



# Technical Assistance Report

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Project Number: 51374-001  
Knowledge and Support Technical Assistance (KSTA)  
March 2018

## Consultations for a Strategy 2030-Aligned Corporate Results Framework

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
SPD	–	Strategy, Policy and Review Department
TA	–	technical assistance

## NOTE

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

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## KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number:</b> 51374-001
<b>Project Name</b>	Consultations for a Strategy 2030-Aligned Corporate Results Framework	<b>Department/Division</b> SPD/SPRA
<b>Nature of Activity</b>	Policy Advice	<b>Executing Agency</b> Asian Development Bank
<b>Modality</b>	Regular	
<b>Country</b>	CAM, FIJ, KGZ, SRI	
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>ADB Financing (\$ million)</b>
✓ Public sector management	Economic affairs management	0.10
	Public administration	0.10
	Public expenditure and fiscal management	0.20
	<b>Total</b>	<b>0.40</b>
<b>3. Strategic Agenda</b>	<b>Subcomponents</b>	<b>Climate Change Information</b>
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project Low
<b>4. Drivers of Change</b>	<b>Components</b>	<b>Gender Equity and Mainstreaming</b>
Knowledge solutions (KNS)	Knowledge sharing activities	Some gender elements (SGE) ✓
<b>5. Poverty and SDG Targeting</b>		<b>Location Impact</b>
Geographic Targeting	No	Regional High
Household Targeting	No	
SDG Targeting	Yes	
SDG Goals	SDG17	
<b>6. Risk Categorization</b>	Low	
<b>7. Safeguard Categorization</b>	Safeguard Policy Statement does not apply	
<b>8. Financing</b>		
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>
<b>ADB</b>		<b>0.40</b>
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.40
<b>Cofinancing</b>		<b>0.00</b>
None		0.00
<b>Counterpart</b>		<b>0.00</b>
None		0.00
<b>Total</b>		<b>0.40</b>

## I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will support stakeholder consultations in Asia and the Pacific for a corporate results framework aligned with Strategy 2030, the new corporate strategy of the Asian Development Bank (ADB). The framework will guide an objective and accurate assessment of ADB's development effectiveness using performance targets and indicators that reflect the strategy's priorities. The TA is included in the 2018 Management-approved work program of the Strategy, Policy and Review Department (SPD).<sup>1</sup>

## II. ISSUES

2. ADB is preparing Strategy 2030 to help reposition it in the rapidly changing global environment and the transforming development landscape of Asia and the Pacific. The new strategy will guide ADB's operations and the delivery of its development assistance until 2030. ADB's developing member countries (DMCs) have pledged to implement the Sustainable Development Goals and the climate change actions under the Paris climate agreement. Fulfilling these global commitments, filling the large financing gap for infrastructure, and addressing greater vulnerability caused by climate change will have implications for ADB's work. The strategy will also emphasize strengthening climate resilience and the overall resilience of the DMCs, as well as responding to key mega trends such as increasing inequality, rapid technological change, urbanization, and aging.

3. To help translate Strategy 2030 into measurable results, ADB will prepare a corporate results framework aligned with the strategy. ADB's first corporate results framework, adopted in 2008, has driven the institutionalization of results-based management, strengthened accountability for results, and improved the communication of corporate performance.<sup>2</sup> Since 2008, the framework has generated insights into ADB's performance and helped Management determine necessary reforms. In addition to its role as a management tool, the results framework serves the function of accountability and transparency by reporting annual performance results in the Development Effectiveness Review.<sup>3</sup> The scoring system introduced in 2009 identifies whether performance on an indicator is on track, on track but watch, or off track. This has helped highlight performance strengths and challenges more precisely. Periodic updates have enabled ADB to strengthen the results framework as a management tool and increase the relevance and credibility of its assessment of performance.

4. Consistent with the principle of country ownership, it is vital to undertake comprehensive consultations with the DMCs and other stakeholders on key areas to be monitored under the new results framework. The new results framework will report on selected Sustainable Development Goals that are aligned with ADB's core areas of engagement under Strategy 2030. ADB is also sharpening the definition and measurement of inclusive economic growth. In addition, Strategy 2030 will emphasize climate change and disaster resilience; green, sustainable, resilient and inclusive infrastructure solutions; knowledge work; gender equality mainstreaming; and ADB's internal efficiency and effectiveness. These will be among the key areas of measurement. Further, the development constraints that ADB and the DMCs are working to overcome are challenging, long-term, and cumulative. To provide a more complete performance story of ADB

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<sup>1</sup> The TA first appeared in the business opportunities section of ADB's website on 7 February 2018.

<sup>2</sup> ADB. 2008. *ADB Results Framework*. Manila.

<sup>3</sup> The Development Effectiveness Review has been published annually since 2008:  
<http://adb.org/documents/series/development-effectivenessreview>

and its contribution to development outcomes, ADB needs to carefully assess links between level 1 of the results framework (development progress in Asia and the Pacific) and level 2 (ADB's contribution to development results), the cause–effect pathways that must occur to reach the desired development outcomes, and issues of attribution versus contribution of ADB operations to expected results. Soliciting the views of DMCs and other stakeholders on these and other priority issues will be essential.

5. The results framework will align with the evolving directions of Strategy 2030 based on background analytical work undertaken by staff and consultants and feedback from consultations with shareholders, which could include development partners, private sector actors, academia, think tanks, and civil society organizations. ADB will consult non-regional members as part of broader consultations. Key among the emerging directions of Strategy 2030 is the need for ADB to broaden its focus to support client countries in meeting their wide-ranging development needs in the context of the Sustainable Development Goals; and to promote prosperity, inclusiveness, sustainability, and resilience in the region. At the same time, the new strategy will support tailored country programs that are guided by country needs and by ADB's comparative advantage and potential value addition within its capacity and resources. When ADB adopts Strategy 2030 and subsequently approves the Strategy 2030-aligned results framework, the new framework will supersede the Transitional Results Framework approved in December 2017.<sup>4</sup>

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

6. The TA is aligned with the following impact: effective monitoring of ADB's corporate performance under Strategy 2030 carried out. The TA will have the following outcome: measurement priorities of external stakeholders integrated into Strategy 2030-aligned results framework.<sup>5</sup>

#### B. Outputs, Methods, and Activities

7. **Output 1: Consultation materials for the new results framework prepared.** Building on the successful experience of the transitional ADB results framework, the TA will prepare materials as inputs for the consultations. The results framework should be simple; easy to monitor; and able to measure important outcomes in organizational performance, priority areas of operation, and contribution to development results. The TA will seek and document stakeholder views on measurement priorities in key areas, including inclusive economic growth; climate change and disaster resilience; green, sustainable, resilient and inclusive infrastructure solutions; knowledge work; gender equality mainstreaming; and ADB's internal efficiency and effectiveness. It will also carry out an assessment of the links between levels 1 and 2 of the results framework, cause–effect pathways that must occur to reach desired development outcomes, and issues of attribution versus contribution of ADB operations to expected results. Materials on these areas will help inform discussions during consultations and serve as inputs to a draft results framework.

8. **Output 2: Stakeholder views documented.** The TA will conduct structured consultations with a variety of ADB's external stakeholders to discuss the measurement priorities for the

<sup>4</sup> ADB. 2017. *The Asian Development Bank's Transitional Results Framework, 2017–2020*. Manila. Corporate targets that expired in 2016 under the 2013–2016 corporate results framework were revised or retained in the transitional framework.

<sup>5</sup> The design and monitoring framework is in Appendix 1.

corporate results framework. It will hold external consultations with stakeholders from DMCs, particularly DMC government officials, and with other regional and non-regional members, as appropriate. These consultations will be conducted in locations across Asia and the Pacific that facilitate maximum participation, determined in close coordination with ADB's regional departments, including the resident missions.

9. To ensure clarity on the overall priorities and directions of ADB's new strategy, consultations with external stakeholders on the new results framework will be carried out after the consultations on Strategy 2030 have been completed and following discussions with the Board of Governors at ADB's Annual General Meeting in May, 2018. This sequencing is consistent with ADB's approach to the development of the results framework under Strategy 2020.

### C. Cost and Financing

10. The TA is estimated to cost \$400,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF 6). The key expenditure items are listed in Appendix 2.

### D. Implementation Arrangements

11. ADB will administer the TA. SPD will administer and implement the TA from March 2018 to December 2019. Other departments and the sector and thematic groups will support the implementation of the TA through peer review and analytical inputs, as needed.

12. SPD will select, supervise, and evaluate consultants; and convene, organize, and finance external consultations under the TA, including supporting, as necessary, the travel and accommodation of DMC officials and other stakeholders participating in the consultations. DMC governments and the ADB resident missions and offices will nominate external participants to the consultations. SPD will organize consultations with ADB Management and staff.

13. The implementation arrangements are summarized in the table.

**Implementation Arrangements**

Aspects	Arrangements		
Indicative implementation period	March 2018–December 2019		
Executing agency	ADB		
Consultants	To be selected by ADB		
	Individual selection	International – measurement of inclusive economic growth expert and results framework support and communications expert (12 person-months)	\$177,000
	Individual selection	National – results management analyst and administrative support consultant (14 person-months)	\$51,000
Disbursement	The TA resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time)		

ADB = Asian Development Bank, TA = technical assistance.

Source: Asian Development Bank Strategy, Policy and Review Department.

14. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.<sup>6</sup>

#### IV. THE PRESIDENT'S DECISION

15. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$400,000 on a grant basis for Consultations for a Strategy 2030-Aligned Corporate Results Framework, and hereby reports this action to the Board.

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<sup>6</sup> Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).



## DESIGN AND MONITORING FRAMEWORK

<b>Impact the TA is Aligned with</b>			
Effective monitoring of ADB's corporate performance under Strategy 2030 carried out (project defined).			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting</b>	<b>Risks</b>
<b>Outcome</b> Measurement priorities of external stakeholders integrated into Strategy 2030-aligned results framework	ADB corporate results framework, aligned with Strategy 2030, approved by ADB Board by Q4 2019 (Baseline: not prepared)	Approved framework document	Strategy 2030 is not approved in the projected time frame because of unanticipated changes in shareholder priorities.
<b>Outputs</b> 1. Consultation materials for the new results framework prepared  2. Stakeholder views documented	1a. At least two sets of consultation materials produced by Q3 2018 (Baseline: 0)  2a. Inputs from at least 80 participants grouped, aggregated, and analyzed by Q2 2019 (Baseline: not applicable)	1a. TA progress report  2a. Reports on consultations and back-to-office reports and consultation results	Internal, domestic issues prevent targeted participants from regional countries from attending the consultations.
<b>Key Activities with Milestones</b> <b>1. Consultation materials for the new results framework prepared</b> 1.1 Engage consultants (March 2018) 1.2 Supervise and monitor consultants' inputs and provide feedback and comments (April 2018–September 2018)  <b>2. Stakeholder views documented</b> 2.1 Engage facilitators and organizers and finalize venues to hold consultative meetings in developing member countries and other regional and non-regional countries (June–August 2018) 2.2 Prepare presentations and materials for consultative meetings (June–August 2018) 2.3 Organize and carry out consultative meetings (September 2018–November 2019)			
<b>Inputs</b> ADB: \$400,000			
<b>Assumptions for Partner Financing</b> Not Applicable			

ADB = Asian Development Bank, Q = quarter, TA = technical assistance.  
 Source: Asian Development Bank.

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

<b>Item</b>	<b>Amount</b>
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	126.0
ii. National consultants	51.0
b. Out-of-pocket expenditures	
i. International and local travel	51.0
2. Training, seminars, workshops, forum, and conferences	
a. Venue rental and related facilities	6.0
b. Participants <sup>b</sup>	124.0
c. Representation <sup>c</sup>	10.0
3. Contingencies	32.0
<b>Total</b>	<b>400.0</b>

Note: The technical assistance (TA) is estimated to cost \$400,000, of which contributions from the Asian Development Bank (ADB) are presented in the table above.

<sup>a</sup> Financed by ADB's Technical Assistance Special Fund (TASF 6).

<sup>b</sup> This line item includes airfare, per diem, local transport, and special allowances of developing member country officials participating in the consultations.

<sup>c</sup> This line item includes ADB-organized meals for member country officials participating in the consultations.

Source: Asian Development Bank estimates.

**LIST OF LINKED DOCUMENTS**

<http://www.adb.org/Documents/LinkedDocs/?id=51374-001-TARreport>

1. Terms of Reference for Consultants