



Technical Assistance Report

Project Number: 55278-001
Knowledge and Support Technical Assistance Cluster (C-KSTA)
November 2021

Asian Development Outlook 2022–2024

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ADO	–	<i>Asian Development Outlook</i>
COVID-19	–	coronavirus disease
DMC	–	developing member country
DOC	–	Department of Communications
ERCD	–	Economic Research and Regional Cooperation Department
ERMR	–	Macroeconomics Research Division
ICT	–	information and communication technology
KPA	–	knowledge partnership agreement
SDCC	–	Sustainable Development and Climate Change 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

1. Basic Data		Project Number: 55278-001	
Project Name	Asian Development Outlook 2022–2024	Department/Division	ERCD/ERMR
Nature of Activity	Research and Development	Executing Agency	Asian Development Bank
Modality	Cluster		
Country	REG (All DMCs)		
2. Sector		ADB Financing (\$ million)	
✓ Multisector	ADB's corporate management, policy and strategy development		3.00
		Total	3.00
3. Operational Priorities		Climate Change Information	
✓ Accelerating progress in gender equality		GHG Reductions (tons per annum)	0.000
✓ Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability		Climate Change impact on the Project	Low
✓ Strengthening governance and institutional capacity		ADB Financing	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
		Cofinancing	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
Sustainable Development Goals		Gender Equity and Mainstreaming	
SDG 1.5, 1.b		Some gender elements (SGE)	✓
SDG 4.7			
SDG 5.c		Poverty Targeting	
SDG 8.4		General Intervention on Poverty	✓
SDG 10.2			
SDG 17.4			
4. Risk Categorization		Complex	
5. Safeguard Categorization		Safeguard Policy Statement does not apply	
6. Financing			
Modality and Sources		Amount (\$ million)	
ADB		3.00	
Knowledge and Support technical assistance: Technical Assistance		3.00	
Special Fund			
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		3.00	
Currency of ADB Financing: US Dollar			

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) cluster will support the preparation of the *Asian Development Outlook* (ADO) through research work in the Asian Development Bank (ADB) headquarters, to provide views on the macroeconomic prospects for all 46 ADB developing member countries (DMCs) and insights into the economic issues these DMCs face. ADO content provides vital intelligence to policy makers in DMCs, ADB staff and shareholders, and researchers globally; and underpins ADB operational decisions. The ADO showcases ADB's knowledge and expertise about the region.

2. The ADO is a vehicle for the knowledge and operational work of multiple departments across ADB. Country chapters in part III of the ADO, authored by country teams in the regional departments, discuss recent developments and the near-term outlook and risks to support the development of appropriate policies for macroeconomic stability. The chapters' policy challenge sections include analysis of key obstacles to inclusive economic growth and poverty reduction. The theme chapters in part II of the ADO tackle important development challenges.¹ Theme chapter topics for the next 3 years will include domestic resource mobilization, innovative entrepreneurship, and achieving green growth, among others. When possible, the ADO integrates gender analysis and sex-disaggregated data to ensure that analysis captures and reflects key gender disparities.² The TA cluster is thus mapped to the following Strategy 2030 Operational Priorities: (i) accelerating progress in gender equality (Operational Priority 2); (ii) tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability (Operational Priority 3); and (iii) strengthening governance and institutional capacity (Operational Priority 6). ADO content is expected to inform discussion on these important issues. However, as this corporate TA is intended to support the production of ADB flagship knowledge products and services, it will not directly contribute to any of the corporate results framework indicators of the Strategy 2030 Operational Priorities.

3. ADB's Economic Research and Regional Cooperation Department (ERCD) submitted the TA to the Strategy, Policy and Partnerships Department (SPD) through the Work Program and Budget Framework, 2021–2023 as part of ERCD's priority TA program. SPD endorsed the TA as a corporate priority TA on 22 January 2021.³

II. ISSUES

4. The coronavirus disease (COVID-19) has stalled developing Asia's considerable progress in economic growth and poverty reduction in 2000–2019.⁴ From 2000 to 2019, the region averaged 6.6% annual growth and nearly doubled its share of world gross domestic product from 20% to 37% in 2019. As a result, Asia made good progress in reducing extreme poverty, with the number of people living on less than \$1.90 a day declining from 1.2 billion people in 1999 to 203 million in 2017. Developing Asia transitioned from a region consisting of low-income economies

¹ ADO theme chapters are led by a team from ADB's Economic Research and Regional Cooperation Department (ERCD), often with participation and inputs from the Sustainable Development and Climate Change Department (SDCC) and other departments.

² Examples of this in recent ADO reports include discussion of the increasing role of women in agriculture in the September 2021 ADO Update theme chapter "[Transforming Agriculture in Asia](#)"; how green and social finance can support gender equity in the April 2021 ADO theme chapter "[Financing a Green and Inclusive Recovery](#)"; and exploring gender differences in wellness in the September 2020 ADO Update theme chapter "[Wellness in Worrying Times](#)". Various policy challenge sections in Part III of the ADO also discuss gender issues and present sex-disaggregated data.

³ The TA first appeared in the business opportunities section of ADB's website on 30 September 2021.

⁴ Developing Asia refers to ADB's 46 DMCs.

to one dominated by middle-income economies, with about 80% of the DMCs enjoying middle-class status in 2015.⁵ Despite this progress, poverty remains a key issue in developing Asia, with one in three people in the region—close to 1.24 billion—still living on \$3.20 or less a day. The pandemic has set back developing Asia's progress and has wreaked havoc on poor communities. The large pandemic-induced drops in economic activity in 2020 pushed an additional 78.3 million people into extreme poverty relative to a no-COVID scenario, and the recovery has been hindered by continued outbreaks.⁶ The main challenge for many DMCs is how to contain the pandemic; revive growth and poverty reduction; and address continuing challenges such as inequality, climate change and environmental degradation, and inadequate health and education, among others. Macroeconomic stability and sustained and inclusive growth are a necessary condition for making progress on these fronts.

5. The capacity of many DMCs to respond to these macroeconomic and development challenges is limited by knowledge gaps. The magnitude and nature of the recent shocks has made it challenging to track the current state and project the future trajectory of economies, making policy-making more difficult. For many policy makers, the challenges they face from the pandemic lack precedents that could help them formulate sound responses. After COVID-19, the challenges of ensuring green growth; providing adequate education, health, and social protection; and addressing inequality require knowledge solutions. This underscores the need for up-to-date research and comprehensive analyses of macroeconomic issues and development challenges affecting the region. As indicated in ADB's Strategy 2030, ADB's relevance will increasingly depend on its role as a knowledge institution, including its ability to generate solid, policy-relevant research. ADB's knowledge and research are pivotal in increasing understanding and awareness about critical areas for action, supporting effective policies and reform in DMCs, and contributing to global development discussions by offering perspectives from the region.⁷

6. The TA cluster will build on the experience of the current ADO TA cluster.⁸ The ADO reports from 2019 to 2021 helped support policy dialogue and formulation. Analysis from the 2019 ADO, for example, helped policy makers understand the potential impact on ADB DMCs of the trade conflict between the United States and the People's Republic of China. The 2020 ADO provided estimates of the macroeconomic impact of COVID-19, which helped DMC policy makers calibrate their policy responses and ADB teams to design lending support appropriately. The 2021 ADO analysis of learning and earning losses from COVID-19 school closures is informing education policy in the region.

7. One of the lessons learned from the previous ADO TA clusters is that there could be better metrics to measure the impact and reach of the ADO.⁹ Traditional metrics such as downloads of the report are affected by the increased availability of materials such as blogs, videos, infographics, and summaries on the ADO landing page, which convey the ADO's key messages and content without having to download the electronic copy of the publication.¹⁰ In addition, it is a challenge to measure whether the ADO reaches the key target audience of policymakers and

⁵ ADB. 2017. *Asian Development Outlook 2017: Transcending the Middle-Income Challenge*. Manila.

⁶ ADB. 2021. *Asian Development Outlook 2021: Financing a Green and Inclusive Recovery*. Manila.

⁷ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

⁸ ADB. 2018. *Technical Assistance for Asian Development Outlook 2019–2021*. Manila.

⁹ ADB. 2020. *Technical Assistance Completion Report for Asian Development Outlook 2016–2018*. Manila.

¹⁰ A new ADO landing page, <https://www.adb.org/outlook>, was introduced in April 2020. The new ADO landing page uses multiple media formats to convey ADO's key messages. Prior to this, the only ADO landing page was the publications page (<https://www.adb.org/publications/series/asian-development-outlook>) where one had to download an electronic copy of the report to get its contents.

policy influencers. To address this, in 2021 ERCD, in collaboration with DOC and regional departments, utilized email dissemination to reach out to DMC policymakers more directly.¹¹ Another useful metric to use is the percentage of target media, both top-tier and regional, that published at least one story on the ADO. This has proven to be a more informative indicator of ADO outreach, compared to the previously adopted measurement of counting the number of stories published by any media outlet. The new indicator reached an average of 70% during the launch of *ADO 2021* and *ADO 2021 Update*. Finally, the ADO communications strategy and performance indicators must recognize the increased role played by social media. In this regard, the TA will use the number of impressions (i.e., the number of times content related to ADO was displayed on social media news feeds) during the launch as another metric to measure the reach of the ADO. On average, *ADO 2021* and *ADO 2021 Update* recorded about 470,000 impressions a month after their releases. As in the previous TA cluster, the TA will continue to monitor citation of the ADO in ADB documents and in research work outside ADB. Details of these indicators are provided in the design and monitoring framework in Appendix 1.

III. JUSTIFICATION FOR CLUSTER MODALITY

8. The Macroeconomics Research Division (ERMR) of ADB's ERCD will formulate a 2-year rolling research plan to ensure 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 the growing demand for knowledge solutions from ADB DMCs, knowledge-related support from ADB, and an Asian voice in international forums.¹² 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 challenges facing developing Asia, 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

9. The TA cluster is aligned with the following impact: policy discussions and research on challenges facing developing Asia deepened. The TA cluster will have the following outcome: ADO content informs policy discussions by ADB and DMC officials, views of the public, and analysis of researchers.¹³ The TA will produce the following outputs to guide ADB operational decisions and provide timely and relevant insights to policy makers in DMCs, ADB staff and shareholders, and researchers.

10. **Output 1: ADO reports disseminated for 3 years (2022 –2024).** The TA cluster will support the production of the ADO, one of ADB's flagship publications. ERCD produces four issues of ADO per year—one in April, another in September, and two short supplements in July and December.¹⁴ This will involve (i) preparing background analytical papers following the 2-year rolling research plan, (ii) developing and refining analytical methods, (iii) drafting ADO content for

¹¹ During the launch of the ADO 2021 in April and ADO 2021 Update in September, an email message from the chief economist containing links to the ADO was sent to relevant DMC officials.

¹² ADB. Economic and Research Department Strategic Directions, 2012–2014. Unpublished.

¹³ The design and monitoring framework is in Appendix 1.

¹⁴ Starting in 2022, the ADO Update will be referred to as the ADO September issue, in line with discussions with DOC to streamline ADO branding and to conform to practice of other international organizations such as the World Bank, the International Monetary Fund, and the Organisation for Economic Co-operation and Development

2022–2024, (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 DOC and participating resident missions. Lessons learned from the implementation of the previous TA cluster—such as further coordination with the DOC to include better metrics for measuring the impact and reach of the ADO, improving the dissemination of the ADO, and other lessons—will be considered during the implementation of the TA cluster and its subprojects. In the absence of road shows during the pandemic, this TA will continue to use online platforms for disseminating ADO reports, as the previous TA cluster has found online means effective in reaching a wider audience that includes DMC policy makers. Once the situation allows, international launches will resume followed by presentations cohosted by ADB development partners within and outside developing Asia. Outreach will include analytical discussions of the issues in partnership with academic institutions and think tanks. The ADO publications will be disseminated as electronic files on the ADB website¹⁵ and sent via DOC's targeted mailing list. However, as printed copies are still in demand from Management and outside researchers, ERCD will print a limited number (about 100) in compliance with the Administrative Order on Energy, Environment, Health, and Safety Management System.¹⁶ Printing of the ADO switched to print on demand in 2017.

11. **Output 2: Background papers disseminated for 3 years (2022–2024).** 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 by analyzing issues and policy implications for developing Asia. The TA team will organize workshops and seminars focusing on the thematic chapters to strengthen ADO content, and will invite distinguished economists to discuss initial drafts of the background papers to improve the analytical rigor and policy relevance of the thematic chapters. These papers may be consolidated in edited research volumes to provide researchers with more extensive analyses related to the thematic topics. The research volumes may be co-published with a reputable publishing house, which could entail a buyback arrangement. ADB will also publish background papers on the ADB website. The papers may also be published as working papers or journal articles, as appropriate.

B. Cost and Financing

12. The TA cluster is estimated to cost \$3,000,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF 7 for \$1,500,000 and TASF-other sources for \$1,500,000). Detailed cost estimates and financing arrangements will be presented in each TA subproject proposal submitted for approval.

C. Implementation Arrangements

13. 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 the 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,

¹⁵ The ADO will be disseminated in coordination with DOC and will be done via ADB's official webpage and ADB's official social media accounts. As such, maintaining a website and social media accounts after the TA is completed will not be an issue.

¹⁶ ADB. 2016. Energy, Environment, Health, and Safety Management System. *Administrative Orders*. AO 4.13. Manila.

following the business process for the knowledge and support TA cluster processing.¹⁷ Subproject activities will start only after the approval of each TA subproject proposal. Implementation arrangements are summarized in Table 1.

Table 1: Implementation Arrangements for the Technical Assistance Cluster

Aspects	Arrangements		
Indicative implementation period for the TA cluster	November 2021–December 2025		
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: International expertise	Individual consultant selection ^b	ADB
	Individual: National expertise	Individual consultant selection ^b	ADB
Disbursement	Disbursement of TA resources will follow ADB’s <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

ADB = Asian Development Bank, 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.

14. **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. 10–11) as and when needed during the implementation period.¹⁸ The indicative implementation period and the budget allocation for the subprojects are summarized in Table 2.

Table 2: Indicative Implementation Period and Budget Allocation for Subprojects

Item	Subproject Title	Implementation Period	Budget (\$'000)
Subproject 1	Asian Development Outlook 2022	November 2021–December 2023	1,000
Subproject 2	Asian Development Outlook 2023	October 2022–December 2024	1,000
Subproject 3	Asian Development Outlook 2024	October 2023–December 2025	1,000

Source: Asian Development Bank.

15. **Consulting services.** Individual consultants and resource persons will be recruited through individual consultant selection or framework agreements wherein shortlisted consultants may be hired as needed for the duration of the agreement (as may be appropriate) to provide international and national consulting. The TA cluster will require international consultancy 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 be required for the economic and technical editing of the ADO manuscripts before final publication. National economics consultants and research assistants will be required to assist with data management and to conduct research on a particular topic. ADB will engage resource persons for a maximum of 33 working days to conduct training on macroeconomics and economic forecasting, serve as discussants during workshops, peer review papers, and serve as technical

¹⁷ ADB. 2017. [Staff Instruction on Business Processes for Knowledge and Support Technical Assistance](#). *Compendium of Staff Instructions*. Manila.

¹⁸ Detailed implementation arrangements, including consultant terms of reference, will be presented in each subproject report processed under the cluster.

experts. Contracts for consulting services will consist of output-based, lump-sum, time-based or framework contracts, as appropriate. ADB will recruit the consultants and resource persons as individuals to ensure that 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 following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.

16. **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). ERCD will identify specific entities during TA cluster implementation. A nomination proposal will be prepared for proposed knowledge partners, and the corresponding KPA will be finalized before the 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. 5 of the Staff Instruction on Business Processes for Knowledge Partnerships under Technical Assistance Operations and will process all KPAs following this staff instruction.¹⁹

17. **ADB's procurement.** ERCD will procure ICT-related equipment and/or supplies, subscriptions to third-party databases, and statistical software under the TA, as needed and in coordination with the Information Technology Department and Corporate Services Department. Detailed implementation arrangements of ADB procurement will be finalized before the approval of each TA subproject. Procurement will follow the ADB Procurement Policy (2017, as amended from time to time).²⁰ Disbursements under the TA will be made in accordance with ADB's Technical Assistance Disbursement Handbook (2020, as amended from time to time).

V. THE PRESIDENT'S DECISION

18. 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 2022–2024, and hereby reports this action to the Board.

¹⁹ ADB. 2017. [Staff Instruction on Business Processes for Knowledge Partnerships Under Technical Assistance Operations](#). *Compendium of Staff Instructions*. Manila.

²⁰ Any procured equipment will be disposed of following ADB. 2013. Administering Grant-Financed Technical Assistance Projects. *Project Administration Instructions*. PAI 5.09. Manila.

DESIGN AND MONITORING FRAMEWORK

Impacts the TA is Aligned with Policy discussions and research on challenges facing developing Asia deepened. ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome ADO content informs policy discussions by ADB and DMC officials, views of the public, and analysis of researchers</p>	<p>By 2025</p> <p>a. Maintain 70% coverage of ADO in target newspapers, television reports, and publications^b (2021 baseline: 70% target media coverage)</p> <p>b. Maintain substantial social media presence by recording at least 500,000 impressions in social media platforms^c (2021 baseline: 470,000 impressions)</p> <p>c. Maintain substantial use of ADO content in ADB operations, by recording use in at least 80 ADB documents in 2022–2024 (2016–2018 baseline: 80 ADB documents)</p> <p>d. Continued references to ADO made by external researchers in an average of 200 papers or journals in 2022–2024 (2016–2018 baseline: 200 citations)</p> <p>e. Maintain 800 total opens^d of the targeted mailouts containing links to the ADO to DMC officials (2021 baseline: 778)</p>	<p>a.–b. DOC media monitoring reports</p> <p>c. Search through country partnership strategies, background paper for ADF replenishment reports, reports and recommendations of the president, 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. DOC reports</p>	<p>R: (1) Interest in the macroeconomic outlook waxes and wanes with developments; the 2021 baselines are likely higher than normal because COVID-19 has raised macroeconomic uncertainty. (2) Metrics used as performance indicators may be affected by evolving communication and social media patterns. (3) Use of and references to ADO by DMC officials cannot be fully tracked.</p> <p>A: Potential audience (policymakers, researchers, and the public) are aware of the outputs.</p>
<p>Outputs 1. ADO reports disseminated for 3 years (2022–2024)</p>	<p>By 2025</p> <p>1a. Electronic files of ADO reports posted on the ADB website and distributed through DOC's targeted mailing list (2021 baseline: 4 issues per year)</p>	<p>1a. ADB website; DOC reports</p>	<p>R: Unforeseen circumstances may compromise the production schedule. Metrics used as performance indicators may be affected by evolving communication</p>

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
2. Background papers disseminated for 3 years (2022–2024)	<p>1b. 25,000 page views of the ADO main landing page achieved per year (2021 baseline: 25,000 page views)</p> <p>2a. By 2025, 100% of background papers^e are disseminated either through the ADB website or published as working papers, journal articles, or edited research volumes. (2021 baseline: 100% disseminated)</p> <p>2b. 2,000 page views of the ADO background papers page achieved per year (2021 baseline: 1,900 page views)</p>	<p>1b. DOC reports</p> <p>2a. Number of publications produced</p> <p>2b. DOC reports</p>	<p>and social media patterns (e.g., downloads of the electronic report may decline if DOC is effective in using multimedia to disseminate ADO's key messages).</p> <p>R: Unexpected circumstances, such as delays in peer review, derail the publication schedule.</p>
<p>Key Activities with Milestones</p> <p>1. ADO reports disseminated for 3 years (2022–2024)</p> <p>1.1 Conduct workshops (December 2021, February 2022, May 2022, and July 2022; December 2022, February 2023, May 2023, and July 2023; December 2023, February 2024, May 2024, and July 2024)</p> <p>1.2 Draft background papers (November 2021–January 2022 and January–June 2022; November 2022–January 2023 and January–June 2023; November 2023–January 2024 and January–June 2024)</p> <p>1.3 Macroeconomic modeling and surveillance in support of generating forecasts and monitoring markets (December 2021–December 2022; January–December 2023; January–December 2024)</p> <p>1.4 Draft, review, and edit ADO contents (November 2021–March 2022 and May–September 2022; November 2022–March 2023 and May–September 2023; November 2023–March 2024 and May–September 2024)</p> <p>1.5 Finalize and disseminate publications (April 2022, July 2022, September 2022, and December 2022; April 2023, July 2023, September 2023, and December 2023; April 2024, July 2024, September 2024, and December 2024)</p> <p>2. Background papers disseminated for 3 years (2022–2024)</p> <p>2.1 Edit background papers (March–April 2022 and August–September 2022; March–April 2023 and August–September 2023; March–April 2024 and August–September 2024)</p> <p>2.2 Post background papers on ADB website (April 2022 and September 2022; April 2023 and September 2023; April 2024 and September 2024)</p> <p>2.3 Publish as edited research volumes or submit to reputable peer-reviewed academic journals, as applicable (December 2022 and June 2023; December 2023 and June 2024; December 2024 and June 2025)</p>			

TA Management Activities

Hiring of consultants (November–December 2021, May 2022; November–December 2022, May 2023; November–December 2023, May 2024)

Procurement of information technology equipment and information and knowledge services (as needed, schedule to be determined)

Results monitoring and evaluation activities (April 2022, September 2022, April 2023, September 2023, April 2024, September 2024)

Inputs

ADB: \$3,000,000 (TASF 7 \$1,500,000; TASF-other sources \$1,500,000)

A = assumption, ADB = Asian Development Bank, ADF = Asian Development Fund, ADO = *Asian Development Outlook*, DMC = developing member country, DOC = Department of Communications, R = risk, TA = technical assistance.

^a Defined by TA.

^b Target media are the 70-80 top-tier and regional media identified by DOC. These include the Financial Times, Wall Street Journal, New York Times, Associated Press, Reuters, Xinhua, Nikkei, Bangkok Post, and similar international, regional, and national media outlets. The indicator is measured one month after the launch of the ADO and ADO Update as indicated in DOC's media monitoring report provided to ERCD.

^c This refers to the number of times the content related to ADO was displayed on social media feeds on platforms such as Twitter, Facebook, LinkedIn, and Instagram. The performance against this indicator will be measured one month after the launch of the ADO and ADO Update as indicated in DOC's media monitoring reports.

^d This refers to the number of recipient opens of email from the ADB chief economist containing links to the ADO. This indicator only considers the DMC segment and often far exceeds the number of deliveries, as the direct recipients tend to share the ADO email further to their own contact list, which in turn is opened by many others. It is measured one month after the launch of the ADO and ADO Update as indicated in DOC's publications marketing report.

^e From 2019 to 2021, the number of background papers produced for the ADO and ADO Update theme chapters ranged from 7 to 14.

Contribution to Strategy 2030 Operational Priorities:

This corporate TA is intended to support the production of ADB flagship knowledge products and services. Although the TA is mapped to 3 Strategy 2030 Operational Priorities (OP), OP tagging is not applicable, as agreed with the Strategy, Policy and Partnerships Department, since the results of the TA will not contribute directly to any of the corporate results framework indicators of the Strategy 2030 Operational Priorities.

Source: Asian Development Bank.

SUBPROJECT DESCRIPTIONS

Subproject 1	Asian Development Outlook 2022
Indicative outputs and activities	Subproject 1 of the TA cluster will cover the ADO 2022 cycle and will produce the following outputs: ADO 2022, ADO 2022 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 DMCs, and present the results in ADB's flagship publication.
Indicative implementation arrangements	<p>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</p> <p>The ADO thematic chapters will deal with the issues and challenges identified in Strategy 2030.^a ADO 2022 will be on strengthening taxes for sustainable development, while ADO 2022 Update will focus on entrepreneurship, digitalization, and development.</p>
Implementation schedule	November 2021–December 2023
Subproject 2	Asian Development Outlook 2023
Indicative outputs and activities	<p>Subproject 2 of the TA cluster will cover the ADO 2023 cycle and will produce the following outputs: ADO 2023, ADO 2023 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 DMCs, and present the results in ADB's flagship publication,</p> <p>ERCD will solicit ideas for the thematic topics of ADO 2023 and the ADO 2023 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 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 2022–December 2024
Subproject 3	Asian Development Outlook 2024
Indicative outputs and activities	Subproject 3 of the TA cluster will cover the ADO 2024 cycle and will produce the following outputs: ADO 2024, ADO 2024 Update, ADO supplements, and background papers. It will support activities to strengthen ADB's economic work, assess

	<p>the most recent economic performance and prospects of ADB's DMCs, and present the results in ADB's flagship publication.</p> <p>ERCD will solicit ideas for the thematic topics of ADO 2024 and ADO 2024 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	<p>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</p>
Implementation schedule	October 2023–December 2025

ADB = Asian Development Bank, ADO = *Asian Development Outlook*, DMC = developing member country, 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](#). *Compendium of Staff Instructions*. Manila.

Source: Asian Development Bank.