



Technical Assistance Report

Project Number: 52216-001
Knowledge and Support Technical Assistance Cluster (C-KSTA)
October 2018

Asian Development Outlook 2019–2021

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ADO	–	<i>Asian Development Outlook</i>
DME	–	developing member economy
ERCD	–	Economic Research and Regional Cooperation Department
ERMUR	–	Macroeconomics Research Division
KPA	–	knowledge partnership agreement
TA	–	technical assistance

NOTE

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

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 52216-001
Project Name	Asian Development Outlook 2019–2021	Department/Division ERCD/ERMR
Nature of Activity Modality	Research and Development Cluster	Executing Agency Asian Development Bank
Country	REG (45 countries)	
2. Sector		ADB Financing (\$ million)
✓ Multisector	ADB's corporate management, policy and strategy development	3.00
		Total 3.00
3. Strategic Agenda		Climate Change Information
Inclusive economic growth (IEG) Regional integration (RCI)	Pillar 1: Economic opportunities, including jobs, created and expanded Pillar 2: Trade and investment	Climate Change impact on the Project Medium
4. Drivers of Change		Gender Equity and Mainstreaming
Knowledge solutions (KNS) Partnerships (PAR)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities Bilateral institutions (not client government) Implementation	Some gender elements (SGE) ✓
5. Poverty and SDG Targeting		Location Impact
Geographic Targeting Household Targeting SDG Targeting SDG Goals	No No Yes SDG8, SDG9, SDG11	Regional High
6. Risk Categorization Low		
7. Safeguard Categorization Safeguard Policy Statement does not apply		
8. Financing		
Modality and Sources		Amount (\$ million)
ADB		3.00
Knowledge and Support technical assistance: Technical Assistance Special Fund		3.00
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		3.00
Currency of ADB Financing: USD		

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) cluster will support the preparation of the *Asian Development Outlook* (ADO) through research and development in the Asian Development Bank (ADB) headquarters. It will analyze the macroeconomic prospects of ADB's developing member economies (DMEs) and provide insights into the economic issues and challenges facing Asia and the Pacific. The ADO provides vital intelligence to policy makers in DMEs, ADB Management and shareholders, and researchers globally; and underpins ADB operational decisions. The ADO showcases ADB's knowledge and expertise about Asia and the Pacific.

2. The TA was submitted in October 2017 to the Strategy, Policy and Review Department as part of the priority TA program of the Economic Research and Regional Cooperation Department (ERCD) and was endorsed as a corporate priority TA in December 2017.¹

II. ISSUES

3. Developing Asia have made considerable progress in economic growth and poverty reduction since the 1960s.² It has been the world's fastest-growing region in recent years, accounting for about 60% of global growth from 2013 to 2017. Developing Asia has transitioned from a region of low-income economies to one dominated by middle-income economies, with about 80% of DMEs enjoying middle-class status in 2015.³ However, DMEs remain vulnerable to a multitude of challenges caused by entrenched poverty and vulnerability, global economic uncertainty, inequality, climate change and environmental degradation, food security, urbanization, and aging. These challenges present both difficulties and opportunities. The changing global and regional economic landscape has exposed developing economies in Asia to frequent macroeconomic shocks. In some economies, limited data and other constraints impede reliable short-term macroeconomic forecasting, and make it difficult to choose the most effective policy tools to promote macroeconomic stability and sustainable growth.

4. Asia and the Pacific has experienced a significant increase in the number of disasters triggered by natural hazards—such as floods, typhoons and cyclones, drought, earthquakes, volcanic eruptions, and tsunamis—from some 400 in the 1970s to more than 1,100 in the 2010s. In 2017, disaster-related damage totaled about \$35 million.⁴ This threatens the region's long-term sustainability and development, and concerted effort is needed to formulate policies and institute systems and safety nets to respond to increasing threats from natural hazards.

5. Asia is poised to experience a dramatic increase in urbanization. Cities are widely viewed to be driving growth and creating economic opportunities, and in this context increasing urbanization in Asia portends well for the future. But to realize the opportunities associated with urbanization, Asia's cities must overcome various challenges, including those resulting from inadequate investments in infrastructure and amenities (e.g., affordable housing, schools, and hospitals); weak urban planning and suboptimal land use policies; ineffective urban governance structures; and a lack of strong institutions.

¹ The TA first appeared in the business opportunities section of ADB's website on 29 August 2018.

² Developing Asia refers to the 45 developing member economies of ADB.

³ ADB. 2017. *Asian Development Outlook 2017: Transcending the Middle-Income Challenge*. Manila.

⁴ Center for Research on the Epidemiology of Disasters. EM-DAT database. <https://www.emdat.be/database> (accessed 3 August 2018).

6. The adoption of technological advances—such as high-yield crops in agriculture and modern machine tools in manufacturing—have lifted million of people out of poverty in Asia. The region’s economies, especially those that have reached middle-income status, need to foster their ability to innovate. Technology offers new ways to solve pressing issues in areas as diverse as disaster preparedness, safety, transportation, clean water, and affordable health care, and it is essential that countries in the region develop their capability to innovate, and thus boost their efficiency and increase employment, both directly and indirectly.

7. Asia’s transformation into a middle-income region has led the region’s inhabitants to aspire for a better quality of life, and to place a higher priority on well-being and happiness. For example, the People’s Republic of China has included its people’s well-being as a strategic national goal, while Bhutan has pioneered the measurement and monitoring of gross national happiness as a broader policy target than gross domestic product. Furthermore, Asia’s population is aging, which when combined with increasing incomes will result in demand for a broader range of personal services. The change in demand for services such as health care and tourism has boosted the “wellness industry” globally, and will provide opportunities and challenges for inclusive sustainable development in the region.

8. Many DMEs have limited capacity to respond to these emerging challenges, in part because policy makers lack precedents to help them formulate sound responses. This emphasizes the need for up-to-date research and comprehensive analyses of evolving macroeconomic developments and issues affecting the region, and in particular examples of best practices from other countries. As stated in ADB’s Strategy 2030, ADB’s relevance will increasingly depend on its role as a knowledge institution, and particularly its proactive role in research. ADB’s knowledge and evidence-based research is pivotal in raising understanding and awareness of critical areas for action, supporting good policies and reform in DMEs, and adding to global development discussions by offering perspectives from the region.⁵

9. The TA cluster implemented through three subprojects will support activities to produce one of ADB’s flagship publications. The ADO’s comprehensive analysis of evolving macroeconomic advances and emerging development challenges in the region helps ADB strengthen its role as a knowledge institution, and supports the knowledge and operational work of ADB’s regional departments. Country chapters monitor the latest economic developments and provide a near-term outlook, which are essential in developing appropriate policy recommendations to ensure macroeconomic stability. The chapters’ policy challenge sections analyze key obstacles to inclusive economic growth, such as (i) factors preventing productive employment generation, (ii) human development constraints, (iii) gender and other socioeconomic and demographic barriers, (iv) spatial and geographical limitations, (v) institutional and policy weaknesses, and (vi) factors preventing expansion of social protection programs. The thematic chapters examine important development challenges for a transforming Asia and the Pacific. Recent themes include assessing the impact of technology on jobs, leveraging public–private partnerships, transcending the middle-income challenge, and shifting economies to a low-carbon growth path. The ADO can help provide research and data support for participation by ADB Management in regional and global policy forums and contribute to informed debate in topical areas, such as climate change and disaster risk, rapid urbanization, innovation and technology, and the future of the service industry. The report’s analysis of the region provides insights that help guide appropriate policy responses to the economic issues facing the region.

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

III. JUSTIFICATION FOR CLUSTER MODALITY

10. The Macroeconomics Research Division (ERMR) of ADB's Economic Research and Regional Cooperation Department (ERCD) will continue to formulate a 2-year rolling research plan centered on enhancing the quality of ADB's flagship publications. This is an initiative that ERCD (previously the Economic and Research Department) began in 2011 in response to growing demand for knowledge solutions from ADB DMEs, knowledge-related support from ADB, and an Asian voice in international forums.⁶ The extension of the research production process has proven beneficial for the ADO, especially in preparing the thematic chapters, as it allowed ERMR more time for in-depth analysis and rigorous peer review. The ADO will address several important development challenges facing the transforming Asia and Pacific region, making the TA cluster approach an appropriate modality to ensure ongoing support for the 2-year rolling research work through timely engagement of experts and other activities.

IV. THE TECHNICAL ASSISTANCE CLUSTER

A. Impact, Outcome, and Outputs

11. The TA cluster is aligned with the following impacts: (i) environment within which policy formulation occurs influenced by the ADO and (ii) debates and policy research on important development challenges facing Asia and the Pacific spurred by the ADO. The TA cluster will have the following outcome: reference to the ADO by the media, economic researchers, and DME officials maintained or increased.⁷

12. **Output 1: Asian Development Outlook, its update, and its supplements disseminated.** The TA cluster will support the production of the ADO, one of ADB's flagship publications. It will support (i) preparing background analytical papers following the 2-year rolling research plan, (ii) further developing and refining analytical methods, (iii) drafting ADO content for 2019–2021, (iv) editing economic content and manuscripts, (v) preparing and laying out materials for publication, and (vi) disseminating key results and policy messages. The publications will be widely disseminated in collaboration with ADB's Department of Communications and participating resident missions. The international launch will be followed by presentations cohosted by ADB development partners within and outside Asia and the Pacific. Outreach will include analytical discussions of the issues in partnership with academic institutions and think tanks. The ADOs will be disseminated as electronic files on the ADB website, but because there is still demand for printed copies from Management and outside researchers, ERCD will print limited copies (about 500 each year) in compliance with the Administrative Order on Energy, Environment, Health, and Safety Management System.⁸ Printing of the ADO switched to print-on-demand in 2017.

13. **Output 2: Background papers published.** To provide a solid empirical and analytical foundation for ADO content, the TA cluster will commission background research papers to supplement ERMR research on selected thematic topics—such as climate change and disaster risk, environmental sustainability, rapid urbanization, innovation and technology, and the future of the service industry—by analyzing issues and policy implications for developing Asia.

⁶ ADB (ERCD). 2011. Economic and Research Department Strategic Directions, 2012–2014. Unpublished report. November (internal).

⁷ The design and monitoring framework is in Appendix 1.

⁸ ADB. 2016. Energy, Environment, Health, and Safety Management System. *Administrative Orders*. AO 4.13. Manila.

Conferences focusing on the thematic chapters will be organized to strengthen ADO content, and distinguished economists will be invited to discuss initial drafts of the background papers to improve the analytical rigor and policy relevance of the thematic chapters. These papers will be consolidated in edited research volumes to provide researchers with more extensive analyses related to the thematic topics. The research volumes may be copublished with a reputable publishing house, which could entail a buy-back arrangement. Background papers will also be published as working papers on the ADB website.

B. Cost and Financing

14. The TA cluster is estimated to cost \$3,000,000 (\$1,000,000 for each of the three TA subprojects), which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF 6 for subproject 1; subsequent subprojects will be financed by the succeeding TASF replenishment). Detailed cost estimates and financing arrangements will be presented in each TA subproject proposal submitted for approval.

C. Implementation Arrangements

15. ADB will administer the TA cluster. ERMR will directly handle TA cluster administration and supervision, management of consultants, procurement, and accomplishment of outputs. Adopting the One ADB approach in knowledge solutions, ERMR will continue to collaborate with regional departments, including resident missions; other knowledge departments; and relevant sector and thematic groups on activities under each subproject. Each TA subproject proposal will be submitted for approval to the ERCD chief economist and director general, following the business process for knowledge and support TA cluster.⁹ Subproject activities will start only after approval of each TA subproject proposal. Table 1 provides the implementation arrangements.

Table 1: Implementation Arrangements for the Technical Assistance Cluster

Aspects	Arrangements		
Indicative implementation period for the TA cluster	November 2018–December 2022.		
Executing and implementing agency	Macroeconomics Research Division of ADB's Economic Research and Regional Cooperation Department		
Consultants ^a	Package title	Selection method	Engaged by
	Individual	ICS ^b	ADB
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, ICS = individual consultant selection, TA = technical assistance.

^a Terms of reference for consultants, including resource persons, will be included in the subprojects.

^b Framework contracts will be considered. Output-based, lump-sum, or time-based contracts will be used as appropriate.

Source: Asian Development Bank.

16. **Subprojects.** The TA cluster will be implemented through three subprojects (Appendix 2). Each subproject will be designed to support the achievement of the cluster outputs (paras. 12–13) as and when needed during implementation (Table 2).

⁹ ADB. 2017. *Staff Instruction on Business Processes for Knowledge and Support Technical Assistance*. Manila.

Table 2: Indicative Implementation Period and Budget Allocation for Subprojects

Item	Subproject Title	Implementation Period	Budget (\$'000)
Subproject 1	Asian Development Outlook 2019	November 2018–December 2020	1.0
Subproject 2	Asian Development Outlook 2020	October 2019–December 2021	1.0
Subproject 3	Asian Development Outlook 2021	October 2020–December 2022	1.0

Source: Asian Development Bank.

17. **Consulting services.** The TA cluster will require international consulting services from economists and sector specialists who will prepare background papers and analyses supporting the thematic chapters or topics related to the outlook. International economic advisory and editing consultants will perform economic and technical editing of ADO manuscripts before final publication. National economics consultants and research assistants will provide data management assistance and conduct research on particular topics. National consultants will be needed for the desktop publishing and graphic design of the publication. Resource persons will be engaged for a maximum of 15 working days each to conduct training on macroeconomics and economic forecasting and also serve as discussants during workshops. Contracts for consulting services will consist of output-based, lump-sum, time-based or framework contracts, as appropriate, and the consultants and resource persons will be recruited as individuals to ensure individuals with the requisite experience and qualifications are recruited. The ADO covers a wide range of topics, and highly qualified consultants with expertise relevant to ADO requirements will most likely be associated with various research institutions, think tanks, and universities. Further, the TA will require rapid mobilization of the editorial consultants. The consultants will be engaged in accordance with the ADB Procurement Policy (2017, as amended from time to time) and the associated staff instructions.

18. **Knowledge partnerships.** ERCD will seek to collaborate with reputable centers of excellence during the conduct of research and implementation, and these may be engaged through knowledge partnership agreements (KPAs). Specific entities will be identified during TA cluster implementation. A nomination proposal will be prepared for proposed knowledge partners, and the corresponding KPA will be finalized prior to approval of each TA subproject. Where knowledge partners are identified after TA subproject approval, ERCD will prepare a minor change in implementation arrangements following para. 6 of the Staff Instruction on Business Processes for Knowledge Partnerships under Technical Assistance Operations.¹⁰ All KPAs will be processed following the staff instruction.

19. **ADB's procurement.** The TA cluster will finance procurement of information technology equipment and software as needed. Procurement will follow the ADB Procurement Policy (2017, as amended from time to time) and the Procurement Regulations for ADB Borrowers (2017, as amended from time to time).

V. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$3,000,000 on a grant basis for Asian Development Outlook 2019–2021, and hereby reports this action to the Board.

¹⁰ ADB. 2017. *Staff Instruction on Business Processes for Knowledge Partnerships under Technical Assistance Operations*. Manila.

DESIGN AND MONITORING FRAMEWORK

Impacts the TA is Aligned with			
Environment within which policy formulation occurs in DMEs influenced by the ADO ^a Debates and policy research on important development challenges facing Asia and the Pacific spurred by the ADO ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
<p>Outcome Reference to the ADO by the media, economic researchers and DME officials maintained or increased</p>	<p>a. Maintain or increase media citations of ADO made in target newspapers, television reports, and publications (2018 baseline: 1,800 citations)</p> <p>b. ADO content used in ADB Management speeches, talking points, and briefing notes, as follows: 53 for subproject 1; 55 for subproject 2; and 58 for subproject 3 (2018 baseline: 50 speeches and briefing notes)</p> <p>c. ADO content used in four ADB documents per subproject (2018 baseline: three ADB documents)</p> <p>d. Maintain or increase references to ADO by external researchers (2018 baseline: 60 citations)</p> <p>e. Maintain or increase references to ADO by DME officials (four citations per subproject) (2018 baseline: three citations)</p>	<p>a. DOC media monitoring reports</p> <p>b. ADB Management speeches, talking points, and briefing notes</p> <p>c. Country partnership strategies, ADF replenishment reports, and other ADB documents</p> <p>d. Web search engine that indexes the full text or metadata of scholarly literature across an array of publishing formats and disciplines (e.g., Google Scholar)</p> <p>e. Reports from resident missions and local newspapers</p>	<p>Unforeseen changes in the global or regional political and economic environment undermine the relevance of ADO messages.</p>
<p>Outputs 1. ADO, ADO Update, and ADO supplements disseminated for 3 years (2019–2021)</p>	<p>1a. 500 copies each of ADO and ADO Update printed and distributed</p> <p>1b. Downloads of ADO, ADO Update, and ADO supplements averaged 50,000 for subprojects 1, 2 and 3</p>	<p>1a. Number of publications printed</p> <p>1b. DOC web download statistics</p>	<p>Unforeseen circumstances may compromise the production schedule.</p>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
2. Background papers published for 3 years (2019–2021)	2a. By 2022, all background papers under each TA subproject published in journals or edited research volumes	2a. Number of publications produced	Unexpected circumstances, such as delay in peer review, derail the publication schedule.
Key Activities with Milestones			
1. Output 1			
1.1 Conduct workshops (December 2018, February 2019, May 2019, and July 2019; December 2019, February 2020, May 2020, and July 2020; December 2020, February 2021, May 2021, and July 2021)			
1.2 Draft background papers (November 2018–January 2019 and January–June 2019; November 2019–January 2020 and January–June 2020; November 2020–January 2021 and January–June 2021)			
1.3 Draft, review, and edit ADO contents (November 2018–March 2019 and May–September 2019; November 2019–March 2020 and May–September 2020; November 2020–March 2021 and May–September 2021)			
1.4 Finalize and disseminate publications (April 2019, July 2019, September 2019, and December 2019; April 2020, July 2020, September 2020, and December 2020; April 2021, July 2021, September 2021, and December 2021)			
2. Output 2			
2.1 Edit background papers (April–October 2019 and November 2019–May 2020; April–October 2020 and November 2020–May 2021; April–October 2021 and November 2021–May 2022)			
2.2 Publish as edited research volumes or submit to reputable peer-reviewed academic journals (December 2019 and June 2020; December 2020 and June 2021; December 2021 and June 2022).			
TA Management Activities			
Consultant recruitment (November–December 2018, May 2019, November–December 2019, May 2020, November–December 2020, May 2021)			
Procurement of information technology equipment (schedule to be determined)			
Inputs			
ADB: \$3,000,000 (\$1,000,000 for each of the three TA subprojects)			
Assumptions for Partner Financing			
Not Applicable			

ADB = Asian Development Bank, ADF = Asian Development Fund, ADO = *Asian Development Outlook*, DME = developing member economy, DOC = Department of Communications, TA = technical assistance.

^a Defined by TA.

Source: Asian Development Bank.

SUBPROJECT DESCRIPTIONS

Subproject 1	Asian Development Outlook 2019
Indicative outputs and activities	<p>Subproject 1 of the TA cluster will cover the ADO 2019 cycle and will produce the following outputs: ADO 2019, ADO 2019 Update, ADO supplements, and background papers. It will support activities to strengthen ADB's economic work, assess the most recent economic performance and prospects of ADB's DMEs, and present the results in ADB's flagship publication.</p> <p>The ADO thematic chapters will deal with the issues and challenges identified in Strategy 2030.^a As discussed with the President, ADO 2019 will tackle the dynamic interplay of disaster risk and socioeconomic development in Asia. The thematic chapter will begin with a classification of disasters caused by natural hazards in Asia and then present an overview of recent disaster impact trends across the region, in terms of the frequency and magnitude of hazard events, the resulting losses and damage to people's lives, and the socioeconomic development impacts. It will focus on the national and subnational level to understand how local context—including infrastructure, governance, and community resilience—shapes disaster risks; and the distribution of impacts across space and time. The thematic chapter will focus on the circumstances under which disaster risks are reduced or amplified by market mechanisms (including insurance, trade, and supply chains); government action (for example in the form of infrastructure, early warning systems, and recovery assistance); and actions on the part of individuals who may be displaced, and communities through social networks and/or social capital.</p> <p>The ADO 2019 Update, tentatively titled "Asian Cities: Fostering Growth and Inclusion," will focus on key constraints that may prevent Asian cities from serving as engines of growth and job creation, and policy options to address these. The thematic topic will address how urbanization is related to growth and inclusion; how the nature of urbanization (such as city size, city specialization, and urban forms) can shape this relationship; and what policies should be adopted to maximize the benefits of urbanization in the region.</p>
Indicative implementation arrangements	ADB will administer subproject 1. ERMR will be directly responsible for TA subproject administration and supervision, management of consultants, procurement, and accomplishment of outputs. The TA subproject proposal will be submitted for approval to the ERCD chief economist and director general, following the business process for knowledge and support TA cluster processing. ^b
Implementation schedule	November 2018–December 2020
Subproject 2	Asian Development Outlook 2020
Indicative outputs and activities	Subproject 2 of the TA cluster will cover the ADO 2020 cycle and will produce the following outputs: ADO 2020, ADO 2020 Update, ADO supplements, and background papers. It will support activities to strengthen ADB's economic work and assess the most recent economic performance and prospects of ADB's DMEs, and present the results in ADB's flagship publication.

	<p>As discussed with the President, the ADO 2020 thematic chapter will address “How Can Asia’s Firms be more Innovative?” This research will take stock of technological innovation in Asia and the Pacific and explore how innovation contributed to the region’s growth and development. The study will adopt a global perspective to identify major barriers and constraints to innovation in Asia, and explore the effectiveness of policies to foster innovation, directly and indirectly.</p> <p>The ADO 2020 Update will explore the importance of the wellness industry in Asia’s future growth. To understand the industry in Asia the Update will define the industry and examine its role in human well being; examine the current wellness industry in Asia—its outputs, employment, growth trends, key industries, and other indicators; and analyze the industry’s drivers and economic and development impact through empirical analysis and country case studies. Based on the analysis, the study will recommend policies to maximize the wellness industry’s contribution to inclusive and environmentally sustainable development in the region.</p>
Indicative implementation arrangements	ADB will administer subproject 2. ERMR will be directly responsible for the TA subproject administration and supervision, management of consultants, procurement, and accomplishment of outputs. The TA subproject proposal will be submitted for approval to the ERCD chief economist and director general, following the business process for knowledge and support TA cluster processing. ^b
Implementation schedule	October 2019–December 2021
Subproject 3	Asian Development Outlook 2021
Indicative outputs and activities	<p>Subproject 3 of the TA cluster will cover the ADO 2021 cycle; outputs will include ADO 2021, ADO 2021 Update, ADO supplements, and background papers. It will support activities to strengthen ADB’s economic work and assess the most recent economic performance and prospects of ADB’s DMEs, and present the results in ADB’s flagship publication.</p> <p>ERCD will solicit ideas for the thematic topics of ADO 2021 and ADO 2021 Update through discussions with regional departments, members of the regional economic task force, and exchanges with sector and thematic groups, as well as by responding to priority issues identified by ADB Management as outlined in Strategy 2030.^a</p>
Indicative implementation arrangements	ADB will administer subproject 3. ERMR will be directly responsible for the TA subproject administration and supervision, management of consultants, procurement, and accomplishment of outputs. The TA subproject proposal will be submitted for approval to the ERCD chief economist and director general, following the business process for knowledge and support TA cluster processing. ^b
Implementation schedule	October 2020–December 2022

ADB = Asian Development Bank, ADO = *Asian Development Outlook*, DME = developing member economies, ERCD = Economic Research and Regional Cooperation Department, ERMR = Macroeconomics Research Division, TA = technical assistance.

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

^b ADB. 2017. *Staff Instruction on Business Processes for Knowledge and Support Technical Assistance*. Manila.
Source: Asian Development Bank.