are essential.³²

19. **Gender disparities in the labor market continue to be a development concern.** While the aggregate labor market picture has been generally positive over time, differences by gender tend to be large. Labor market indicators are consistently lower for females than for males over 2010–2017 (Table 1). Bangladesh also has one of the highest unemployment rates for female youth, and education or training as a proportion of the youth population.³³ Overall, the share of people with vulnerable or insecure employment³⁴ in total employment in 2017 was also higher for females (68%) than males (51%). Although there has been a visible decline in female vulnerable employment from 81% to 68% over 2010–2017, this percentage remains high. There is still a long way to go bringing workers to conditions of decent work as a driver for inclusive growth.

20. **Development in Bangladesh is uneven, with the southwest region lagging others.** Regional development and diversification would spur integration into global value chains and make exports more robust to changes in global demand patterns. Improving the business environment will also be necessary to attract higher levels of investment.

Table 1: Labor Market Indicators by Gender, Selected Years

Indicator (in %)	2010	2013	2016	2017
Labor force participation rate, total	58.6	57.2	56.1	58.3
Male	81.6	81.8	79.4	80.7
Female	35.5	33.6	33.2	36.3
Employment to population ratio, total	56.6	54.7	56.1	55.8
Male	79.2	79.2	79.4	78.0
Female	33.9	31.1	33.2	33.9
Unemployment rate, total	3.4	4.4	4.4	4.4
Male	3.0	3.2	3.1	3.3
Female	4.4	7.4	7.3	6.7
Youth unemployment rate, total	6.4	9.9	11.4	12.8
Male	6.0	10.1	10.1	10.8
Female	7.0	9.6	14.1	16.8
Vulnerable employment, total	62.2	n.a. (not available)	n.a.	55.8
Male	53.9	n.a.	n.a.	50.6
Female	81.4	n.a.	n.a.	67.7

Note: The years correspond to data availability across indicators.

Source: International Labour Organization. 2018. *Asia-Pacific Employment and Social Outlook: Advancing Decent Work for Sustainable Development*. Bangkok.

21. **Slow progress in resolving the Rohingya crisis could add to economic and social risks.** Since August 2017, an estimated 700,000 displaced people from Myanmar have entered Bangladesh through Cox's Bazar giving rise to a near humanitarian crisis. This inflated the number of displaced people (around 212,500) already in Cox's Bazar that had fled in earlier waves

³² IMF. 2019. *IMF Staff Completes 2019 Article IV Visit to Bangladesh*. Press Release No. 19/248. Washington, D.C.

³³ International Labour Organization (ILO). 2018. *Asia-Pacific Employment and Social Outlook: Advancing Decent Work for Sustainable Development*. Bangkok.

³⁴ Vulnerable employment refers to jobs without economic security. It is the sum of workers in own-account work (self-employed without employees) and contributing family workers (helping out without pay in a family enterprise). Own-account workers and contributing family workers are assumed to be less secure in their jobs and more vulnerable to poverty, although persons in paid employment and even employers (categories of non-vulnerable employment) can also lack economic security.

of conflict along the borders between Bangladesh and Myanmar. Infrastructure, health and water services, and the environment, especially fragile forest and land resources, are under incredible pressure. The combined support of donors to date has been generous, with humanitarian donors remaining supportive since the influx. Humanitarian needs, nevertheless, continue to outpace funding.³⁵

22. The path to reaching upper-middle-income country status will call for overcoming significant hurdles. These must be aligned with the government's new Vision 2041, which seeks to secure upper middle-income country status by 2031 and high-income country status by 2041. Achieving these targets within the specified timeframe calls for investments in physical capital, human capital, and innovation, enabled by structural reforms in key areas such as the financial sector, fiscal policy, infrastructure, human development (health and education), and business regulation. The employment challenge is about the transfer of workers from low to higher productivity sectors, not just about increasing the sheer number of jobs.³⁶ A growing and youthful workforce in Bangladesh provides an opportunity to improve productivity and accelerate economic growth, underscoring the need to equip the young generation with the skills needed for productive jobs.

3. Government's Development Strategies and Plans

23. Over the period covered by this CAPE, the government of Bangladesh had two development plans: (i) the Sixth Five-Year Plan, FY2011–FY2015 and (ii) the Seventh Five-Year Plan, FY2016–FY2020. These are aligned with Vision 2021, a long-term perspective plan published in 2007, which aims at inclusiveness and equity, among other goals.³⁷ The government has also produced a longer-term strategy, the Bangladesh Delta Plan 2100, aimed at achieving long-term food and water security and environmentally sustainable economic growth.

24. The Sixth Five-Year Plan aimed at further reducing poverty through accelerating growth to 7.3% a year. Achieving this target would require a substantial increase in the rate of investment from 24.4% to 32.5% by the end of the plan period, with much of this expected to be financed by the private sector, including through higher remittances and increased FDI. Investment in infrastructure development was to be tripled, from 2% of GDP to 6%, with substantial private sector participation through public–private partnerships (PPPs). The government sought to strengthen macroeconomic management, deepen policy and regulatory reform, develop project preparation and implementation capacity, improve the incentive structure for encouraging private investment, and undertake capacity building for PPP projects. It also committed to an environmentally sustainable development policy that conserves natural resources; reduces air and water pollution; and sustainably manages rivers, other water bodies, forests, and common lands. Improved disaster management and efforts to mitigate the adverse effects of climate change received priority, involving climate-proofing and disaster risk reduction, as well as targeted assistance to vulnerable coastal populations.³⁸

³⁵ World Bank. 2018. *Bangladesh Development Update: Powering the Economy Efficiently*. Dhaka.

³⁶ ADB. 2016. *Employment and the Labor Market in Bangladesh: Overview of Trends and Challenges*. Manila.

³⁷ Vision 2021 identified a set of measures to achieve eight goals by 2021: (i) become a participatory democracy; (ii) have an efficient, accountable, transparent and decentralized system of governance; (iii) become a poverty-free middle-income country; (iv) have a nation of healthy citizens; (v) have a skilled and creative human resource; (vi) become a globally integrated regional economic and commercial hub; (vii) be environmentally sustainable; and (viii) be a more inclusive and equitable society (Centre for Policy Dialogue. 2007. Dhaka).

³⁸ Planning Commission. 2010. *Sixth Five-Year Plan FY2011–FY2015*. Dhaka.

25. **The 7th Five-Year Development Plan aimed to develop policies, strategies, and institutions that would further accelerate job creation, reduce poverty, and meet the SDG targets.** The resources needed to achieve the plan were estimated at \$409 billion in 2016 prices, with 78% to come from private investment and 22% from public investment. The plan depended on the ability to mobilize private investment with emphasis on PPPs, increasing remittances, and FDI expanding from 1% to 3% of GDP.³⁹ Financing the plan also required increased public and private savings, rapid income growth for the private sector, and increased revenue mobilization through better tax policy and tax administration.⁴⁰

C. ADB's Country Strategies and Previous Evaluation

1. Country Partnership Strategies

26. **ADB CPSs over the CAPE period recognize the need for sustained growth to further reduce poverty and inequality, while also addressing the risks associated with disasters triggered by natural hazards.** Given the country's vulnerability to disasters and climate change, ADB committed to help the government address binding constraints on growth in ways that foster environmental sustainability and reduce disaster risks. In line with Strategy 2020, regional cooperation and integration (RCI) was also prioritized over the CAPE period, especially through recognizing Bangladesh as a regional trading hub.

27. **CPS, 2011–2015 aimed at inclusive and greener growth.** It identified several challenges to sustaining growth including the need to boost national savings, expand FDI, diversify the narrow economic base, and increase the government's revenue generation (amongst the lowest in Asia). It recognized the need to lift labor market skills, remove constraints in energy, and transport (roads, railway, and ports), and reform capital markets to support the investment needed for higher growth. Areas for ADB support included improving connectivity, building skills, deepening financial markets, boosting access to energy and improving efficiency, making cities more livable, improving the management of water resources, and reducing flood risks. In line with the government's Sixth Five-Year Plan and ADB's Strategy 2020 priorities, ADB's public sector operations in Bangladesh focused on six sectors: energy, transport, urban, education, finance, and agriculture and natural resources.⁴¹

28. **The current CPS, 2016–2020 reiterates inclusive growth but sharpens it to reflect sustainable economic growth.** It adopts five priority investment areas and four crosscutting areas: (i) easing infrastructure constraints in key sectors, such as energy, transport, and urban development; (ii) improving human capital; (iii) promoting economic corridor development; (iv) improving rural livelihoods; and (v) providing climate and disaster resilient infrastructure and services.⁴²

³⁹ Government of Bangladesh. 2016. *Strengthening Finance for the 7th Five-Year Plan and the SDGs in Bangladesh: Findings from an Independent Development Finance Assessment*. Dhaka.

⁴⁰ The plan's overarching goal of faster, inclusive, and environmentally sustainable growth is anchored on four pillars: (i) accelerating the average annual growth rate from 6.3% to 7.4% per year; (ii) making growth more inclusive, pro-poor, and environmentally sustainable; (iii) reducing poverty from 24.8% to 18.6%, and extreme poverty from 12.9% to around 8.9%; and (iv) providing productive jobs for all new entrants into the labor force.⁴⁰ The plan assumes increases in (i) the tax-to-GDP ratio, from 8.5% to 14.1%; (ii) expenditure-to-GDP, from 13.5% to 21.1%; and (iii) revenue-to-GDP, from 9.6% to 16.1%. Remittances are projected to rise from \$15.3 billion to \$25.4 billion in 2020. An ambitious target has been set for FDI, projected to rise from \$1.7 billion (0.9% of GDP) to almost \$10 billion in FY2020 (3% of GDP). Expenditures on social protection expected to increase from 2.0% to 2.3% of GDP over the plan period.

⁴¹ ADB. 2011. *Country Partnership Strategy: Bangladesh 2011–2015*. Manila.

⁴² ADB. 2016. *Country Partnership Strategy: Bangladesh 2016–2020*. Manila.

29. **Crosscutting areas include private sector development, governance, gender, and RCI.** ADB support aims at creating conditions for greater private sector participation to increase investments and to promote economic diversification and expand employment opportunities. In governance, ADB aims to address institutional capacity constraints and improve governance to strengthen implementation capacity, accountability and transparency. Gender equality to strengthen the inclusiveness of growth through providing women with equal access to education, skills development, job opportunities, and credit is an important priority, as is the need to deepen RCI. Appendix B provides further detail on various measures to implement objectives in these areas alongside the outcomes that ADB contributes to, as reflected in the CPS results framework.

30. **Several country operations business plans (COBPs) were developed to support the country strategies over the evaluation period.** The COBP, 2012–2014 sought to step up private sector development and private sector operations through PPPs and to strengthen efforts to develop regional transport and power exchange projects.⁴³

31. **COBP, 2015–2017 continued many of the priorities adopted in the preceding COBP.** These refer specifically to energy, railway and road connectivity, market-oriented skills and secondary education, capital market reform and long-term infrastructure lending, water supply and municipal services and urban redevelopment, and rural productivity improvement.⁴⁴ COBP, 2016–2018 supported the government's current and emerging development priorities, including activities to sustain strong and inclusive economic growth and strong human development.⁴⁵ ADB prioritized activities to develop infrastructure, skills, resilience to environmental and climate change, the private sector, and RCI.

32. **In line with CPS, 2016–2020, COBP, 2018–2020 and COBP, 2019–2021 support the strengthening of infrastructure, economic corridor development, quality education, and skills development while seeking to boost agricultural productivity, improve farm-to-market linkages, and increase environment and climate resilience.**⁴⁶ COBP, 2020–2022⁴⁷ updates the previous COBP to align it with the government's new manifesto⁴⁸ and with ADB's Strategy 2030. It marks the transition to a period beyond the current CPS, 2016–2020 but continues to focus on five priority investment areas.

2. Previous Evaluations

33. The Bangladesh Country Partnership Strategy Final Review Validation (CPSFRV), 2011–2015 made three recommendations. These were to: (i) explore the potential for greater use of innovative financial instruments such as results-based lending; (ii) prepare a governance assessment and include actions to increase institutional capacity in the new CPS; and (iii) offer more support to executing and implementing agencies to improve implementation, focused on procurement, project administration, project preparation, safeguards, and the financial sustainability of projects. The extent to which these recommendations have been adopted by ADB would be considered as part of the CAPE.

⁴³ ADB. 2012. *Bangladesh Country Operations Business Plan 2012–2014*. Manila.

⁴⁴ ADB. 2014. *Bangladesh Country Operations Business Plan 2015–2017*. Manila.

⁴⁵ ADB. 2015. *Bangladesh Country Operations Business Plan 2016–2018*. Manila.

⁴⁶ ADB. 2017. *Bangladesh Country Operations Business Plan 2018–2020*. Manila; ADB. 2018. *Bangladesh Country Operations Business Plan 2019–2021*. Manila.

⁴⁷ ADB. 2019. *Bangladesh Country Operations Business Plan 2019–2021*. Manila.

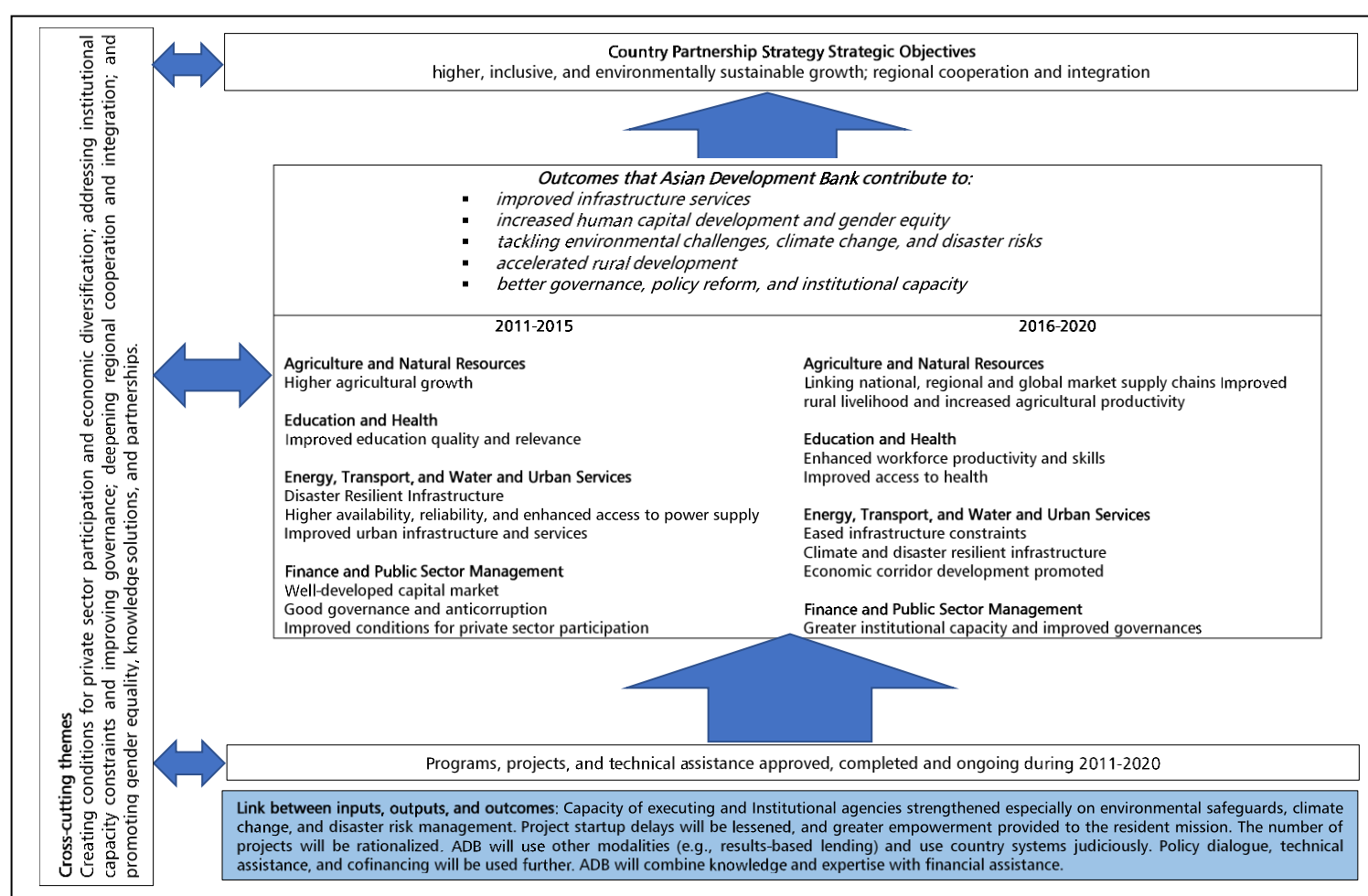
⁴⁸ This manifesto puts good governance at the core, while emphasizing implementation of mega infrastructure projects, greater use of information and communication technology, rural development, employment generation, and quality education.

D. Evaluation Approach

1. Theory of Change

34. **The implicit theory of change or results chain underlying ADB's Bangladesh CPSs (2011–2020) is multifaceted covering a range of sectors and development issues.** Its main argument is that investment in infrastructure and human capital that is responsive to a range of development risks and issues—climate change, gender, disaster risk reduction, private sector development, balanced regional development, institutional capacity building, governance, and public sector management, amongst other factors—will help reduce the constraints that deter the higher levels of investment and economic diversification needed for inclusive and environmentally sustainable growth.

Figure 1. Bangladesh CPS: Implicit Theory of Change, 2011–2020^a



^a Drawn from statements contained in country partnership strategies 2011–2015 and 2016–2020.
Source: Asian Development Bank Independent Evaluation Department.

35. The main objective of CPS, 2011–2015, is to “*make the growth process more inclusive and greener by improving connectivity, building the country’s skills base, deepening its financial markets, boosting energy efficiency and access, investing to make cities more livable, improving the management of water resources and reducing flood risks.*” The main areas of focus are energy, transport, water and urban, education, finance, and agriculture and natural resources. Thematic drivers are described as good governance and capacity development, environmental sustainability and climate resilience, regional cooperation, private sector development, gender equity, knowledge solutions, and partnerships.

36. These main strategic thrusts continue in CPS, 2016–2020. Its objective is higher, inclusive, and sustainable economic growth through supporting economic diversification, and accelerating rural and regional development. Its priority areas for investment are infrastructure, improving human capital, promoting economic corridor development, improving rural livelihoods, and providing climate and disaster resilient infrastructure. Cross cutting areas are creating conditions for private sector development, addressing institutional capacity constraints, deepening regional integration, and promoting gender equality. CPS, 2016–2020 states that “*ADB will adopt a broad-based approach that will allow it to respond flexibly to the needs and demand of the country over the CPS period.*” This would involve support for: (i) easing infrastructure constraints in the key sectors of energy, transport and urban development; (ii) creating conditions for greater private sector participation to attract investment; (iii) enhancing the productivity and skills of the workforce; (iv) increasing the productivity of agriculture and creating gainful rural employment opportunities outside of agriculture; (v) helping environmental and climate change related vulnerabilities; and (vi) addressing institutional capacity constraints and improving governance. The selection of possible interventions in each area would be based on a careful consideration of ADB’s core strengths and the role of other development partners.

37. Overall, IED concludes that both CPSs had as the central overall objective inclusive and sustainable growth and regional cooperation and integration. Common development priorities included easing constraints to infrastructure development, human capital and gender equity, climate change and disaster risk reduction, private sector development, governance and capacity development (Table 2). The evaluation will focus on ADB’s contribution to these areas.

Table 2: ADB Bangladesh Country Partnership Strategy Objectives, 2011–2020

CPS	CPS, 2011–2015	CPS, 2016–2020
Long-term objective	Support the Government’s 6 th 5-year development plan to enhance growth and reduce poverty within ADB’s S2020 objectives of inclusive economic growth, environmentally sustainable growth, and regional cooperation cognizant of disasters and climate change	Support the country’s long-term objective of higher inclusive and environmentally sustainable growth through (i) promoting economic diversification, and (ii) accelerating rural and regional development; and (iii) addressing the sustainability of economic growth at both policy and project levels
Intermediate outcomes	<p>ADB to help address binding constraints on growth that:</p> <ul style="list-style-type: none"> • Fosters environmental sustainability, reduces disaster risks, responds to climate change and disaster emergencies • Harnesses opportunities for regional cooperation and integration • Improves connectivity • builds the skills base • deepens financial markets • boosts energy efficiency and access • makes cities more livable 	<p>ADB will contribute to</p> <ul style="list-style-type: none"> • Easing infrastructure constraints through transformational investments and policy reform • Improving human capital - enhancing the quality of the workforce through better education and skills development • Promoting economic corridor development, connecting urban growth centers, linking global markets and supply chains

CPS	CPS, 2011–2015	CPS, 2016–2020
	<ul style="list-style-type: none"> improves water resource management and reduces flood risks 	<ul style="list-style-type: none"> Improving rural livelihoods, agricultural productivity and diversification into high value-added products, investing in all-weather access to markets and agribusiness logistics Providing climate and disaster resilient infrastructure and services
Outcomes that ADB directly contributes to	Expanded access to power Integrated transport systems Strengthened urban services Improved education quality and relevance Higher agricultural growth Well-developed capital markets	Eased infrastructure constraints Linking national, regional and global market supply chains Improved human capital Improved rural livelihoods and increased agricultural productivity Climate and disaster resilient infrastructure
Cross-cutting outcomes that ADB directly contributes to	Good governance and anticorruption Environmental sustainability, climate resilience, and disaster risk reduction Deeper regional integration Private sector development Gender equity Knowledge solutions Partnerships	Addressing institutional capacity constraints and improving governance, Deepening regional cooperation and integration Creating conditions for greater private sector participation Promoting gender equality

ADB = Asian Development Bank, CPS = country partnership strategy.
 Source: Asian Development Bank.

38. **The main theory of change underpinning both CPSs is that for Bangladesh to achieve its development objectives it must attract higher levels of investment.** To support Bangladesh's development aspirations, ADB's strategy seeks to ease constraints to the higher levels of investment needed to achieve environmentally sustainable and inclusive economic growth. This would be achieved through ADB support for investment in infrastructure services, human capital and gender equity, rural development, climate change and disaster risk reduction, better governance and an improved business climate.

2. Evaluation Questions

39. **The evaluation questions start from the premise embodied in both CPSs that ADB support will help ease constraints that will enable Bangladesh to achieve the higher levels of investment needed to sustain inclusive economic growth.** ADB's investment in infrastructure and human capital development combined with support for improving the business environment and better governance, rural development, climate change, and disaster risk reduction, would help remove constraints to the higher levels of investment needed for economic diversification and for Bangladesh to achieve environmentally sustainable and inclusive economic growth. This is the main theory underlying both CPSs. The overarching question for the evaluation is therefore: **to what extent did ADB support contribute to higher, inclusive and environmentally sustainable growth, and regional cooperation and integration?** To answer this question, five subsidiary questions will receive special attention as part of the overall assessment. Each subsidiary question is anchored on further sub-questions elaborated on in Appendix C.

- (i) **How and to what extent has ADB's support contributed to economic growth and economic diversification?** The evaluation will assess the extent to which ADB support has contributed to *"easing the country's infrastructure constraints"* (CPS, 2016–2020, para. 23) and contributed toward greater connectivity, private sector participation, water security, RCI, and economic diversification. In addition to assessing ADB's contribution to

greater physical connectivity, the evaluation will also assess ADB's support for improving the institutional and regulatory framework that is essential for ensuring sector sustainability.

- (ii) **How has ADB's support in Bangladesh contributed to inclusion, education, health and skills development, and greater gender equity?** ADB has provided long-term support for the education and health sectors in Bangladesh. With other donors it has implemented an education sector-wide approach, worked closely with the private sector on skills development, each with a focus on gender equity. With the need for greater economic diversification, ADB is shifting its strategy toward support for the technology and innovation needed for building a knowledge-based economy. The extent to which ADB support for the social sectors has resulted in improved gender equity, and skills creation for better jobs will be assessed by the evaluation.
- (iii) **To what extent is ADB support tackling the environmental challenges associated with climate change and disaster risk?** The evaluation will assess the extent to which ADB's support contributes to building resilience and adaptation to climate change and reducing risks. Bangladesh's geographic location, land characteristics, many rivers, and monsoon climate make both rural and urban environments highly vulnerable to natural hazards. According to ADB's Bangladesh country diagnostic study, as Asia's largest and most populated delta, in a worst-case scenario, a projected sea-level rise by 2050 could directly affect more than 16.8 million people and a quarter of Bangladesh land area. Moreover, changes in floods and inundation as well as rising sea levels might cause an approximately 80 million-ton cumulative reduction in rice production in 2005–2050, or about 3.9% annually. Another study in Bangladesh found that a projected 27-centimeter sea-level rise by 2050, combined with storm surges, could inundate an area 88% larger than the areas inundated by current storm surges.⁴⁹ High population density and proportion of poor living in vulnerable areas, fragile infrastructure, and limited integration of disaster risk management into national and local planning exacerbate the problem. The frequency of extreme weather events such as cyclones, floods, and storms has also increased resulting in damage and loss of life estimated to cost about 1% of GDP a year, much more in relation to comparator countries. Given these potentially alarming projections, and the likely impact of climate change on food production, land cultivation, as well as livable cities, the evaluation will assess the extent to which ADB has responded to climate change and disasters in its investment program and more generally.
- (iv) **Has ADB's support for rural livelihoods contributed to more balanced growth?** The evaluation will assess how ADB has contributed to rural development, especially through the agriculture sector which continues to employ over half of the country's workforce. While rural poverty has fallen faster in the last 10 years, it remains higher than urban poverty and landless farmers are among the poorest in the country. Agricultural activities are also highly vulnerable to climate change and a growing frequency and intensity of natural hazards on the sector. The evaluation will consider how ADB has contributed to rural development through its infrastructure investments and though more targeted interventions in the agricultural sector, and to what extent these have resulted in improved resilience. Important in this review will be the need to consider how support for rural livelihoods has supported women and gender equity specifically.

⁴⁹ ADB. 2017. *A Region at Risk: The Human Dimensions of Climate Change in Asian and the Pacific*. Manila.

- (v) **How has ADB support for governance and the business environment removed constraints to private sector investment?** The evaluation will assess the extent to which ADB has supported policy dialogue and reforms, at the national and sub-national level, that would ease the administrative burden, discretionary application of rules, and cost-of-doing business in Bangladesh. The bulk of ADB support in this area has focused on financial market development through the creation of a well-functioning capital market, which requires a range of policy reforms and improved capacity by the government to regulate in a way that is both transparent and predictable. Governance is also a development objective that cuts across all ADB investments in the country e.g., support for municipal governance is part of ADB's support for water and other urban infrastructure and services. Support for financial reforms and governance, both generally and across the sectors, will be a key part of the evaluation's assessment.

40. **The evaluation questions are compatible with ADB's new development strategy.** The CPSs to be assessed by this evaluation were designed to meet ADB corporate objectives as defined by Strategy 2020.⁵⁰ Starting in July 2018, however, ADB released a new strategy calling for ADB to address remaining poverty and reduce inequalities; accelerate gender equality; tackle climate change, build climate and disaster resilience and environmental sustainability; make cities more livable; promote rural development and food security; and strengthen government and institutional capacity.⁵¹ Strategy 2020 called for inclusive economic growth, environmentally sustainable economic growth and regional integration. It also emphasized private sector development, good governance, gender equity, knowledge solutions, and partnerships. The CAPE will therefore assess ADB's support in the transition to Strategy 2030 and frame recommendations that help shape the next CPS.

3. Evaluation Method

41. **The evaluation method involves: (i) a review of the country context, macroeconomic and social conditions; (ii) detailed sector program assessments of ADB's sovereign and nonsovereign operations; and (iii) assessment of results of ADB's thematic priorities.** IED staff together with international consultants will undertake detailed sector program assessments that involve a combination of desk-based review and country visits. The main purpose of these assessments will be to consider how ADB supported investments across the sectors of energy, transport, water and urban, education and health, agriculture and natural resources, financial sector, and others, contribute to CPS development objectives. In sovereign operations, energy and transport account for almost half of ADB's portfolio in Bangladesh. If "urban" is added, the infrastructure portfolio accounts for almost two-thirds of the entire program by value, and nearly 50% by number (Table 3). In nonsovereign operations, energy dominates the portfolio (88%). ADB support to the energy sector will therefore be assessed across both sovereign and nonsovereign portfolios rather than separately.

⁵⁰ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank 2008-2020*. Manila.

⁵¹ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

Table 3: CAPE Sector Reviews

Sector	Share in Value	Share in Number	IED Staff	International Consultants	National Consultants	Total
Country Context Review/Lead Consultant				1	1	2
Infrastructure (Energy, Transport, Water)	61.6	49.1	3	3	3	9
Finance and PSM	15.9	17.8	1	1	1	3
Education and Health	15.4	15.7	1	1	1	3
Agriculture and Natural Resources	5.4	13.2	1	1	1	3
Others (multisector, IAT, ICT)	1.7	4.2	-	-		
Total Sovereign	100	100	6	7	7	20
Non-sovereign (energy)			^a	1	1	2
Total Team Size			6	8	8	22

CAPE = country assistance program evaluation, IAT = industry and trade, ICT = information and communication technology, IED = Independent Evaluation Department, PSM = public sector management.

^a As energy comprises over 80% of nonsovereign operations, the IED energy specialist will cover both assessments.

Source: Independent Evaluation Department.

42. Initially Headquarters (HQ)-based program assessments will be conducted, to make a preliminary assessment of performance drawing from existing IED evidence and ADB documentation. The overall assessment will follow existing IED CAPE guidelines. The HQ-based assessments will draw from the government's development objectives and strategies and how ADB has responded to them. They will review the relevance of the sector investment portfolio and TA that support these strategies and, drawing on project completion validation reports and other evidence, also assess overall performance. TA will be assessed along-side physical investments and the contribution that they made to capacity building within government departments. The HQ-based assessments will also look for evidence in the portfolio and other related documentation on how ADB investments have been designed to support the CPS objectives. These reviews will be used to conduct interviews with relevant HQ-based staff and inform the country visits. This will add further granularity to the assessments and focus on the main evaluation questions concerning these development objectives. The overall evaluation assessment i.e., the weights allocated to ADB's performance against each sector and thematic objective are set out in Appendix C, Table 2. If still relevant at the time of the mission in June, the evaluation will take into account the consequences of the coronavirus pandemic in the country, and the government's and ADB's reaction to it with special interest.

43. Detailed sector program assessments will be conducted for energy, transport, urban, agriculture and natural resources, education, financial sector development, and public sector management (PSM). Given the number of agricultural projects, a detailed assessment will need to be conducted for agriculture and natural resources. The education program review will also cover the health sector projects. Finance sector and PSM programs will be reviewed by the same IED staff member and consultants. Review of the eight multisector projects will be combined with the sector program assessment most relevant to them. The same approach will be used for the remaining projects under industry and trade, and information and communication technology (ICT). This will ensure the entire portfolio is covered under the sector program assessments.

44. The sector desk-based reviews will form the foundation for the country visits involving site visits and interviews with ADB staff, government officials, other development partners, and beneficiaries. Country visits would focus on sector program performance and how ADB investments contribute to the CPSs' priority areas of governance,

building resilience, gender equality and livelihoods, and RCI. The country mission team would be a subset of IED international staff members and international consultants.

45. **The evaluation methodology would also assess the role of the resident mission.** The evaluation would assess the capacity of the resident mission in helping achieve CPS objectives, i.e., the leadership role that ADB plays in the energy sector and other areas, the extent to which ADB is engaged in policy dialogue and in shaping the development landscape, how ADB works with stakeholders including the private commercial sector, non-governmental organizations and other civil society groups to affect change, and ADB's ability to innovate and influence other development partners to work differently. Hence, the extent to which ADB adds value while avoiding duplication of efforts with other donors would also be assessed. The role of the resident mission in policy dialogue, leadership and donor coordination, sector analysis, and knowledge will therefore also be assessed.

4. Limitations

46. **The CAPE will assess ADB's contribution to higher-level strategic objectives.** The evaluation will be limited by resource and time constraints and will draw from existing evaluation evidence, including ADB monitoring and evaluation reports. As it may not be possible to attribute country level outcomes directly to ADB support, especially as some projects may not have completed or be ongoing, the evaluation will focus on the assessment of ADB's contribution to development outcomes. It will do this through identifying plausible linkages between ADB support and the higher-level development objectives to which they contribute. The evaluation will assess ADB's contribution through an assessment of the performance of projects, sector programs, and thematic priorities pursued.

E. Implementation Arrangements

1. Work Allocation

47. Table 4 presents the roles and responsibilities of team members and consultants.

Table 4: Bangladesh CAPE Team

Sector/Function	IED Staff	Consultants
PSM, Finance / Team Leader	Joanne Asquith	1 Lead consultant (PSM and finance) (international) 1 PSM and Finance (national)
Transport, Water and other Urban Infrastructure and Services (WUS)	Srinivasan Palle Venkata (WUS) Sung Shin (Transport)	1 Transport specialist (international) 1 WUS specialist (international) 2 national consultants
Energy	Alfredo Bano Leal	1 Energy specialist (international) 1 National consultant
Agriculture and Natural Resources and Rural Development	Alvin Morales	1 Agriculture and Natural Resources (international) specialist 1 National consultant
Education and Health	TBD	1 Education/Health specialist (international) 1 National consultant
Technical Support	Ma. Juana Dimayuga	
Administrative and Mission Support	Glennie Castillo	1 HQ research associate (national)
Internal Review	2 IED commenters	
Total	8 IED Team Members 2 Peer Reviewers 2 IED commenters	6 International 7 National

CAPE = country assistance program evaluation, IED = Independent Evaluation Department, PSM = public sector management.
Source: Independent Evaluation Department.

2. Consultant Requirements

48. **Individual international consultants will be recruited to help carry out the evaluation of the country program.** A lead consultant (economist/country program evaluation specialist) will assist the team leader in synthesizing the assessments of investment areas and structuring the overall CAPE report. He/she would also undertake the country context overview and take on one of the smaller sectors, i.e., finance and PSM.

49. **The consultants will undertake an initial desk-based sector program assessment based on evidence drawn from the investment portfolio, IED reports, and other available information.** Not all consultants will undertake fieldwork, unless requested. A subset of consultants would undertake the fieldwork together with two IED staff members. In-country national consultants will also be recruited to assist in evaluation work and support mission logistics in Bangladesh. Each international consultant will be expected to undertake document reviews and draft well-written, analytical reports (15–20 pages in length) prior to the country visit. Appendix D presents the draft of terms of reference for international consultants.

3. Proposed Schedule

50. Table 5 provides the tentative CAPE schedule, inclusive of the proposed timing and key evaluation activities. Missions are currently planned for June 2020.⁵² Final mission schedules will be finalized in consultation with South Asia Department (SARD) and the Bangladesh Resident Mission. The draft CAPE is expected to be circulated for interdepartmental review by July 2020 to provide enough time to incorporate comments and finalize the report before the Informal Board Seminar for the CPS, 2021–2025 scheduled in November 2020.

51. In preparation for the CAPE mission, the team will prepare the following two documents: (i) a list of government ministries, executing agencies, and other stakeholders with whom the CAPE team needs to have meetings; and (ii) a set of issues for discussion for each proposed meeting. SARD will be requested to provide the evaluation team with the necessary documents by early April 2020. The following preliminary schedule is proposed.

Table 5: CAPE Schedule

Activity	Tentative Schedule
Approval of the EAP	IV March 2020
Evaluation missions	June 2020
Draft for peer reviews	I July 2020
One-stop review meeting	II July 2020
Draft sent for interdepartmental review	III July 2020
Draft sent for Heads of Department meeting	I August 2020
Draft sent to the Government of Bangladesh for review	III August 2020
Draft sent for editing	IV August 2020
Draft CAPE consultation mission to Bangladesh	I October 2020
IED Director General approval	IV October 2020
Development Effectiveness Committee meeting	IV November 2020
Dissemination workshop internal to ADB	2021
Dissemination event in Bangladesh	2021

CAPE = country assistance program evaluation, EAP = evaluation approach paper, IED = Independent Evaluation Department.
Source: Asian Development Bank Independent Evaluation Department.

⁵² Subject to international travel restrictions that may be imposed due to COVID-19

4. Peer Review

52. The internal commenters will be Maya Vijayaraghavan and Tomoo Ueda. External peer reviewers will be sourced from Bangladesh-based organizations including the Centre for Policy Dialogue and BRAC.

F. Cost Estimation and Financing

53. Approval is sought for financing the CAPE from TA funds and staff consulting budget. Cost estimates are set out in Appendix E (not for public disclosure).

G. Dissemination

54. IED will circulate and discuss the draft CAPE with SARD and the Bangladesh government. It will present the final CAPE to the Development Effectiveness Committee (DEC) in November 2020. This will be well before an Internal Board Seminar on the next CPS and the circulation of the new CPS to the Board. The final CAPE report with Management response, DEC Chair's Summary, and a four-page summary will be posted on the IED website. A two-page knowledge material regarding the CAPE will be disseminated after the DEC meeting. Dissemination events in ADB and Bangladesh are planned for 2021.

Appendixes:

- A. ADB Bangladesh Portfolio, 2011–2018
- B. ADB Bangladesh Country Partnership Strategies 2011–2020
- C. CAPE Evaluation Framework and Country Level Rating System
- D. Terms of References for Consultants (*not for public disclosure*)
- E. Cost Estimates (*not for public disclosure*)

ADB BANGLADESH PORTFOLIO, 2011–2018

1. Over the evaluation period 2011–2018, the Asian Development Bank (ADB) Bangladesh portfolio comprised 174 sovereign loans and grants and 148 technical assistance (TA) operations that amounted to \$16.2 billion (ongoing, committed, and completed, Table A.1). Of total loans and grants, the share of concessional loans was 42% and ordinary capital resources, 53%. Cofinancing accounted for 5%. There were 11 nonsovereign investments, of which 3 were cancelled.¹ The remaining investments amounted to \$760.3 million.

Table A.1: Bangladesh Portfolio Commitments, 2011–2018²

(approved, ongoing, and completed)

Type of Operations	Amount (\$ million)	Number
Sovereign loans	14,948.8	139
Grants	400.6	35
Technical assistance	105.5	148
Subtotal sovereign	15,454.9	322
Nonsovereign ^a	760.3	11
Total	16,215.3	333

^a Based on approvals.

Sources: Asian Development Bank databases.

2. Investment in infrastructure and the financial sector accounted for the bulk of ADB's support for Bangladesh. Energy, transport, education, water and other urban infrastructure and services, and finance sectors—the top five recipients of sovereign financing—accounted for 85% of the total amount of loans, grants, and TA during 2011–2018 (Table A.2). The majority of nonsovereign operations were also in the energy sector which accounted for 88% of the nonsovereign portfolio, the rest being in finance, and agriculture and natural resources.

Table A.2: Financing by Sector, 2011–2018

(approved, ongoing, and completed)

Sector	Sovereign Loans, Grants, and TA			Nonsovereign Loans, Grants, and TA		
	Number	Amount (\$ million)	% Share (Value)	Number	Amount (\$ million)	% Share (Value)
Energy	52	4,069.4	26.3	7	671	88.2
Transport	58	3,586.0	23.2	-	-	-
Education	36	2,114.6	13.7	-	-	-
Water and other urban infrastructure and services	47	1,876.8	12.1	-	-	-
Finance	32	1,517.7	9.8	2	50.0	6.6
Public Sector Management	26	938.2	6.1	-	-	-
Agriculture and Natural Resources	42	832.0	5.4	2	39.3	5.2
Health	15	255.5	1.7	-	-	-
Multisector	8	237.2	1.5	-	-	-
Industry and Trade	5	24.4	0.2	-	-	-
Information and Communication Technology	1	2.9	0.0	-	-	-
Total	322	15,454.9	100.0	11	760.3	100.0

TA = technical assistance.

Sources: Asian Development Bank databases.

¹ Cancelled nonsovereign investments were those for Prime Bank, Industrial and Infrastructure Development Finance Company, and Summit Power International Limited.

² The portfolio will be updated to reflect all Bangladesh portfolio commitments from 2011–2019 including related comments received during the interdepartmental circulation of the draft country assistance program evaluation.

3. **ADB has an increasing range of investment modalities to suit client needs and overall development objectives.** In Bangladesh, investment projects were the dominant intervention for sovereign loans and grants, both in terms of number and value. Along with the multitranche financing facility and programs (Table A.3), these interventions accounted for 86% of the total sovereign investment during 2011–2018.

Table A.3: ADB Sovereign Loans and Grants by Financing Modality, 2011–2018

Modality	Number	Amount (\$ million)	% Share (Value)
Project	112	8,821	57.5
MFF	24	2,776	18.1
Program	13	1,594	10.4
DFI	9	650	4.2
Sector	7	650	4.2
RBL	1	500	3.3
Special assistance	3	281	1.8
TA Loan	5	77	0.5
Total	174	15,349	100.0

ADB = Asian Development Bank, DFI = development finance institution, MFF = multitranche financing facility, RBL = results-based lending, TA = technical assistance.

Sources: Asian Development Bank databases.

1. Performance of Completed ADB Portfolio

4. **Twenty-five sovereign projects during 2011–2018 had project completion reports.** Of 18 that were validated, 16 were rated *successful* and 2 *less than successful*. The sector portfolios in energy, finance, health, multisector, industry, and public sector management (PSM) performed well with a 100% success rate. However, the number of projects in each of these sectors was small ($n < 5$).³

5. **Technical assistance.** Of the total TA amount of \$111.3 million during 2011–2018, capacity development TA dominated the TA portfolio (46%), along with project preparatory TA (36%) (Table A.4). The balance (18%) went to advisory and operational TA, policy and advisory TA, and research and development assistance TA. Table A.4 indicates that 74% of the total TA amount went to five sectors: water and other urban infrastructure and services (19%), transport (17%), education (13%), energy (13%), and agriculture and natural resources (12%).

Table A.4: Technical Assistance by Type, 2011–2018

(ongoing, committed, and completed)

TA Type	Count	Amount (\$ million)	Percent of Total
AOTA	12	11.5	10.8
CDTA	68	50.7	48.1
PATA	10	4.6	4.4
PPTA	53	36.7	34.8
RDTA	3	2.0	1.9
Total	148	105.5	100.0

AOTA = advisory and operational technical assistance, CDTA = capacity development technical assistance, PATA = policy and advisory technical assistance, PPTA = project preparatory technical assistance, RDTA = research and development technical assistance, TA = technical assistance.

Sources: Asian Development Bank databases.

³ In terms of TA projects, 40 had completion ratings. Of these, 33 were rated successful, 6 less than successful, and 1 unsuccessful. None had a TA performance evaluation rating during 2011–2018.

Table A.5: Technical Assistance by Sector, 2011–2018
(approved, ongoing, and completed)

Sector	AOTA		CDTA		PATA		PPTA		RDTA		Total	
	Amount (\$ million)	% Share	Amount (\$ million)	% Share	Amount (\$ million)	% Share	Amount (\$ million)	% Share	Amount (\$ million)	% Share	Amount (\$ million)	% Share
ANR	1.8	16.0	4.2	8.2	-	-	5.9	16.1	-	-	11.9	11.3
EDU	1.0	8.9	8.3	16.3	0.6	13.0	4.6	12.5	-	-	14.5	13.7
ENE	0.6	5.3	5.2	10.3	0.5	9.8	6.5	17.8	-	-	12.8	12.2
FIN	0.2	1.3	6.5	12.7	-	-	1.1	3.0	-	-	7.8	7.3
HLT	-	-	0.6	1.2	-	-	2.8	7.6	-	-	3.4	3.2
IND	-	-	1.5	3.0	-	-	-	-	2.0	100.0	3.5	3.3
MULT	0.5	4.4	1.9	3.7	-	-	-	-	-	-	2.4	2.3
PSM	2.7	24.0	5.7	11.2	-	-	1.6	4.4	-	-	10.0	9.5
TRA	2.0	17.8	7.5	14.8	2.8	60.9	6.6	18.0	-	-	18.9	17.9
WUS	2.5	22.2	9.4	18.5	0.8	16.3	7.6	20.7	-	-	20.3	19.2
Total	11.2	100.0	50.7	100.0	4.6	100.0	36.7	100.0	2.0	100.0	105.5	100.0

ANR = agriculture and natural resources, AOTA = advisory and operational technical assistance, CDTA = capacity development technical assistance, EDU = education, ENE = energy, FIN = finance, HLT = health, ICT = information and communication technology, IND = industry, MULT = multisector, PATA = policy and advisory technical assistance, PPTA = project preparatory technical assistance, PSM = public sector management, RDTA = research and development technical assistance, TRA = transport, WUS = water and other urban infrastructure and services.

Sources: Asian Development Bank databases.

6. **Cofinancing.** Cofinanced loans and grants (completed, ongoing, and committed) during 2011–2018 amounted to \$725.6 million. The top five cofinanciers were the OPEC Fund for International Development (\$124 million), the French Agency for Development (\$109 million), the Department for International Development of the United Kingdom (\$82 million), the Asian Infrastructure Investment Bank (\$60 million), and the Japan Bank for International Cooperation (\$60 million each). Together, they accounted for 60% of loan and grant commitments.

7. Cofinanced TA in Bangladesh (completed, ongoing, and committed) amounted to \$37.6 million, equivalent to 34% of total TA financing during 2011–2018. The Japan Fund for Poverty Reduction (\$18 million) contributed more than half of TA cofinancing in this period. Other TA cofinanciers included the Asian Clean Energy Fund, Urban Climate Change Resilience Fund, Financial Sector Development Partnership Fund, Strategic Climate Fund, and the Water Financing Partnership Facility (Multi Donor Trust Fund).

8. **ADB, the International Development Association (IDA), and Japan were the top three sources of development support for Bangladesh over the evaluation period** (Table A.6). Other relatively large sources were the United Kingdom and the United States.

Table A.6: Aid Flows to Bangladesh by Source, 2011–2017^a

Source	Amount (\$ million)
Asian Development Bank	7,792
International Development Association	3,782
Japan	3,168
United Kingdom	2,124
United States	1,417
European Union institutions	841
Germany	561
Australia	508
Netherlands	421
Canada	384

^a The period covered in this table is from 2011 to 2017 to achieve data comparability across sources. Not all sources have available data for 2018.

Sources: World Bank database and Asian Development Bank databases.

2. List of Bangladesh Loans, Guarantees, and Technical Assistance Covered by the Evaluation, 2011–2018⁴

Table A.7: Sovereign Loans

Table A.1: Sovereign Loans								
Project No.	Loan/ Guarantee No.	Project Title	Approved Amount (\$ million)	Commitment Amount ^a (\$ million)	Fund Source	Approval Date	Closing Date ^b	PCR/ [PVR/PPER] Rating
ANR								
34038	1941	Jamuna-Meghna River Erosion Mitigation Project	42.2	44.0	COL	25 Nov 2002	5 Oct 2011	[S]
	9080		0.8	0.8	JFPR	5 Dec 2005	22 Jul 2011	S
35228	2070	Second Participatory Livestock Development Project	20.0	20.7	COL	19 Dec 2003	10 Sep 2012	[S]
33224	2190	Agribusiness Development Project	42.5	42.6	COL	27 Oct 2005	28 Nov 2012	S
34418	2200	Southwest Area Integrated Water Resources Planning and Management	20.0	20.5	COL	23 Nov 2005	31 Dec 2015	-
	36		12.5	12.5	NET	23 Nov 2005	5 Jan 2016	
	3302		45.0	44.7	COL	30 Sep 2015	Active	
	441		7.0	7.0	NET	30 Sep 2015	Active	-
36224	2254	Second Rural Infrastructure Improvement Project	96.1	95.8	COL	18 Aug 2006	26 Dec 2013	[LS]
	53		56.7	56.7	DFID	18 Aug 2006	7 Oct 2013	
39342	2542	Participatory Small-scale Water Resources Sector Project	55.0	55.5	COL	4 Sep 2009	Active	-
	8248		22.0	22.0	IFAD	15 Sep 2009	Active	-
	8250		10.0	10.0	IFAD	22 Apr 2010	Active	-
40515	2696	Sustainable Rural Infrastructure Improvement Project	60.0	60.8	COL	11 Nov 2010	24 Sep 2018	-
46284	9172	Pilot Project on Weather Index-based Crop Insurance	2.0	2.0	JFPR	27 Mar 2013	11 Oct 2018	-
45207	3135	Irrigation Management Improvement Project	46.0	45.3	COL	30 Jun 2014	Active	-
44167	3138	Flood and Riverbank Erosion Risk Management Program (MFF)	65.0	63.9	COL	3 Jul 2014	Active	-
	396		15.3	15.3	NET	3 Jul 2014	Active	-
47243	3731	Rural Connectivity Improvement Project	100.0	100.0	OCR	5 Nov 2018	Active	-
	3732		100.0	100.0	COL	5 Nov 2018	Active	
Subtotal			818.1	820.1				
EDU								
31309	1881	Post Literacy and Continuing Education Project	65.0	64.1	COL	13 Dec 2001	8 Jun 2017	LS
30216	2015	Second Primary Education Development Program	100.0	107.7	COL	3 Nov 2003	19 Jul 2012	[S]
26061	2101	Teaching Quality Improvement in Secondary Education Project	68.9	72.1	COL	9 Nov 2004	31 Jul 2013	[S]
37307	2266	Secondary Education Sector Development Project	85.0	85.4	COL	26 Oct 2006	31 Dec 2015	[S]
39408	2425	Skills Development Project	50.0	49.3	COL	6 Jun 2008	24 Jul 2017	LS
	140		6.0	6.0	SDC	17 Dec 2008	8 Sep 2017	LS
42122	2761	Third Primary Education Development Project	320.0	317.2	COL	5 Jul 2011	12 Oct 2018	
	3256		120.0	122.3	COL	20 May 2015	12 Oct 2018	-

⁴ Approval dates are based on ADB's Controllers Department (CTL) data. Some approval dates will be adjusted according to SDPF's comments pending CTL's correction. Sector classification are based on PPFD data and will be revisited based on eOps.

Project No.	Loan/ Guarantee No.	Project Title	Approved Amount (\$ million)	Commitment Amount ^a (\$ million)	Fund Source	Approval Date	Closing Date ^b	PCR/ [PVR/PPER] Rating
40448	2859	Second Teaching Quality Improvement in Secondary Education Project	70.0	69.5	COL	30 Mar 2012	Active	-
44213	3047	Secondary Education	90.0	91.6	COL	21 Oct 2013	Active	-
	3320	Sector Investment	185.0	180.3	COL	20 Nov 2015	Active	-
	3649	Program (MFF)	225.0	225.0	COL	26 Mar 2018	Active	-
42466	3131	Skills for Employment Investment Program (MFF)	100.0	99.7	COL	3 Jun 2014	Active	-
	391		10.0	10.0	Swiss	3 Jun 2014	Active	-
	3468		100.0	100.0	COL	24 Nov 2016	Active	-
	517 ^c		4.5	-	Swiss	24 Nov 2016	-	-
50192	3714	Supporting Fourth Primary Education Development Program	500.0	500.0	COL	27 Sep 2018	Active	-
Subtotal			2,099.4	2,100.2				
ENE								
36205	2039	Power Sector Development Project	186.0	186.0	OCR	10 Dec 2003	9 Apr 2012	[S]
35242	2188	Gas Transmission and Development Project	225.0	225.0	OCR	27 Oct 2005	18 May 2017	-
	2189		5.0	5.0	COL	27 Oct 2005	4 Jun 2013	-
	19		5.0	5.0	NOR	27 Oct 2005	14 Feb 2014	-
36107	2332	Sustainable Power Sector	400.0	400.0	OCR	26 Jun 2007	22 Oct 2014	[S]
	2333	Development Project	5.0	5.1	COL	26 Jun 2007	15 Apr 2014	S
38164	2623	Natural Gas Access	5.0	4.8	COL	26 Mar 2010	5 Jan 2017	-
	2622	Improvement Project	261.0	261.0	OCR	26 Mar 2010	Active	-
44192	2661	Bangladesh-India Electrical Grid Interconnection Project	100.0	103.4	COL	31 Aug 2010	23 Jun 2015	[S]
	3031		12.0	12.2	COL	25 Sep 2013	23 Jun 2015	[S]
	3298		35.0	35.0	OCR	29 Sep 2015	Active	S
	3299		85.0	84.2	COL	29 Sep 2015	Active	S
40517	253	Public-Private Infrastructure Development Facility	1.3	1.3	CEF/ CEFPF	17 May 2011	1 Oct 2015	S
	254		2.0	2.0	CEF/ CEFPF	17 May 2011	21 Jul 2014	S
37113	2769	Power System Efficiency Improvement Project	300.0	300.0	OCR	11 Aug 2011	Active	-
	583		3.0	3.0	CEF/ CEFPF	5 Jul 2018	Active	-
	584		22.4	22.4	CIF/CEFPF	5 Jul 2018	Active	-
42378	320 ^c	Power System Expansion	7.0	-	EC	28 Nov 2012	-	-
	2966	and Efficiency	185.0	185.0	OCR	12 Dec 2012	Active	-
	3087	Improvement Investment	310.0	310.0	OCR	9 Dec 2013	Active	-
	3350	Program (MFF)	205.0	205.0	OCR	8 Dec 2015	Active	-
45203	8318	Natural Gas	60.0	60.0	AIIB	15 Aug 2016	Active	-
	3461	Infrastructure and	100.0	100.0	OCR	18 Nov 2016	Active	-
	3462	Efficiency Improvement Project	67.0	64.2	COL	18 Nov 2016	Active	-
49423	3522	Bangladesh Power	600.0	600.0	OCR	29 Mar 2017	Active	-
	3523	System Enhancement	16.0	16.0	COL	29 Mar 2017	Active	-
	9190	and Efficiency Improvement Project	2.0	2.0	JFPR	29 Mar 2017	Active	-
50161	3676	Rupsha 800-MW	500.0	500.0	OCR	26 Jun 2018	Active	-
	9194	Combined Cycle Power Plant Project	1.5	1.5	JFPR	26 Jun 2018	Active	-
51137	3683	Southwest Transmission Grid Extension Project	350.0	350.0	OCR	31 Jul 2018	Active	-
	589		7.0	7.0	JFJCM	31 Jul 2018	Active	-
	590		0.5	0.5	eAKPF	31 Jul 2018	Active	-
Subtotal			4,063.7	4,056.6				
FIN								
36197	2232	Improvement of Capital Market and Insurance Governance Project	3.0	3.1	COL	9 Mar 2006	19 May 2013	[S]
40517	2453		83.0	80.5	COL	2 Oct 2008	21 Jul 2014	S

Project No.	Loan/ Guarantee No.	Project Title	Approved Amount (\$ million)	Commitment Amount ^a (\$ million)	Fund Source	Approval Date	Closing Date ^b	PCR/ [PVR/PPER] Rating	
	2454	Public-Private Infrastructure Development Facility	82.0	82.0	OCR	2 Oct 2008	22 Jan 2018	S	
41671	9129	Developing Inclusive Insurance Sector Project	2.0	2.0	JFPR	27 Jan 2009	1 Jul 2015	-	
	2549	Small and Medium-sized	76.0	77.6	COL	17 Sep 2009	22 Jul 2014	[S]	
36200	3367	Enterprise Development Project	200.0	200.0	OCR	19 Jan 2016	Active	S	
40534	2649	Second Crop Diversification Project	40.0	42.5	COL	30 Jun 2010	23 Jul 2018	-	
42149	9153	Institutional Support for Migrant Workers' Remittances	2.0	2.0	JFPR	18 Jan 2011	12 Sep 2016	-	
	2865	Financing Brick Kiln	30.0	30.0	OCR	10 May 2012	Active	-	
45273	2866	Efficiency Improvement Project	20.0	19.7	COL	10 May 2012	Active	-	
	2951	Second Capital Market	95.0	95.0	OCR	28 Nov 2012	5 Apr 2013	[S]	
	2952		Development Program	155.0	156.2	COL	28 Nov 2012	18 Dec 2014	S
43477	2953		50.0	50.4	COL	28 Nov 2012	18 Dec 2014	S	
	3045	Second Public-Private	100.0	100.0	OCR	17 Oct 2013	Active	-	
	3046	Infrastructure	10.0	10.2	COL	17 Oct 2013	Active	-	
	3554	Development Facility	250.0	250.0	OCR	11 Aug 2017	Active	-	
42180	3555	(with MFF)	10.0	10.2	COL	11 Aug 2017	Active	-	
	3318	Third Capital Market	150.0	150.0	OCR	20 Nov 2015	Active	-	
45253	3319	Development Program	100.0	98.8	COL	20 Nov 2015	Active	-	
51269	3744	Microenterprise Development Project	50.0	50.0	OCR	26 Nov 2018	Active	-	
Subtotal			1,508.0	1,510.2					
HLT									
	2172	Second Urban Primary Health Care Project	30.0	29.4	COL	31 May 2005	16 Sep 2014	[S]	
	8		10.0	10.0	COL	31 May 2005	22 Sep 2014	HS	
	9		5.0	5.0	SIDA	31 May 2005	31 Mar 2014	HS	
36296	10		25.0	25.0	DFID	31 May 2005	10 Apr 2014	HS	
	2878		50.0	50.7	COL	18 Jul 2012	Active	-	
	298		20.0	20.0	SIDA	18 Jul 2012	Active	-	
	3705		110.0	110.0	COL	18 Sep 2018	Active	-	
42177	607	Urban Primary Health Care Services Delivery	2.0	2.0	UFPF/ UCCRTF	18 Sep 2018	Active	-	
Subtotal			252.0	252.1					
ICT									
40054	2397	SASEC Information Highway Project	3.1	2.9	COL	17 Dec 2007	15 Feb 2015	-	
Subtotal			3.1	2.9					
IND									
45260	2954	SASEC Trade Facilitation Project	21.0	20.9	COL	29 Nov 2012	15 Nov 2015	[S]	
Subtotal			21.0	20.9					
MUL									
	2409	Emergency Disaster Damage Rehabilitation (Sector) Project	120.0	120.8	COL	31 Jan 2008	20 Apr 2011	[S]	
	8233		60.0	60.0	JBIC	20 Feb 2008	26 Oct 2011	HA	
	8239		20.0	20.0	OFID	11 Mar 2008	9 Aug 2012	[S]	
	110		10.0	10.0	CIDA	28 Mar 2008	30 Nov 2011	HS	
41657	146		24.0	24.0	NET	3 Feb 2009	6 Jun 2011	HS	
Subtotal			234.0	234.8					
PSM									
37017	2362	Good Governance Program	150.0	153.4	COL	30 Oct 2007	16 Nov 2018	[S]	
	2566	Public Expenditure Support Facility Program	44.9	45.9	COL	13 Oct 2009	28 Dec 2011	S	
	2567		100.0	102.2	COL	13 Oct 2009	28 Dec 2011	S	
	2568		100.0	100.0	OCR	13 Oct 2009	28 Dec 2011	S	
43157	2569		500.0	500.0	OCR	13 Oct 2009	28 Dec 2011	S	

Project No.	Loan/ Guarantee No.	Project Title	Approved Amount (\$ million)	Commitment Amount ^a (\$ million)	Fund Source	Approval Date	Closing Date ^b	PCR/ [PVR/PPER] Rating
39452	2666	Strengthening Governance Management Project	25.0	26.3	COL	21 Sep 2010	29 Nov 2018	-
Subtotal			919.9	927.8				
TRA								
32223	8204	Road Network Improvement and Maintenance Project	10.0	10.0	OFID	25 Sep 2002	30 Jun 2012	S
	1920		65.0	67.4	COL	10 Oct 2002	19 Dec 2011	S
34415	2021	Road Network Improvement and Maintenance Project II	126.0	128.3	COL	20 Nov 2003	30 Jan 2013	[LS]
36105	2147	Chittagong Port Trade Facilitation Project	30.6	30.6	OCR	20 Dec 2004	23 Aug 2013	[S]
32234	2316	Bangladesh Railway Sector Investment Reform Program (MFF)	100.0	100.0	OCR	13 Feb 2007	4 May 2017	-
	2317		30.0	29.9	COL	13 Feb 2007	4 May 2017	-
	2845		150.0	150.0	OCR	22 Dec 2011	28 Dec 2016	-
	3097		100.0	100.0	OCR	9 Dec 2013	4 May 2017	-
	3376		50.0	50.0	OCR	18 Mar 2016	4 May 2017	-
40559	2462	Second Urban Governance and Infrastructure Improvement (Sector) Project	87.0	82.6	COL	28 Oct 2008	9 Oct 2016	[S]
39399	2580	South Asia Tourism Infrastructure Development Project	12.0	12.4	COL	16 Nov 2009	14 Feb 2017	-
35049	2593	Padma Multi-purpose Bridge Design Project	10.0	10.1	COL	2 Dec 2009	6 Nov 2012	-
	2701		539.0	539.0	OCR	25 Nov 2010	7 Aug 2013	-
	2702		76.0	-	COL	25 Nov 2010	7 Aug 2013	-
44142	2688	Subregional Transport Project Preparatory Facility	23.0	23.8	COL	3 Nov 2010	24 Jan 2017	-
	3295		30.0	30.4	COL	28 Sep 2015	Active	-
42248	2763	Second Chittagong Hill Tracts Rural Development Project	55.0	53.6	COL	14 Jul 2011	Active	-
45174	2856	Dhaka-Chittagong Expressway Public-Private Partnership Design Project	10.0	9.7	COL	30 Mar 2012	13 Aug 2018	-
42169	2862	Greater Dhaka Sustainable Urban Transport Project	100.0	100.0	OCR	17 Apr 2012	Active	-
	2863		15.0	14.9	COL	17 Apr 2012	Active	-
	2864		45.0	44.8	COL	17 Apr 2012	Active	-
	287		4.6	4.6	GEF	17 Apr 2012	Active	-
	8270		45.0	45.0	AFD	10 May 2012	Active	-
40540	8263	SASEC Road Connectivity Project (with MFF)	30.0	30.0	OFID	12 Sep 2012	13 Jun 2019	-
	2949		198.0	192.0	COL	22 Nov 2012	Active	-
	3592		250.0	250.0	OCR	16 Nov 2017	Active	-
	3593		50.0	50.0	COL	16 Nov 2017	Active	-
45084	2913	Coastal Climate Resilient Infrastructure Project	20.0	20.0	COL	28 Sep 2012	Active	-
	8258		20.0	20.0	CIF/SCF	28 Sep 2012	Active	-
	310		10.0	10.0	CIF/SCF	28 Sep 2012	Active	-
46168	3169	SASEC Railway Connectivity: Akhaura- Laksam Double Track Project	400.0	400.0	OCR	30 Sep 2014	Active	-
	3170		105.0	96.0	COL	30 Sep 2014	Active	-
49094	3301	Railway Rolling Stock Project	200.0	200.0	OCR	30 Sep 2015	Active	-
47243	6007	Rural Infrastructure Maintenance Program	2.0	2.0	COL	7 Jun 2016	13 Feb 2019	-
46452	3438	SASEC Chittagong-Cox's Bazar Railway Project (MFF)	210.0	210.0	OCR	30 Sep 2016	Active	-
	3439		90.0	90.0	COL	30 Sep 2016	Active	-

Project No.	Loan/ Guarantee No.	Project Title	Approved Amount (\$ million)	Commitment Amount ^a (\$ million)	Fund Source	Approval Date	Closing Date ^b	PCR/ [PVR/PPER] Rating
50312	3645	Railway Rolling Stock Operations Improvement Project	354.0	354.0	OCR	21 Feb 2018	Active	-
	3646		6.0	6.0	COL	21 Feb 2018	Active	-
Subtotal			3,658.2	3,567.2				-
WUS								
26427	2117	Secondary Towns Integrated Flood Protection Project (Phase 2)	80.0	84.1	COL	2 Dec 2004	12 Dec 2012	[S]
	8220		15.0	15.0	OFID	16 Mar 2005	30 Jan 2015	LS
36297	8225	Secondary Towns Water Supply and Sanitation Sector Project	9.0	9.0	OFID	13 Sep 2006	5 Oct 2016	
	2265		41.0	41.0	COL	16 Oct 2006	13 Jul 2016	[S]
39405	2382	Dhaka Water Supply Sector Development Program	150.0	151.0	COL	10 Dec 2007	Active	-
	2383		50.0	50.3	COL	10 Dec 2007	6 Oct 2014	-
39305	2554	Urban Public and Environmental Health Sector Development Program	70.0	71.3	COL	28 Sep 2009	8 Oct 2014	-
	2555		60.0	61.1	COL	28 Sep 2009	Active	-
39298	2695	City Region Development Project	120.0	122.6	COL	10 Nov 2010	Active	-
	323		13.0	13.0	SIDA	8 Nov 2012	Active	-
42171	2756	Khulna Water Supply Project	75.0	75.0	COL	14 Jun 2011	Active	-
44212	6001	Coastal Towns Environmental Infrastructure Improvement Project	-	3.6	COL	6 Aug 2012	19 Sep 2014	-
	3133		52.0	48.8	COL	27 Jun 2014	Active	-
	8284		30.0	30.0	STCF	27 Jun 2014	Active	-
	394		10.4	10.4	STCF	27 Jun 2014	Active	-
	395		1.6	1.6	WFPF/ SFPTF	27 Jun 2014	Active	-
	524		6.0	6.0	UFPF/ UCCRTF	5 Dec 2016	Active	-
42173	8292	Dhaka Environmentally Sustainable Water Supply Project	63.9	64.0	AFD	17 Oct 2013	Active	-
	3051		250.0	255.3	COL	22 Oct 2013	Active	-
39295	8285	Third Urban Governance and Infrastructure Improvement Sector Project	40.0	40.0	OFID	10 Jun 2014	Active	-
	3142		125.0	123.5	COL	17 Jul 2014	Active	-
	3550		100.0	100.0	OCR	8 Aug 2017	Active	-
	3551		100.0	100.0	COL	8 Aug 2017	Active	-
47254	3397	Dhaka Water Supply Network Improvement Project	275.0	275.0	OCR	24 Jun 2016	Active	-
49329	6010	City Region Development Project II	5.0	5.0	COL	15 Dec 2016	Active	-
52174	582	Emergency Assistance Project	100.0	100.0	COL	6 Jul 2018	Active	-
		Subtotal	1,841.9	1,856.6				
		Grand total	15,419.3	15,349.4				

AIIB = Asian Infrastructure Investment Bank; ANR = agriculture and natural resources, and rural development; AFD = French Agency for Development; CEPF = Clean Energy Fund; CIDA = Canadian International Development Agency; CIF-SCF = Strategic Climate Fund; COL = concessional ordinary capital resources lending; DFID = Department for International Development of the United Kingdom; eAKPF = Republic of Korea e-Asia and Knowledge Partnership Fund; EDU = education; ENE = energy; EU = European Union; FIN = finance; GEF = Global Environment Facility; HLT = health; ICT = information and communication technology; IFAD = International Fund for Agricultural Development; IND = industry and trade; JBIC = Japan Bank for International Cooperation; JFJCM = Japan Fund for Joint Crediting Mechanism; JFPR = Japan Fund for Poverty Reduction; MFF = multitranchise financing facility; MUL = multisector; NET = Netherlands; No. = number; NOR = Norway; OCR = ordinary capital resources; OFID = OPEC Fund for International Development; PCR = program/project completion report; PPER = program/project performance evaluation report; PSM = public sector management; PVR = project completion report validation report; SASEC = South Asia Subregional Economic Cooperation; SDC = Swiss Agency for Development and Cooperation; SFPTF = Sanitation Financing Partnership Trust Fund; SIDA = Swedish International Development Cooperation Agency; TRA = transport; UFPF-UCCRTF = Urban Climate Change Resilience Trust Fund; WFPF = Water Financing Partnership Facility; WUS = water and other urban infrastructure and services.

^a "Commitment" refers to the financing approved by the Asian Development Bank's (ADB) Board of Directors or Management, for which the investment agreement has been signed by the borrower or recipient and ADB. "Commitment amount" refers to the signed amount included in the signed legal agreement.

^b Refers to financial closing.

^c Cancelled.

Source: Asian Development Bank.

Table A.8: Technical Assistance—Sovereign Funds

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
ANR								
4674	Agribusiness Development Project	AOTA	600,000	600,000	TASF	27 Oct 2005	21 Jun 2011	S
4740	Second Command Area Development Project	PPTA	600,000	600,000	JSF	19 Dec 2005	30 Apr 2011	-
		PPTA	350,000	350,000	PRCF	19 Dec 2005	30 Apr 2011	
7101	Strengthening the Government's Institutional Capacity for Improving Food Security	AOTA	600,000	600,000	TASF	22 Jul 2008	30 Nov 2011	S
7197	Strengthening the Resilience of Water Sector in Khulna to Climate Change	AOTA	600,000	600,000	CCF	10 Dec 2008	31 Aug 2011	S
7260	Developing Innovative Approaches to Management of Major Irrigation Systems	CDTA	750,000	750,000	TASF	30 Mar 2009	31 Aug 2011	S
7371	Sustainable Rural Infrastructure Improvement	PPTA	500,000	500,000	JSF	5 Nov 2009	26 Mar 2011	-
7432	Second Chittagong Hill Tracts Rural Development Project	PPTA	900,000	900,000	JSF	7 Dec 2009	31 Dec 2011	-
		PPTA	265,000	265,000	MTF/WFPF	7 Dec 2009	31 Dec 2011	-
7481	Land Use Mapping of the Chittagong Hill Tracts Using Remote Sensing	CDTA	75,000	75,000	TASF	23 Dec 2009	31 Dec 2011	S
7717	Country Water Resources Assessment	PATA	225,000	-	TASF	17 Dec 2010	Cancelled in 2013	-
7720	Support to Local Government Engineering Department in Institutionalizing Women's Benefits from Rural Infrastructure Initiatives	CDTA	500,000	500,000	JFPR	3 Dec 2010	30 Nov 2016	-
7848	Climate Change Capacity Building and Knowledge Management	CDTA	500,000	500,000	STCF	10 Aug 2011	30 Sep 2015	S
7902	Climate Resilient Infrastructure Improvement in Coastal Zone Projects	PPTA	600,000	600,000	STCF	2 Nov 2011	18 Jan 2013	-
8054	Main River Flood and Bank Erosion Risk Management Program	PPTA	1,200,000	1,200,000	JFPR	21 Feb 2012	24 Sep 2014	-
8084	Supporting Implementation of the Bangladesh Climate Change Strategy and Action Plan	CDTA	850,000	850,000	JSF	16 May 2012	29 Jun 2016	S
8154		PPTA	800,000	800,000	TASF	6 Sep 2012	30 Mar 2015	

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
	Irrigation Management Improvement Investment Program	PPTA	275,000	275,000	NTG (WFSD)	6 Sep 2012	30 Mar 2015	-
9146	Market and Value Chain Infrastructure Development Project	PPTA	225,000	225,000	TASF	28 Jul 2016	31 Dec 2017	-
9277	Ganges Kobadak Irrigation Modernization Project	PPTA	225,000	225,000	TASF	14 Dec 2016	Active	-
9472	Sustainable Management of Community Development for Chittagong Hill Tracts	CDTA	500,000	500,000	TASF	15 Dec 2017	Active	-
9632	Institutional Strengthening of the Bangladesh Rural Road for Sustainable Development	CDTA	1,000,000	1,000,000	TASF	6 Nov 2018	Active	-
Subtotal			12,140,000	11,915,000				
EDU								
7169	Primary Education Sector Development Program	PPTA	990,000	990,000	JSF	10 Nov 2008	21 Nov 2011	-
7206	Capacity Development for Madrasah Education	AOTA	1,000,000	1,000,000	TASF	12 Dec 2008	28 Dec 2011	S
7426	Teaching Quality Improvement II in Secondary Education	PPTA	500,000	500,000	JSF	8 Dec 2009	21 Feb 2012	-
7714	Support for the Proposed Primary Education Sector Development Program	CDTA	225,000	225,000	TASF	16 Dec 2010	31 Jan 2014	S
7719	Development of an Implementation Strategy of the National Education Policy for Secondary Education	PATA	600,000	600,000	TASF	10 Dec 2010	24 Jun 2013	S
7960	Public-Private Partnership in Higher Education	CDTA	225,000	225,000	TASF	6 Dec 2011	24 Sep 2014	S
7989	Skills for Employment Project	PPTA	700,000	700,000	JFPR	14 Dec 2011	23 Jul 2014	-
8085	Support for the Third Primary Education Development Project	CDTA	900,000	900,000	TASF	29 May 2012	28 Sep 2017	-
		CDTA	800,000	800,000	STG	29 May 2012	28 Sep 2017	-
		CDTA	1,150,000	1,150,000	CCF	29 May 2012	28 Sep 2017	-
8145	Secondary Education Sector Investment Program	PPTA	775,000	775,000	TASF	28 Aug 2012	18 Jul 2014	-
8523	Supporting Education and Skills Development Investment Programs	CDTA	1,000,000	1,000,000	TASF	4 Dec 2013	31 Jan 2017	S
8956	Capacity Building of Management in Education and Skills Programs	CDTA	1,500,000	1,500,000	JFPR	18 Sep 2015	Active	-
9160		PPTA	325,000	325,000	TASF	24 Aug 2016	Active	-

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
	Human Resource Development for Information Technology Engineers	PPTA	500,000	500,000	eAKPF	24 Aug 2016	Active	-
9275	Supporting Fourth Primary Education Development Program	PPTA	800,000	800,000	JFPR	13 Dec 2016	18 Dec 2018	-
9276	Support to Primary Education Development	CDTA	800,000	800,000	TASF	13 Dec 2016	Active	-
		CDTA	1,168,000	1,168,000	CCF	13 Dec 2016	Active	-
9452	Improving Secondary Education Sector Management	CDTA	500,000	500,000	TASF	7 Dec 2017	Active	-
Subtotal			14,458,000	14,458,000				
ENE								
4953	Tendering Process for Independent Power Producer Plants	AOTA	600,000	600,000	TASF	16 Jul 2007	28 Feb 2011	U
7242	Power System Efficiency Improvement Project	PPTA	1,200,000	1,200,000	JSF	20 Feb 2009	31 Oct 2012	-
7273	Supporting Implementation of the BCCSAP Subproject I	CDTA	680,000	680,000	JSF	27 Apr 2009	31 Dec 2012	S
7542	Bangladesh-India Electrical Grid Interconnection Project	CDTA	225,000	225,000	TASF	1 Jun 2010	31 May 2015	S
7758	Tariff Reforms and Inter-Sectoral Allocation of Natural Gas	PATA	225,000	225,000	TASF	8 Dec 2010	12 Jul 2013	S
7826	Support for Climate Change Mitigation and Renewable Energy Development	CDTA	500,000	500,000	TASF	21 Jun 2011	31 Dec 2014	LS
7889	Power System Efficiency Improvement Project II	PPTA	700,000	700,000	TASF	17 Oct 2011	31 Dec 2014	
8024	Industrial Energy Efficiency Finance Program	PPTA	1,500,000	1,500,000	TASF	14 Dec 2011	23 Feb 2016	LS
8474	Natural Gas Transmission and Distribution Development Investment Program	PPTA	1,000,000	1,000,000	TASF	4 Oct 2013	30 Jun 2017	-
8823	SASEC Bangladesh-India Electrical Grid Interconnection Project II	PPTA	200,000	200,000	TASF	12 Dec 2014	30 Jun 2017	-
8839	Study on Energy Security	CDTA	1,000,000	1,000,000	TASF	17 Dec 2014	Active	-
8927	Enabling Poor Women’s Benefits from Enhanced Access to Energy Infrastructure	CDTA	500,000	500,000	eAKPF	10 Jul 2015	31 Mar 2018	
		CDTA	225,000	225,000	SCFT	10 Jul 2015	31 Mar 2018	
		CDTA	214,000	214,000	STCF	10 Jul 2015	31 Mar 2018	-
9083	Bangladesh Power System Enhancement and Efficiency Improvement Project	PPTA	225,000	225,000	TASF	9 Mar 2016	31 May 2018	-

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
9164	Khulna 800-MW Liquefied Natural Gas-based Power Plant Project	PPTA	425,000	425,000	TASF	1 Sep 2016	13 Nov 2018	-
9342	Southwest Transmission Grid Expansion Project	PPTA	1,250,000	1,250,000	TASF	14 Jul 2017	Active	-
9470	SASEC Bangladesh-India Electrical Grid Interconnection Project	PATA	225,000	225,000	TASF	12 Dec 2017	Active	-
9628	Capacity Development for Renewable Energy Investment Programming and Implementation	CDTA	1,500,000	1,500,000	ACEF/CEFPF	2 Nov 2018	Active	-
		CDTA	400,000	400,000	CTF	2 Nov 2018	Active	-
Subtotal			12,794,000	12,794,000				
FIN								
7811	Capital Market Development Program II	PPTA	600,000	600,000	TASF	23 May 2011	15 Nov 2012	-
7841	Capacity Development for Bangladesh Bank	CDTA	500,000	500,000	TASF	26 Jul 2011	28 Oct 2014	S
8144	Capacity Building for Disaster Risk Finance	CDTA	500,000	500,000	JFPR	28 Aug 2012	30 Nov 2015	S
8197	Supporting Brick Sector Development Program	CDTA	750,000	750,000	CEF/CEFPF	22 Oct 2012	3 Oct 2018	-
8228	Enhancing Efficiency of the Capital Market	CDTA	750,000	750,000	JFPR	28 Nov 2012	28 Aug 2015	S
8512	Third Capital Market Development Program	PPTA	500,000	500,000	TASF	25 Nov 2013	31 Dec 2015	-
8994	Supporting Third Capital Market Development	CDTA	400,000	400,000	TASF	20 Nov 2015	Active	-
		CDTA	300,000	300,000	eAKPF	20 Nov 2015	Active	-
9068	Strengthening Capacities of Small and Medium-sized Enterprises to Access Bank Financing and Services	CDTA	2,000,000	2,000,000	JFPR	19 Jan 2016	Active	-
9344	Capacity Development in Infrastructure Development Company Limited	CDTA	750,000	750,000	FSDPSF	18 Jul 2017	Active	-
9652	Capacity Development for Microenterprise Development	CDTA	500,000	500,000	FSDPSF	26 Nov 2018	Active	-
Subtotal			7,550,000	7,550,000				
HLT								
4986	Urban Primary Health Care Sector Development Program	PPTA	650,000	650,000	JSF	8 Nov 2007	31 Aug 2011	-
		PPTA	400,000	400,000	TASF	8 Nov 2007	31 Aug 2011	-

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
7490	Second Urban Primary Health Care Project	CDTA	225,000	225,000	DFID-UK	21 Jan 2010	30 Jun 2012	S
7655	Urban Primary Health Care Sector Development Project	PPTA	700,000	700,000	TASF	19 Nov 2010	31 Dec 2012	-
8118	Supporting Urban Primary Health Care Services Delivery Project	CDTA	400,000	400,000	TASF	18 Jul 2012	31 Aug 2014	S
9152	Urban Primary Health Care Services Delivery Project	PPTA	900,000	900,000	TASF	5 Aug 2016	Active	-
		PPTA	150,000	150,000	UCCRTF	5 Aug 2016	Active	-
Subtotal			3,425,000	3,425,000				
IND								
8436	Supporting Participation in SASEC Trade Facilitation Program	CDTA	1,500,000	1,500,000	JFPR	20 Aug 2013	22 Feb 2018	S
9602	Knowledge Solution for Inclusive and Sustainable Development	RDTA	1,000,000	1,000,000	TASF	1 Oct 2018	Active	-
		RDTA	500,000	500,000	RCPRF	1 Oct 2018	Active	-
		RDTA	500,000	500,000	eAKPF	1 Oct 2018	Active	-
Subtotal			3,500,000	3,500,000				
MUL								
7143	Capacity Development for the Infrastructure Development Company Limited	AOTA	500,000	500,000	TASF	2 Oct 2008	31 Oct 2011	-
7641	Strengthening Regional Planning and Governance	CDTA	675,000	675,000	TASF	10 Nov 2010	26 Jul 2013	-
7691	Public-Private Partnership Program Operationalization	CDTA	1,225,000	1,225,000	TASF	6 Dec 2010	11 July 2014	S
Subtotal			2,400,000	2,400,000				
PSM								
4688	Improving National Accounts, Price and Wage Statistics	AOTA	400,000	400,000	TASF	31 Oct 2005	31 May 2011	LS
4744	Good Governance Project	PPTA	1,000,000	1,000,000	JSF	19 Dec 2005	31 Aug 2011	S
4983	Supporting the Good Governance Program	AOTA	1,500,000	1,500,000	TASF	30 Oct 2007	30 Nov 2014	-
		AOTA	1,000,000	1,000,000	DTG	30 Oct 2007	30 Nov 2014	-
7057	Financial Management and Monitoring	AOTA	200,000	200,000	TASF	31 Jan 2008	9 Mar 2011	S
7369	Strengthening Macroeconomic and Fiscal Monitoring at the Ministry of Finance	CDTA	225,000	225,000	TASF	29 Oct 2009	31 Aug 2011	S
7419	Governance Management Program	PPTA	600,000	600,000	TASF	7 Dec 2009	18 May 2012	-
7604	Supporting Governance Management Project	CDTA	800,000	800,000	TASF	21 Sep 2010	1 Nov 2017	-

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
7614	Knowledge Management for Enhanced Operational Effectiveness	CDTA	225,000	225,000	TASF	5 Oct 2010	13 Feb 2012	S
7770	Communications Strategy for Public-Private Partnership	CDTA	225,000	-	TASF	16 Dec 2010	Cancelled in 2013	-
7928	Governance and Capacity Development Project	CDTA	200,000	200,000	TASF	24 Nov 2011	24 Sep 2013	S
8028	Capacity Building of Anti-Corruption Commission	CDTA	110,000	110,000	DTG	25 Dec 2011	31 Dec 2012	S
8032	Consolidation of Knowledge on Governance Initiatives	CDTA	225,000	225,000	TASF	21 Dec 2011	26 Sep 2013	LS
8426	Capacity Building for Portfolio Management	CDTA	850,000	850,000	TASF	13 Aug 2013	Active	-
8553	Road Map to Good Governance	CDTA	225,000	225,000	TASF	12 Dec 2013	15 Nov 2017	LS
8840	Enhancing the Institutional Capacity of the Implementation Monitoring	CDTA	500,000	500,000	TASF	15 Dec 2014	Active	-
9285	Enhancing the Institutional Capacity of the Anti-Corruption Commission	CDTA	500,000	500,000	TASF	15 Dec 2016	Active	-
		CDTA	300,000	300,000	eAKPF	15 Dec 2016	Active	-
9560	Capacity Building for Improving Portfolio Performance	CDTA	1,500,000	1,500,000	TASF	9 Aug 2018	Active	-
Subtotal			10,585,000	10,360,000				
TRA								
4821	Development of Transport Corridors for Trade Facilitation Project	PPTA	950,000	950,000	JSF	26 Jul 2006	24 Aug 2011	-
4847	Institutional Support for Railway Reforms	AOTA	2,000,000	2,000,000	TASF	10 Oct 2006	31 Jan 2018	-
7383	Priority Roads Project	PPTA	800,000	800,000	TASF	23 Nov 2009	28 Jul 2012	-
7388	Capacity Building and Support to the Transport Sector Coordinating Wing of the Planning Commission	CDTA	500,000	500,000	TASF	26 Nov 2009	11 Dec 2012	S
7389	Port and Logistics Efficiency Improvement	PPTA	800,000	800,000	TASF	26 Nov 2009	18 Sep 2012	-
7415	Greater Dhaka Sustainable Urban Transport Corridor	PPTA	1,000,000	1,000,000	TASF	7 Dec 2009	26 Jul 2012	-
7553	Rural ICT Connectivity Project	PPTA	225,000	225,000	TASF	23 Jun 2010	20 Jan 2012	S
7840	Road Safety Improvement Programs	PATA	600,000	600,000	TASF	15 Jul 2011	31 Dec 2014	S
7979	Strategic Master Plan for Chittagong Port	PATA	1,000,000	1,000,000	JFPR	14 Dec 2011	Active	-

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
8072	Transit Oriented Development and Improved Traffic Management in Gazipur City Corporation	CDTA	1,000,000	1,000,000	JFPR	17 Apr 2012	9 May 2017	-
8221	Institutional Strengthening of the Roads and Highways Department	CDTA	1,500,000	1,500,000	JFPR	22 Nov 2012	29 Feb 2016	-
8283	Improving Public Administration and Services Delivery Through E-Solution	PATA	700,000	700,000	TASF	14 Dec 2012	28 Dec 2015	-
		PATA	500,000	500,000	eAKPF	14 Dec 2012	28 Dec 2015	LS
8597	SASEC Railway Connectivity Investment Program	PPTA	1,500,000	1,500,000	TASF	18 Dec 2013	20 Feb 2018	-
8731	Capacity Development of Bangladesh Railway for Project Implementation	CDTA	600,000	600,000	TASF	30 Sep 2014	Active	
		CDTA	4000,000	4000,000	NDF	30 Sep 2014	Active	-
9052	Dhaka Metro Project	PPTA	1,300,000	1,300,000	TASF	17 Dec 2015	Active	-
9193	Capacity Development for Project Implementation Management				TASF		Active	
		CDTA	1,000,000	1,000,000		30 Sep 2016		-
9408	Updating the Road Master Plan	CDTA	2,000,000	2,000,000	TASF	24 Oct 2017	Active	-
9504	Railway Rolling-Stock Operations Improvement Project	CDTA	500,000	500,000	ACEF/CEFPF	21 Feb 2018	Active	-
Subtotal			18,875,000	18,875,000				
WUS								
7001	Management Support for Dhaka Water Supply and Sewerage Authority	AOTA	2,500,000	2,500,000	TASF	10 Dec 2007	31 Aug 2011	-
7231	City Region Development Project	PPTA	1,400,000	1,400,000	JSF	29 Jan 2009	19 Aug 2011	-
7354	Capacity Development of Urban Public and Environmental Health	CDTA	500,000	500,000	TASF	28 Sep 2009	23 Jan 2013	-
7385	Khulna Water Supply Project	PPTA	800,000	800,000	TASF	24 Nov 2009	16 Aug 2011	-
7642	Energy Efficiency Improvement	CDTA	1,500,000	1,500,000	ACEF/CEFPF	10 Nov 2010	17 Mar 2014	-
7820	Supporting the Khulna Water Supply Project	CDTA	700,000	700,000	TASF	14 Jun 2011	29 Jun 2016	-
7890	Strengthening the Resilience of the Urban Water Supply, Drainage and Sanitation	CDTA	700,000	700,000	JFPR	18 Oct 2011	10 Dec 2013	S
8053	Preparing the Khilkhet Water Treatment Plant Project	PPTA	900,000	900,000	TASF	21 Feb 2012	28 Sep 2016	-
		PPTA	500,000	500,000	MTF/WFPF	21 Feb 2012	28 Sep 2016	-
8128	Coastal Towns Infrastructure Improvement Project	PPTA	900,000	900,000	JFPR	6 Aug 2012	31 Oct 2014	-
		PPTA	500,000	500,000	NTG (WFSO)	6 Aug 2012	31 Oct 2014	-

TA No.	TA Title	Type	Approved Amount (\$)	Commitment Amount (\$)	Fund Source	Approval Date	Financial Closing Date	TCR/ [TPER] Rating
8320	Establishing a Regulatory Framework for Urban Water Supply and Sanitation	PATA	500,000	500,000	TASF	28 Jan 2013	31 Dec 2015	
		PATA	250,000	250,000	NTG (WFSD)	28 Jan 2013	31 Dec 2015	S
8339	Third Urban Governance and Infrastructure Improvement Sector Project	PPTA	1,000,000	1,000,000	TASF	15 Mar 2013	31 Aug 2016	-
		PPTA	450,000	450,000	MTF/WFPF	15 Mar 2013	31 Aug 2016	-
		PPTA	560,000	560,000	BMGF	15 Mar 2013	31 Aug 2016	-
8803	Strengthening Monitoring and Enforcement of Meghna River Water Supply	CDTA	1,000,000	1,000,000	JFPR	12 Dec 2014	Active	-
9283	City Region Development Project II	PPTA	212,500	212,500	NTG (WFSD)	15 Dec 2016	30 Sep 2018	-
		PPTA	400,000	400,000	TASF	15 Dec 2016	30 Sep 2018	-
9546	Implementing the Emergency Assistance Project	CDTA	3,000,000	3,000,000	TASF	6 Jul 2018	Active	-
9575	Institutional Gender Equality Practices in the Local Government Engineering Department	CDTA	2,000,000	2,000,000	JFPR	27 Aug 2018	Active	-
Subtotal			20,272,500	20,272,500				
Grand total			105,549,000	105,549,000				

ANR = agriculture, natural resources, and rural development; AOTA = advisory and operational technical assistance; BMGF = Bill & Melinda Gates Foundation; CCF = Climate Change Fund; CDTA = capacity development technical assistance; CEFPP-ACEF = Asian Clean Energy Fund; CTF = Clean Technology Fund; DFID = Department for International Development of the United Kingdom; eAKPF = Republic of Korea e-Asia and Knowledge Partnership Fund; EDU = education; ENE = energy; FIN = finance; FSDPF = Financial Sector Development Partnership Fund; HLT = health; ICT = information and communication technology; IND = industry and trade; JFPR = Japan Fund for Poverty Reduction; JSF = Japan Special Fund; LS = less than successful; MUL = multisector; No. = number; PATA = policy advisory technical assistance; PPTA = project preparatory technical assistance; PRCF = People's Republic of China Poverty Reduction and Regional Cooperation Fund; PSM = public sector management; RDTA = research and development technical assistance; S = successful; SASEC = South Asia Subregional Economic Cooperation; TA = technical assistance; TASF = Technical Assistance Special Fund; TCR = technical assistance completion report; TPER = technical assistance performance evaluation report; STCF = Strategic Climate Fund; TRA = transport; U = unsuccessful; UCCR = Urban Climate Change Resilience; WFPF-MPTF = Water Financing Partnership Facility (Multi-Donor Trust Fund); WUS = water and other urban infrastructure services.

Sources: Asian Development Bank databases.

Table A.9: Nonsovereign Loans

Investment/ Loan/ Guarantee No.	Company [Project Name]	Total Approved Amount (OCR, Regular) (\$ million)	Guarantees/ Equity Facility (\$ million)	Combined Approved Amount (\$ million)	Approval Date	XARR/ [XVR]
ANR						
7358/2883	Sylvan Agriculture Limited (PRAN Agribusiness Project)	25.1	-	25.1	8 Aug 2012	-
7582/3763	Sylvan Agriculture Limited	14.2	-	14.2	12 Dec 2018	-
Subtotal		39.3	-	39.3		
ENE						
7349/2844	Industrial and Infrastructure Development Finance Company (Industrial Energy Efficiency Finance Program)	30.0	-	30.0	14 Dec 2011	-
7378	Prime Bank ^a	-	-	-	14 Dec 2011	-
7403	Industrial and Infrastructure Development Finance Company (Industrial Energy Efficiency Finance Program) ^a	3.0	-	3.0	14 Dec 2011	-
7436/3236	Summit Bibiyana II Power Company Limited (Bibiyana II Gas Power Project)	75.0	-	75.0	5 Dec 2014	
7535/3608	Reliance Bangladesh LNG and Power Limited (Reliance Bangladesh Liquefied Natural Gas and Power)	182.0	180.0	362.0	1 Dec 2017	-
7536/3609	Reliance Bangladesh LNG Terminal Limited (Reliance Bangladesh Liquefied Natural Gas and Power)	71.0	70.0	71.0	1 Dec 2017	-
7549	Summit Power International Limited (Cornerstone Investment in a Leading Power Developer) ^a	-	60.0	-	28 Mar 2018	-
7599/3801	Spectra Solar Park Limited (Spectra Solar Power)	15.0	-	-	29-Jul-19	
Subtotal		361.0	310.0	671.0		
FIN						
7444/3278	BRAC Bank (Sustainable Projects)	30.0	-	30.0	16 Sep 2015	-
7492/3480	Eastern Bank (Sustainable Projects in the Textile and Garment Sector)	20.0	-	20.0	29 Nov 2016	-
Subtotal		50.0	-	50.0		
Grand total		450.3	310.0	760.3		

ANR = agriculture, natural resources, and rural development; ENE = energy; FIN = finance; No. = number; OCR = ordinary capital resources; XARR = extended annual review report; XVR = extended annual review report validation report.

^a Cancelled project.

Sources: Asian Development Bank databases.

ADB BANGLADESH COUNTRY PARTNERSHIP STRATEGIES, 2011–2020

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
Proposed CPS Objectives					
Inclusive and greener growth	i) improve connectivity, (ii) build the country's skills base, (iii) deepen its financial markets, (iv) boost energy efficiency and access, (v) invest to make cities more livable, (vi) improve the management of water resources (vii) reduce flood risks.	Reduced poverty Higher growth	Higher, inclusive, and sustainable economic growth	(i) promote economic diversification to enhance the economy's long-term growth potential (ii) accelerate rural and regional development	Diversified economy Balanced regional development
Proposed Priority Sectors/Investment Areas					
(i) energy	(i) enhance access to power, improve energy efficiency, develop a policy and regulatory setting conducive to private sector participation, boost power trade, and support green growth (ii) support power system improvement (iii) support private power projects in renewable energy, energy conservation, and other off-grid operations (iv) provide capacity building support to develop model PPPs in the power sector (v) prioritize ADB's private sector operations on innovative and catalytic power projects based on gas, dual fuels, and renewable energy, as well as on developing gas fields, the liquefied natural gas terminal, and associated gas facilities.	Expanded access to power	(i) easing infrastructure constraints	(i) focus on area-based investments (special economic zones and information technology parks to boost job creation) (ii) update master plans for transport connectivity nationwide (iii) support government efforts to expand power generation capacity, improve the efficiency of transmission and distribution networks, and expand regional interconnections (iv) focus on strategic economic corridors (v) combine improvements in basic urban services in water supply and sanitation with better services for urban health and skills training.	More efficient infrastructure Greater transport connectivity Higher availability, reliability, and enhanced access to power supply Improved energy connectivity Improved connectivity and trade. Improved urban infrastructure and services. Sustainable good quality urban primary health care
(ii) transport	(i) contribute to improved infrastructure and encourage more environmentally benign transport modes (ii) assist in improving strategic links on the main Asian highway	Increased, more efficient, and safer movement of people and goods	(ii) improving human capital	(i) enhance the quality of the workforce through better education and skills development (ii) expand investments in skills, primary and secondary education, and urban health (iii) gradually shift the focus of social sector assistance from providing access to ensuring	Quality education, greater access to education, and skills for employment

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
	<ul style="list-style-type: none"> (iii) continue to support railway reform, sector development, and the expansion of the railway network into railway corridors identified as part of the Trans-Asia Railway (iv) support capacity building for planning, policy making, and the financial management of transport institutions and for enhancing project readiness during project preparation (v) initially focus private sector operations on encouraging bankable PPPs for toll roads and elevated expressways and for urban public transport. 			higher service quality in education, skills training, and urban primary health care.	
(iii) urban: water supply and other municipal infrastructure and services	<ul style="list-style-type: none"> (i) help the government expand sustainable safe water supply and sanitation and improve urban public health (ii) rehabilitate municipal water supply and sanitation infrastructure in vulnerable coastal towns (iii) continue to assist the government in improving the capacity of municipalities to expand citizen's access to municipal infrastructure and services (iv) develop satellite towns and improve urban transport in Dhaka and Chittagong, focusing on developing corridors for bus rapid transit and efficient traffic management (v) phase out future involvement in urban primary health care and leverage the partnership with 	More people enjoying improved water supply and sanitation services	(iii) promoting economic corridor development	<ul style="list-style-type: none"> (i) connect urban growth centers (ii) foster diversified industrialization (iii) link to national, regional, and global markets and supply chains. 	Improved transport and energy connectivity

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
	development partners through policy advice and knowledge.				
(iv) education	(i) help the government to improve the quality and relevance of the education system as well as improve the skills profile of the labor force (ii) step up efforts to reform secondary education and continue to assist the government in mainstreaming <i>madrasah</i> (Muslim school) education and harmonize it with mainstream primary and secondary education (iii) phase out support to primary education and increase assistance to skills programs (iv) selectively support higher education with a focus on PPPs, science and technology, synergy with school education, and information and communication technology.	Increased access to quality education and increased educational attainment for all	(iv) improving rural livelihoods	(i) increase the productivity and profitability of agriculture (ii) support diversification into high value-added products (iii) help maintain food safety and quality (iv) tackle climate change impacts.	Higher agricultural productivity and wages, and more employment Better managed flood control and riverbank erosion mitigation
(v) agriculture and natural resources	(i) focus on rural infrastructure and innovative approaches to water resource management to support the government's objectives for rural poverty reduction, food security, and gender equality (ii) For ADB's private sector operations, consider financial support for food processing, fertilizer, agriculture logistics including warehouses, water resources management, and tourism-related infrastructure.	Sustained growth of agriculture at 4.5%	(v) providing climate and disaster resilient infrastructure and services to sustain development achievements and reduce adverse impacts, especially on the poor	Integrate environmental sustainability, climate-resilient development (adaptation), and green growth (mitigation) into ADB's operations: (i) mainstream environmental and climate change considerations by strengthening country safeguards systems, climate risk screening, and climate-proofing of key investment projects (ii) ensure energy security and promote green growth (iii) ensure food and water security (iv) promote green cities (v) strengthen implementing agencies.	Environmentally sustainable systems and operations Decrease in the mean urban air pollution of particulate matter
(vi) finance	(i) support the government's efforts to make finance and capital markets more efficient	More efficient capital market for private sector enterprises: equity market			More inclusive finance sector

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
	(ii) contribute to capital market development by supporting ongoing government reform (iii) develop institutional arrangements for financing private infrastructure projects, including preparing model projects suitable for PPP financing; providing additional financing support through the Public–Private Infrastructure Development Facility; and depending on demand, supporting local currency bond issues and nonsovereign operations.	capitalization growing by 20%–30% by 2015 over 2010 figure of 36.2% of GDP			
Thematic Drivers/ Crosscutting Areas					
(i) environmental sustainability and climate resilience	(i) integrate climate change and environmental considerations into sector interventions (ii) finance measures to reduce the country's exposure to disaster risk.	Not stated in CPS results framework	(i) creating conditions for greater private sector participation to increase investments, promote economic diversification, and expand employment opportunities	(i) support industrial zones and economic corridors (ii) continue to support development of domestic capital markets and help SMEs in non-urban areas (iii) target micro- and SMEs to directly benefit women entrepreneurs especially in rural areas (iv) continue to work with other development partners to reform trade and investment policies, the domestic tax regime, and PPP policies (v) continue support for private sector investment in power generation, agribusiness and crop diversification, the garment and textile industry, mobile telecommunications, and the financial sector and explore opportunities in other areas (vi) work with the government to further improve the regulatory and legal environment for PPPs and provide transaction advisory services for PPPs, especially in transport and energy.	Higher private investment

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
(ii) governance and capacity development	<ul style="list-style-type: none"> (i) continue to strengthen the implementation of the public spending program (ii) strengthen support for public financial management and developing capacity for planning, policy making, and procurement in all sectors of operations (iii) help deepen and accelerate policy and institutional reforms to improve the climate for foreign direct investment and domestic investment reforms to commercialize state-owned enterprises (iv) in collaboration with development partners, help the government to improve project readiness capacity, build executing and implementing agency capacity to prepare and manage projects, and streamline the government's project approval process and format requirements (v) support capacity building in PPP policy, institutional arrangements, and project preparation to facilitate private sector participation in providing economic infrastructure. 	Not stated in the CPS results framework	(ii) addressing institutional capacity constraints and improving governance to strengthen implementation capacity, and promote accountability and transparency	<ul style="list-style-type: none"> (i) at the project level, continue to support agency-specific capacity building for procurement, financial reporting and auditing, safeguards, and gender equality (ii) at the sector level, conduct stringent fiduciary reviews to support use of country systems for accounting for primary and secondary education; accounting and financial reforms for the railway subsector; and performance-based allocations of investment funds to support municipal governance reforms, strengthen service delivery, and build the capacity of municipal governments (iii) at the country level, support completion of the Good Governance Program (iv) work closely with development partners to address diverse governance issues and coordinate with government agencies to improve results and resource use. 	<ul style="list-style-type: none"> Improved public sector organizational efficiency More transparency in public procurement Enhanced accountability in the use of public resources
(iii) regional cooperation	<p>Pioneer national operations that have significant regional cooperation effects, including</p> <ul style="list-style-type: none"> (i) regional power grid, rail, highway, and trade logistics projects (ii) supporting the country's participation in the South Asian Association for Regional Cooperation, Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation, and South 	Not stated in the CPS results framework	(iii) deepening regional cooperation and integration to create new economic opportunities, exploit economies of scale, and enhance market	<ul style="list-style-type: none"> (i) support Bangladesh in strengthening road, rail, and maritime connectivity with neighboring countries along key trade routes (ii) expand power sharing arrangements with India, and possibly with Bhutan and Nepal (via India) (iii) assist trade facilitation efforts through logistics infrastructure and services improvements, as well as the implementation of the Bangladesh–Bhutan–India–Nepal Motor Vehicles Agreement 	<ul style="list-style-type: none"> Increased regional trade Improved regional transport and energy connectivity

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
	Asia Subregional Economic Cooperation (iii) developing knowledge products that build awareness and contribute to the exchange of good practices.		access under the SASEC operational plan		
(iv) gender equity	(i) mainstream gender equity in ADB operations and increase the proportion of projects with specific gender equity outcomes (ii) engage with other development partners in delivering gender equity knowledge products and in setting national gender equality targets and indicators.	Not stated in the CPS results framework	(iv) promoting gender equality to strengthen the inclusiveness of growth by providing women with equal access to education, skills development, job opportunities, and credits	(i) integrate gender considerations throughout ADB policy sectoral dialogue and operations and continue to support the elimination of gender disparities (ii) train women to gain better entrepreneurial skills (iii) facilitate women's access to financial resources and economic empowerment by supporting microenterprises and SMEs owned and managed by women (iv) continue to consolidate and disseminate good gender-related practices and lessons.	Increased participation by women in education and employment More inclusive financial sector
(v) knowledge solutions	(i) jointly plan, program and monitor knowledge services with other development partners and the government (ii) promote technological change, innovation, and technology transfer, as well as collaborate with local research centers to foster wider knowledge outreach and exchange.	Not stated in the CPS results framework		Priorities for Knowledge Support (i) develop a reference database using ADB's accumulated operational experience and knowledge (ii) undertake economic and sector work to support more rapid structural transformation (iii) support implementation of the intended nationally determined contribution; conduct a country-level climate risk and vulnerability assessment (iv) continue to provide training for capacity development on environmental and climate change-related issues.	Not stated in the CPS results framework
(vi) private sector development	(i) prioritize private sector development by addressing major infrastructure constraints and skill gaps through public and private service provision, improving the regulatory setting,	Not stated in the CPS results framework			

CPS, 2011–2015			CPS, 2016–2020		
Item	Key Implementation Measures	Outcomes that ADB Contributes to	Item	Key Implementation Measures	Outcomes that ADB Contributes to
	and enhancing capacity for PPPs and private sector investments (ii) support developing the domestic bond market; investing in agribusiness and education; infrastructure (transport, power, information and communication technology, and water supply and sanitation); developing the finance sector with an emphasis on clean energy, infrastructure finance, credit for small and medium-sized enterprises, microfinance, trade finance, and private equity funds.				
(vii) partnerships	(i) encourage more harmonized sector and project assistance approaches (ii) deepen existing partnerships.	Not stated in the CPS results framework			

ADB = Asian Development Bank, CPS = country partnership strategy, GDP = gross domestic product, PPP = public–private partnerships, SASEC = South Asia Subregional Economic Cooperation, SMEs = small and medium-sized enterprises.

Sources: Asian Development Bank (ADB). 2011. *Country Partnership Strategy: Bangladesh 2011–2015*. Manila; and ADB. 2016. *Country Partnership Strategy: Bangladesh 2016–2020*. Manila.

CAPE EVALUATION FRAMEWORK AND COUNTRY LEVEL RATING SYSTEM

Evaluation Criteria (percentage)	Key Evaluation Issues	Evaluation Method
Relevance (20%)	<p><u>Consistency between ADB and Bangladesh strategies and plans</u> How appropriate are the current CPS (2016–2020) and the preceding CPS (2011–2015) in meeting the development needs of Bangladesh? How consistent are the CPSs with ADB corporate strategies and the development plans of Bangladesh? To what extent have recommendations from previous evaluations been implemented? To what extent are ADB's investment areas/priority sectors aligned with the government's sector development plans?</p> <p><u>Alignment of ADB portfolio with the strategic priorities of Bangladesh</u> To what extent was the resource allocation in the ADB portfolio reflective of the country's development priorities (inclusive and sustainable economic growth)? How has the CPS influenced the ADB portfolio in Bangladesh? How is ADB support to Bangladesh allocated geographically? How relevant were the program/project interventions in supporting economic diversification and regional development? How relevant were the program/project interventions in supporting crosscutting areas (e.g. creating conditions for greater private sector participation, addressing institutional capacity constraints and improving governance, deepening regional cooperation and integration, and promoting gender equality)?</p> <p><u>Sector level support</u> How consistent are the strategies and sector support with ADB's comparative advantage? How consistent are ADB's sector programs in Bangladesh with ADB's sector and country strategies?</p> <p><u>Appropriateness of design</u> Does the overall program have relevant and internally consistent DMF? How realistic is the linkage between the program and the outcomes that ADB intends to contribute to? How adequate and relevant are the indicators, benchmarks, deadlines, and targets used in the results framework? How were cross-synergies harnessed? How appropriate was the use of financing modalities? To what extent does ADB's program allow for flexible and timely provision of technical assistance? How flexible is ADB's overall program in responding to the country's evolving requirements and priorities? Have there been any visible shifts/trends in the ADB portfolio over 2011–2020? What are the underlying reasons for these? Does ADB's overall country program have a long-term focus to provide critical mass in any specific area?</p> <p><u>Coordination with other development partners</u> How does ADB coordinate with other development partners? How adequate are the arrangements/mechanisms for leveraging cofinancing and knowledge sharing (e.g. participating in meetings and events)? How does the ADB portfolio complement other development partners' assistance programs? Are there any gaps and overlaps? What is the share of ADB in the total official development assistance received by Bangladesh?</p>	<p>Desk review of ADB documents, including evaluation reports on Bangladesh</p> <p>Review of country diagnostics and other relevant economic, thematic, and sector work</p> <p>Portfolio reviews</p> <p>Interviews with selected ADB personnel at headquarters and at the Bangladesh Resident Mission</p> <p>Interviews with ministries, executing agencies, implementing agencies, and other stakeholders in Bangladesh</p> <p>Questionnaire survey of remaining stakeholders in Bangladesh</p> <p>Interviews with other development partners</p>
Effectiveness (20%)	<p><u>Delivery of program and sector outcomes and outputs</u> What outputs and outcomes, as stated in the DMFs, were planned and delivered, or are likely to be achieved? To what extent were they delivered? What outputs and outcomes were planned but not delivered? Why? What were unplanned but delivered? Why? What changes in scope, if any, occurred? How did these affect outcomes?</p>	<p>Sector portfolio assessments and analysis of performance ratings from evaluation reports</p>

Evaluation Criteria (percentage)	Key Evaluation Issues	Evaluation Method
	<p>To what extent were the other objectives mentioned in the country program achieved (e.g., knowledge support)?</p> <p>How reasonable or justifiable was the safeguards risk categorization?</p> <p>How adequate was the compliance with social and environmental safeguards?</p> <p>In terms of safeguards, how far has the portfolio been able to slow down or avert deterioration of the physical and natural environment?</p>	<p>Selected project site visits</p> <p>Focus group discussions</p> <p>Beneficiary assessments and interviews</p> <p>Interviews with selected ADB personnel at headquarters and resident mission</p> <p>Interviews with ministries, executing agencies, implementing agencies, and other stakeholders in Bangladesh</p> <p>Stakeholder perceptions survey in Bangladesh</p>
Efficiency (20%)	<p><u>Efficiency in the delivery of ADB's support over the evaluation period</u></p> <p>How efficiently Has ADB support been delivered over the evaluation period?</p> <p>What is the frequency distribution of EIRRs (e.g. how many are below 12% and how many are above 18%)? How do the <i>ex-ante</i> and <i>ex post</i> EIRRs compare?</p> <p>How reasonable and realistic were the assumptions made for economic analysis of projects? Are there serious differences across sectors and subsectors?</p> <p>How does ADB's portfolio in Bangladesh compare with overall ADB operations when it comes to project implementation delays, cost overruns, contract award and disbursement issues?</p> <p>What are the issues related to staff continuity, on-the-ground presence in the Bangladesh Resident Mission, or frequency of missions from HQ?</p> <p>To what extent were ADB processes responsible for delays or other problems?</p> <p>Have ADB processes responded flexibly to changing country needs?</p>	<p>Review of ADB documents and IED evaluation reports on portfolio performance</p> <p>Field visits and consultations with government officials and ADB staff</p>
Sustainability (20%)	<p><u>Sustainability of outputs and outcomes of ADB support over the medium term (technical, financial, environmental, social, political, and institutional)</u></p> <p>How do the FIRR compare with WACC across different projects? For example, what percentage of projects has FIRR > WACC by 20% or FIRR < WACC?</p> <p>What is the weighted average (FIRR-WACC) for each sector?</p> <p><u>Sustainability measures</u></p> <p>What is the extent to which sustainability risks are recognized in the RRs?</p> <p>How adequately were the risks identified?</p> <p>How adequate is the project design in mitigating risks?</p> <p>To what extent do projects have a secure basis for planning, budgeting, and financing recurrent costs? How do these arrangements vary across sectors?</p> <p>How adequate are the capabilities of project entities and/or other stakeholders to support required operation and maintenance activities?</p> <p>How strong is government ownership of various types of ADB interventions and support?</p> <p>How strongly is the government committed to capacity building, policy reform, regulatory reform, organizational reform, and other changes supported by the program?</p> <p>To what extent have ADB-supported project level innovations been replicated and scaled up?</p>	<p>Political economy, governance assessment</p> <p>Sector portfolio assessments</p>

Evaluation Criteria (percentage)	Key Evaluation Issues	Evaluation Method
Development Impacts (20%)	<p><u>Contribution to development results</u></p> <p>To what extent were the impacts stated in the DMFs been realized?</p> <p>Would the changes have happened without ADB's presence? In what ways did ADB contribute to the changes?</p> <p>To what extent did ADB contribute to the achievement of the overall CPS objectives?</p> <p>To what extent did the ADB supported program help to contribute to thematic outcomes (e.g. higher private investment, more transparency in public procurement and more efficient public sector through improved governance, increased regional transport and energy connectivity, and increased participation by women in education and employment)?</p> <p>What were the notable unanticipated (positive or negative) impacts of the ADB support program?</p> <p>To what extent have ADB supported knowledge products or project level innovations contributed to development results?</p>	Portfolio assessments Performance ratings from evaluation reports

ADB = Asian Development Bank, CPS = country partnership strategy, DMF = design and monitoring framework, EIRR = economic internal rate of return, FIRR = financial internal rate of return, HQ = headquarters, RRP = report and recommendation of the President, WACC = weighted average cost of capital.

Source: Independent Evaluation Department.

Bangladesh: Example of Country Program and CPS Objective Rating, 2011–2020

Sector	Share	Relevance (20%)	Effectiveness (20%)	Efficiency (20%)	Sustainability (20%)	Development Impact (20%)	Overall Rating
Energy	29.7%	1.0	1.0	2.0	2.0	1.0	1.400
Transport	22.5%	2.0	2.0	2.0	2.0	2.0	2.000
Water and Urban Services	11.8%	2.0	1.0	2.0	2.0	1.0	1.600
Health and Education	14.9%	1.0	2.0	1.0	2.0	2.0	1.600
Finance	9.8%	2.0	1.0	1.0	1.0	1.0	1.200
Public Sector Management	5.9%	2.0	1.0	1.0	1.0	1.0	1.200
ANR	5.5%	1.0	1.0	1.0	1.0	1.0	1.000
Overall Sector level scores	100.0%	1.500	1.373	1.640	1.788	1.373	
CPS Development Objectives							
Improve infrastructure services and greater economic diversification		1.0				1.0	
Increased human capital development and gender equity		1.0				1.0	
Tackling environmental challenges, climate change, and disaster risks		2.0				2.0	
Accelerated rural development and balance regional growth		1.0				1.0	
Better governance, policy reform, and institutional capacity		2.0				2.0	
Overall thematic scores		1.500				1.500	
Weighted score for overall Rating		1.500	1.373	1.640	1.788	1.449	1.550

Note: ADB's contribution to thematic objectives receives a higher weight in the overall assessment than sector performance. Nonsovereign operations are included in their relevant sector i.e. non-sovereign energy projects in energy sector. Numbers inserted above are for illustration purposes only.