

APPENDIXES

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THE INTERNATIONAL DEVELOPMENT GOALS AT THE COUNTRY LEVEL

1. Following the agreements and resolutions of various world conferences organized by the United Nations in the first half of the 1990s, seven broad international development goals (IDGs) were identified.²³ Each IDG addresses one aspect of poverty, but they should be viewed as a whole to address the world's poverty problems by 2015. The IDGs, which serve as benchmarks to the global effort to address the core causes of poverty, are

- reduce the incidence of extreme poverty by half from 1990 to 2015,
- attain 100 percent primary school enrolment by 2015,
- eliminate gender disparities in primary and secondary education by 2005,
- reduce infant and child mortality by two thirds from 1990 to 2015,
- reduce maternal mortality ratios by three quarters from 1990 to 2015,
- provide access for all to reproductive health services by 2015, and
- implement a national sustainable development strategy in every country by 2005 to ensure that current trends in the loss of environmental resources are effectively reversed at global and national levels by 2015.

2. The Asia and Pacific region has made significant progress in achieving the IDGs. However, the progress has been uneven both at the individual country level and at the subregional level. Table A1 provides data on the IDGs for each of the developing member countries (DMCs) of the Asian Development Bank (ADB). Various indicators are used for each of the IDGs. As the table shows, availability of reliable data varies greatly across the DMCs. For several countries, data for many of the indicators does not exist. For others, data reliability may be questionable. In addition, comparing data on poverty across countries is problematic due to differences in measurement techniques. These problems notwithstanding, the data do show that much still needs to be done across the region to achieve the IDGs by 2015. In particular, many of the South Asian countries lag behind on most indicators, and many of the very low-income and low-income countries need to address gender equity and access issues urgently if they are to meet the targets. Environmental problems are a major concern across the region and a much more concerted effort will be required to address these. Efforts at the national, subregional, and regional levels will be necessary.

3. Since the IDGs are broad goals, no one indicator necessarily captures the whole intent of the specific goal. Therefore, several indicators are used for some of the IDGs. This is particularly so for the goal on environment. The paucity of data and its reliability also underscores the need to develop more reliable databases for the IDGs across the DMCs. The indicators used are as follows:

²³ United Nations. International Development Goals (on-line). Available: www.developmentgoals.org

- (i) Extreme poverty. Two indicators are used:
- population living on less than a dollar a day, and
 - percentage of the population living in poverty based on national poverty lines.

In addition, the prevalence of child malnutrition is also given to provide an indication of the level of deprivation

- (ii) Universal primary education. The indicators used are
- net primary enrollment ratio, and
 - gross primary enrollment ratio.
- (iii) Gender equality in school enrollment. The indicator used is
- ratio of girls to boys in primary and secondary education.
- (iv) Infant and child mortality. The indicators are
- infant mortality rate, and
 - under-five mortality rate.
- (v) Maternal mortality. The indicators are
- maternal mortality ratio, and
 - births attended by skilled health staff.
- (vi) Access to reproductive health services. The indicator used is
- contraceptive prevalence rate.
- (vii) Environment. The indicators are
- status of environmental action plans,
 - access to improved water source,
 - forest area,
 - nationally protected areas,
 - gross domestic product per unit of energy use, and
 - carbon dioxide emissions per capita.

Table A1: Selected International Development Goal Indicators for the Developing Member Countries

Developing Member Countries (DMCs)	Net primary enrollment ratio % of relevant age group		Gross primary enrollment ratio % of relevant age group		Ratio of girls to boys boys in primary and secondary education	
	1997	Other year	1996	Other year	% 1999	Other year
Very Low-Income DMCs						
Afghanistan	—		49.0		50.0	1990
Bhutan	—		—		—	
Cambodia	100.0		110.0		77.0	
Kiribati	—		—		101.0	
Kyrgyz Republic	95.0		104.0		100.0	1990
Lao People's Democratic Republic	72.0		112.0		77.0	
Maldives	—		128.0		—	
Mongolia	81.0		88.0		115.0	
Myanmar	—		121.0		95.0	1990
Nepal	—		113.0		53.0	1990
Samoa	96.0		100.0		100.0	1990
Solomon Islands	—		97.0		77.0	1990
Tajikistan	—		95.0		—	
Tuvalu	—		—		—	
Vanuatu	—	1990	96.0	(1990)	86.0	1990
Low-Income DMCs						
Azerbaijan	—		106.0		95.0	
Bangladesh	64.0	1990	72.0	(1990)	72.0	1990
Cook Islands	—		—		—	
Marshall Islands	—		—		—	
Micronesia, Fed. States of	—		—		—	
Nauru	—		—		—	
Pakistan	—		61.0	(1990)	47.0	1990
Sri Lanka	—		109.0		99.0	1990
Tonga	—		—		92.0	1990
Viet Nam	—		113.0		—	
China, People's Republic of	102.0		123.0		94.0	
India	—		100.0		71.0	
Medium-Income DMCs						
Fiji Islands	101.0	1990	126.0	(1990)	93.0	1990
Indonesia	95.0		113.0		91.0	1990
Kazakstan	—		98.0		102.0	
Malaysia	100.0	1996	101.0		98.0	1990
Papua New Guinea	—		80.0		77.0	1990
Philippines	101.0		114.0		—	
Thailand	—		87.0		94.0	1990
Uzbekistan	—		78.0		—	
Memo item						
Turkmenistan	—		—		—	

Table A1: Selected International Development Goal Indicators for the Developing Member Countries (continued)

Developing Member Countries (DMCs)	Infant mortality rate (per 1,000 live births) 1999	Under 5 mortality rate (per 1,000 live births) 1999	Maternal mortality ratio (per 100,000 live births) 1990-1999	Births attended by skilled health staff % of total 1997-1999	Contraceptive prevalence rate % of women ages 15-49 1990-1999
Very Low-Income DMCs					
Afghanistan	147.0	220.0	—	—	—
Bhutan	59.0	107.0	380.0	—	—
Cambodia	100.0	143.0	470.0	31.0	22.0
Kiribati	56.0	72.0	225.0	—	28.0
Kyrgyz Republic	26.0	38.0	65.0	98.0	60.0
Lao People's Democratic Republic	93.0	143.0	650.0	—	25.0
Maldives	29.0	35.0	350.0	—	17.0
Mongolia	58.0	73.0	150.0	—	60.0
Myanmar	77.0	120.0	230.0	—	33.0
Nepal	75.0	109.0	540.0	32.0	29.0
Samoa	23.0	26.0	70.0	—	30.0
Solomon Islands	21.0	26.0	550.0	—	8.0
Tajikistan	20.0	34.0	65.0	—	79.0
Tuvalu	40.0	—	—	—	40.0
Vanuatu	36.0	44.0	68.0	—	15.0
Low-Income DMCs					
Azerbaijan	16.0	21.0	43.0	99.0	...
Bangladesh	61.0	89.0	440.0	14.0	54.0
Cook Islands	26.0	—	20.0	—	53.0
Marshall Islands	63.0	—	—	97.0	26.0
Micronesia, Fed. States of	27.0	33.0	561.0	—	25.0
Nauru	25.0	—	—	—	...
Pakistan	90.0	126.0	—	—	24.0
Sri Lanka	15.0	19.0	60.0	95.0	66.0
Tonga	21.0	24.0	160.0	—	32.0
Viet Nam	37.0	42.0	160.0	77.0	75.0
China, People's Republic of	30.0	37.0	55.0	—	91.0
India	71.0	90.0	410.0	—	52.0
Medium-Income DMCs					
Fiji Islands	18.0	22.0	31.0	—	31.0
Indonesia	42.0	52.0	450.0	43.0	57.0
Kazakstan	22.0	28.0	70.0	98.0	66.0
Malaysia	8.0	10.0	39.0	—	56.0
Papua New Guinea	58.0	77.0	370.0	53.0	26.0
Philippines	31.0	41.0	170.0	56.0	47.0
Thailand	28.0	33.0	44.0	95.0	72.0
Uzbekistan	22.0	29.0	21.0	98.0	56.0
Memo item					
Turkmenistan	33.0	45.0	65.0	—	—

Table A1: Selected International Development Goal Indicators for the Developing Member Countries (continued)

Developing Member Countries (DMCs)	Status of national environmental action plans	Access to an improved water source % of population 2000	Forest area % of total land area 2000	Nationally protected areas % of total land area 1999	GDP per unit of energy use PPP \$ per kg oil equivalent 1998	Carbon dioxide emissions per capita metric tons 1997
Very Low-Income DMCs						
Afghanistan	No data	13.0	—	0.3	—	0.0
Bhutan	Completed	62.0	—	21.2	—	0.6
Cambodia	Completed	30.0	52.9	16.2	—	0.0
Kiribati	Completed	47.0	...	36.6	—	0.3
Kyrgyz Republic	Completed	77.0	5.2	3.6	4.0	1.4
Lao People's Democratic Republic	Completed	90.0	54.4	0.0	—	0.1
Maldives	Completed	100.0	—	0.0	—	1.2
Mongolia	Completed	60.0	6.8	11.5	—	3.3
Myanmar	No data	68.0	52.3	0.3	—	0.2
Nepal	Completed	81.0	27.3	7.8	3.5	0.1
Samoa	No data	99.0	—	3.6	—	0.8
Solomon Islands	Completed	71.0	—	0.0	—	0.4
Tajikistan	Being prepared	—	2.8	4.2	—	0.9
Tuvalu	—	—	—	—	—	—
Vanuatu	Completed	88.0	—	0.0	—	0.3
Low-Income DMCs						
Azerbaijan	Completed	—	12.6	5.5	1.5	4.1
Bangladesh	Completed	97.0	10.2	0.8	8.9	0.2
Cook Islands	—	—	—	—	—	—
Marshall Islands	No data	—	—	—	—	—
Micronesia, Fed. States of	No data	—	—	—	—	—
Nauru	—	—	—	—	—	—
Pakistan	Completed	88.0	3.2	4.8	4.0	0.8
Sri Lanka	Completed	83.0	30.0	13.5	8.0	0.4
Tonga	Completed	100.0	—	1.1	—	1.2
Viet Nam	Completed	56.0	30.2	3.1	4.0	0.6
China, People's Republic of	Completed	75.0	17.5	6.4	4.0	2.9
India	Completed	88.0	21.6	4.8	4.3	1.1
Medium-Income DMCs						
Fiji Islands	No data	47.0	—	1.1	—	1.0
Indonesia	Completed	76.0	58.0	10.6	4.6	1.3
Kazakstan	Completed	91.0	4.5	2.7	1.8	8.0
Malaysia	Being prepared	95.0	58.7	4.6	3.9	6.3
Papua New Guinea	Completed	42.0	67.6	0.0	—	0.5
Philippines	Completed	87.0	19.4	4.9	7.0	1.1
Thailand	No data	80.0	28.9	13.9	5.1	3.8
Uzbekistan	Completed	85.0	4.8	2.0	1.1	4.4
Memo item						
Turkmenistan	Being prepared	58.0	8.0	4.2	1.2	6.7

Table A1: Selected International Development Goal Indicators for the Developing Member Countries

Developing Member Countries (DMCs)	People living on below \$1 a day		Population in poverty (%) ^a		Prevalence of child malnutrition share of children under 5 (%) 1990-1999 ^b
	%	year	Total	year	
Very Low-Income DMCs					
Afghanistan	—	—	—	—	49.3
Bhutan	—	—	—	—	18.7
Cambodia	—	—	35.9	1999	47.4
Kiribati	—	—	—	—	13.0
Kyrgyz Republic	—	—	55.3	1999	11.0
Lao People's Democratic Republic	26.3	1997	38.6	1997-1998	40.0
Maldives	—	—	40.0	1994	45.0
Mongolia	13.9	1995	35.6	1998	12.5
Myanmar	—	—	—	—	28.2
Nepal	37.7	1995	42.0	1996	46.9
Samoa	—	—	48.0	1997 (Households; food)	17.0
Solomon Islands	—	—	—	—	21.0
Tajikistan	—	—	83.0	1999	—
Tuvalu	—	—	—	—	—
Vanuatu	—	—	—	—	23.0
Low-Income DMCs					
Azerbaijan	—	—	68.1	1995	10.1
Bangladesh	29.1	1996	44.7	May 1999	56.3
Cook Islands	—	—	—	—	—
Marshall Islands	—	—	—	—	—
Micronesia, Fed. States of	—	—	39.5	1998	15.0
Nauru	—	—	—	—	—
Pakistan	31.0	1996	32.2	1998-1999	40.2
Sri Lanka	6.6	1995	26.7	1995-1996 (Households)	33.0
Tonga	—	—	—	—	2.0
Viet Nam	—	—	37.0	1998	36.7
China, People's Republic of	18.5	1998	3.7	1999 (Rural)	9.0
India	44.2	1997	26.1	1999-2000	45.4
Medium-Income DMCs					
Fiji Islands	—	—	25.5	1990-1991 (Households)	8.0
Indonesia	7.7	1999	23.4	Feb 1999	39.0
Kazakstan	1.5	1996	31.8	2000	8.0
Malaysia	—	—	8.1	1999 (Households)	25.0
Papua New Guinea	—	—	21.7	1996	29.0
Philippines	—	—	40.0	2000	33.5
Thailand	—	—	12.9	1998	19.0
Uzbekistan	3.3	1993	22.0	1996	18.8
Memo item					
Turkmenistan	20.9	1993	48.0	1993-1994	—

— = Not available.

^a Refers to headcount ratio or proportion of the population falling below the poverty line (in each country) to total population, unless otherwise specified.

^b Refers to most recent available data within 1990 to 1999.

THE STRATEGY MATRIX

1. The strategy matrix was developed as an operating tool to enhance focus and selectivity in Asian Development Bank (ADB) operations. As a logical framework for developing the Country Strategy and Program (CSP), the strategy matrix is designed to ensure that all ADB operations, and its strategic concerns and priorities, are viewed holistically and within the context of the long-term strategic framework.²⁴ All activities in the CSP must be identified with the core areas of intervention given in the strategic agenda, and the crosscutting themes should be used to broaden and deepen the impact of the core areas. The rows of the matrix are the core areas of intervention and the columns of the matrix are the core areas and the crosscutting themes (Figure A1). The strategy matrix will help:

- make decisions (tradeoffs) about which activities ADB will undertake,
- identify linkages, namely how activities relate to each other and thereby identify clusters of activities; and
- assist with differentiation, namely identify which clusters of activities are suited to which clients/settings, and how a given cluster should be implemented.

2. As a first step, the range and scope of activities that ADB undertakes in each DMC will be determined by the national poverty reduction strategy for the particular developing member country (DMC). ADB will support activities that will promote poverty reduction most effectively; these activities must conform to one of the three core areas, namely sustainable economic growth, inclusive social development, or governance for effective policies and institutions. Each of the core areas will be divided into a number of activities that will conform to the operational priorities during the medium term. For example, activities under sustainable economic growth will include, activities in the area of economic and social infrastructure. Those under inclusive social development may include support for social protection. Similarly, activities in the area of governance will also be specified. This breakdown will constitute the vertical division of each of the core areas. No activity will be undertaken that does not conform to one of the core areas.

3. Once all activities are categorized in this manner, the cross impact of the core areas and the crosscutting themes on each activity will be assessed. This will be achieved by moving horizontally along the matrix to identify the logical linkages between each activity and each of the components of the strategic agenda. For example, linkages between the activities related to sustainable economic growth and the other core areas, namely inclusive social development and governance for policies and institutions will help determine how each activity can be made socially inclusive and what governance issues are necessary to supplement the activity. Furthermore, by including the crosscutting themes each activity will also take into consideration ways in which the private sector can be involved, what environmental issues need to be addressed, and how regional cooperation may help make the activity more effective. Thus, moving horizontally across the matrix for each activity will help determine the many dimensions of each intervention. Thus, the strategy matrix will help determine tradeoffs between

²⁴ ADB, 2001. Moving the Poverty Agenda Forward in Asia and the Pacific. The Long-Term Strategic Framework of the Asian Development Bank, Manila.

activities, namely which activities are contributing to ADB's strategic objectives most effectively. Additionally, the strategy matrix will help create linkages between activities by specifying necessary conditions or preconditions for making interventions a success, thereby helping identify either a sequence of activities or a cluster of activities. This will be within the context of an individual country. Across countries, depending upon the specific conditions in each country, such as the level of income and development, the matrix can help differentiate between the kinds of activities that will be appropriate for different groups of countries or subregions.

4. All questions relevant to strategies and policies, and safeguards that ADB has mandated or is committed to, can also be accommodated within the elements of the matrix. A series of questions related to each policy or strategy can be addressed for each activity. For example, all questions related to the environment, social development safeguards and policies, private sector development strategy, or governance can be addressed to each of the activities to ensure that the activity conforms to ADB's strategic requirements. The strategy matrix can thus be used to ensure that all activities that ADB undertakes are not only the right activities to undertake to support the poverty reduction agenda of each DMC but are also being done right.

5. The model of the cross-impact strategy matrix is provided as Figure A1. The details of the workings of the strategy matrix will be developed in coordination with the operations departments to increase its effectiveness and use.

