



# Technical Assistance Consultant's Report

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Project Number: TA 6270-REG  
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## Facilitating Knowledge Management for Pro-Poor Policies and Projects (Final Report, Part A) (Financed by the Poverty Reduction Cooperation Fund)

Prepared by Social Development Direct

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Asian Development Bank

# RETA 6270: Facilitating Knowledge Management for Pro-Poor Policies and Projects (Part A)

Asian Development Bank

**Final Report**



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## 1. Introduction

1.1 Social Development Direct was contracted by the Asian Development Bank in March 2006 to take forward the knowledge product development element of RETA 6270: Facilitation Knowledge Management for Pro-Poor Policies and Projects. The key outputs of the contract included the following:

1. At least 80 short case studies (about 1-2 pages each) for website posting
2. Publication-ready version of 15 long in-depth case studies (about 10 pages each), involving focal country trips for consultations with ADB and country stakeholders and beneficiaries
3. Publication-ready version of six thematic or topical synthesis papers (about 50 pages each, including synthesis analysis and recommendations).
4. Publication-ready version of one overall NPRS-PRF synthesis paper (about 50 pages) based on all the above
5. Assistance to project officers and DMC counterparts in preparing about 20 media articles
6. Assistance in preparing about 12 draft academic articles and identification of relevant external peer reviewers for each topic
7. Comprehensive inception report including (a) detailed work plan; (b) general outline of short-case studies and five trial short case studies; (c) general outline of in-depth case studies; and (d) suggested titles for thematic or topical synthesis reports and their general outline (end of month 2); brief quarterly progress reports highlighting key achievements vis-à-vis milestones and final report (month 24).

1.2 The team for the contract initially comprised Francis Watkins, an associate consultant with SDDirect, Anna Miles, a consultant with SDDirect, and Randy Dacanay, a national consultant recommended by ADB. In addition a number of other SDDirect consultants worked on various aspects of the contract, including: Katherine Bricknell, Clare Ferguson, Alice Kerr-Wilson, Lina Payne, Helen Poulsen, Tasneem Salam and Susanne Turrall. SDDirect also sub-contracted two ADB recommended consultants: He Xiaojun to take part in the visit to the projects in PRC; and, K.A.S. Murshid to make inputs into one of the thematic synthesis papers.

1.3 The contract, which was initially envisaged as lasting 18 months, was effectively implemented from April 2006 to November 2007, a period of 20 months in total – see Annex 4 for calendar of proposed and actual outputs. The work was started with an initial inception report submitted to ADB on 21 April 2006, which was followed by more in-depth discussions during an inception visit by Francis Watkins and Anna Miles to Manila, 23-30 May 2006. The inception visit in particular helped in clarifying what was expected from SDDirect. During the visit a list of six Thematic Synthesis Studies was agreed with a further two themes for later discussion. It was concluded that discussions about the Final Synthesis Paper would be carried out early in 2007. As a result of the visit an Expanded Inception Report, including a detailed schedule of work was submitted to ADB on 9 June 2006. The process for developing the short case studies is discussed in Section 2.

1.4 In the Expanded Inception Report a total of five possible country visits were proposed: PRC in September 2006 – SDD; Central Asia in August/ September 2006 – ADB; Mekong, including Vietnam, Cambodia and Lao, November/ December 2006 – SDD; Other Central Asia, perhaps Tajikistan – ADB; South Asia, possibly Pakistan, early 2007 – SDD. Two visits involving SDD consultants took place: to Thailand and Cambodia 24 November to 8 December 2006 (a report was submitted to ADB on 12 December 2006); and to PRC 19-30 March 2007 (a report was submitted to ADB on 23 April 2007). The country visits proved invaluable information and made a considerable contribution to the consultants' understanding of how the PRF-NPRS operated in the field and of the specifics of the individual projects considered. The two visits provided the information required to prepare 12 of the total of 17 in-depth case studies. The process for completing the remainder of the in-depth case studies is discussed in Section 3.

1.5 During the visit to Thailand in November 2006 Francis Watkins met with Sonomi Tanaka to discuss further refinements to the proposed list of projects for case studies. Following this meeting an Interim Report was submitted on 15 December 2006 to record progress made, to set out the revised list of projects for case studies (63 short and 18 in-depth), to propose lists of case studies for five of the six thematic studies, and to set out a revised schedule of outputs.

- 1.6 During the period of the contract three contract variations were required in:
- December 2006 to take into account the revised number of case studies and the revisions to the schedule of outputs and to the milestones;
  - April 2007 to enable SDDirect to sub-contract the consultant, He Xiaojun; and,
  - September 2007 to change the allocation of days in the contract, to include specified consultants for inputs into the thematic synthesis studies, to make changes to the budget and to extend the contract to November 2007.
- 1.7 The remainder of this brief report covers the following:
- Section 2 – The process of preparing short case studies and some of the issues raised;
  - Section 3 – The process of preparing in-depth case studies;
  - Section 4 – The process of preparing the thematic synthesis studies and the decision not to prepare an overall NPRS-PRF synthesis study;
  - Section 5 – The other proposed outputs in the terms of reference; and,
  - Section 6 – Conclusions and Lessons Learned.

## 2. Short Case Studies

2.1 A total of 57 short case studies were prepared in the contract (45 short case studies only, 1 of which was not published, and 12 from in-depth case studies) – Annex 1 lists the short case studies.. The original number of short case studies in the contract was 80 and the reasons why this number was not achieved are explored below. The short case studies provide a good overview of the wide range of interventions in the PRF, the geographical spread of these interventions and highlight achievements and key lessons learned. The majority of the short case studies are now publicly available on ADB's NPRS and PRF websites<sup>1</sup> and a number of the studies were highlighted in the Poverty Matters Newsletter from the NPRS and PRF website<sup>2</sup>. Feedback from ADB staff on the short case studies has been positive and has suggested that this format is a good a way to learn quickly about the key project outcomes and how they have been achieved. The remainder of this section looks at some of the limitations experienced in producing the short case studies.

2.2 In the initial Abridged Inception Report a set of 5 short case studies was proposed (TA 4131, RETA 6047, TA 4322, RETA 6171, and TA 4303), and were subsequently prepared on the basis of the format agreed during the inception visit. Of this list of 5 projects 4 were also identified for development into in-depth case studies (TA 4131, RETA 6047, TA 4322, and RETA 6171) due to the availability of documentation and interest in the projects. A process for developing short case studies was agreed with Randy Dacanay working in the ADB's headquarters in Manila to collate the documentation available, talk to project officers and prepare a draft of the study. It is noted in the Interim Report in December 2006 that progress of short case study development had been much slower than expected. This was due, in the main, to an under-estimation of the number of days required for short case study development. A total of 20 case studies were developed by the end of 2006, out of a proposed total of 63. While the pace of producing case studies did increase during 2007, the final number of case studies fell short of what was proposed in the original contract. The main reasons for the slow progress during the contract are explored below and include:

- The selection process for case studies and the limited progress made in many of the project selected; and,
- The lack of availability of project documentation, the limited quality of much of that documentation and the difficulties in contacting project officers

2.3 An original list of 78 projects was put forward in June 2006 for development into case studies. This list was further refined and reduced to a list of 69 projects in December 2006 as a result of experience in developing the first round of short case studies. In Annex 2 in the Interim Report of December 2006 a list of 69 projects to be covered by both in-depth and short case studies, sets out 19 in-depth and 50 short case studies. An update of the list looking at those case studies that were submitted and those that were dropped during the work in 2007 shows that a total of 19 case studies were dropped, 2 in-depth and 17 short. While this represents only 10% of the total number of in-depth

<sup>1</sup> <http://adb.org/PRF/knowledge-products.asp>

<sup>2</sup> <http://adb.org/Documents/Periodicals/NPRS-PRF/default.asp?p=prf>



case studies, over 33% of the short case studies were dropped. Some of the reasons why so many case studies had to be dropped are explored next.

2.4 As was clear from the start of the contract, slow progress in implementation was an issue that affected the implementation of the NPRS-PRF as a whole. However, one of the main reasons for dropping short case studies was the continued slow progress in implementation in the projects selected. Whilst a range of projects were selected, in many cases further investigation found that implementation was only just getting underway, that the documentation available only referred to management issues around implementation, or that there was insufficient progress to be able to talk about achievements or impact. In the latter stages of project implementation Randy Dacanay used records of progress in the utilisation of TA funds as a proxy indicator of whether to proceed with sourcing documentation and/or contacting the project officer in order to save time. Whilst this did help to a certain extent, a great deal of time was often taken up with this preliminary investigation.

2.5 In the majority of cases selected Randy Dacanay had to source project documentation for both short and in-depth case studies. The files held by Regional and Sustainable Development Department in ADB, where Randy was based, were found to be limited in scope. Further difficulties were experienced by Randy in contacting project officers, including: project officers having moved on or responsibilities for projects having shifted; and, Randy's status as an external consultant, which meant that project officers did not feel compelled to respond to email or telephone enquiries. In many cases the process of assembling the project documentation proved to be as lengthy as the processes of reading and analysing the documents and putting together the draft case studies, something that was not fully anticipated at the start of the contract. Another issue that was not fully anticipated was the process of obtaining comments and clearance for short case studies from project officers. This was an issue that was subsequently resolved with the assistance of ADB staff.

2.6 As is the case for most development organisations, the documentation produced for relatively small-scale and innovative projects is often for specific internal purposes. The majority of the documentation available, such as project officer's back to office reports was primarily focused on reporting progress in project implementation, looking in the main at management issues and was produced too early to look specifically at project outcomes and impacts. Another category of documentation, generally produced by project consultants, was aimed at influencing government or ADB decision-making processes and was thus not made publicly available. This placed limitations on what could be referenced in the case studies and so limited the use that could be made of such documentation. In a more limited group of projects the documentation available was produced for public dissemination. This formed the most useful category of documentation, although there were problems, particularly for the short case studies in identifying evidence of how such documentation had been used and of the impacts of the projects overall. This latter point is explored further in the next section on in-depth case studies.

### 3. In-Depth Case Studies

3.1 A total of 17 in-depth case studies were prepared in the contract - see Annex 2 for the full list. An original set of 15 in-depth case studies was agreed in the contract and was subsequently increased to 18 in response to the decrease in the number of short case studies (see Section 2 above). Due to the lack of documentation for one of the projects it was agreed to reduce the list to a total of 17. As set out in the Abridged Inception Report the in-depth case studies were seen as both an important knowledge product, placing TAs in their regional and national context; and, the main means by which the team could get a sense of what is happening on the ground through talking directly to implementing agencies and government partners. The introduction, the 12 in-depth case studies prepared on the basis of country visits provided valuable insights into both how the NPRS-PRF operated at the country level and into the implementation processes, influence and impact of specific projects. The engagement with project officers and consultants in the development of the other 5 in-depth case studies, while more limited, provided similar information and insights into the processes of project implementation and of using project outputs to achieve influence and ultimately impact. These insights and analysis provided a strong basis for the development of the thematic synthesis studies, giving the depth of analysis where the short case studies gave the broader view.

3.2 A process was set out in the Inception Report for in-depth case study development, which included: an initial desk review of the regional, country and project materials; a country visit to collect

the views of the main stakeholders, including government, donors and consultants; and, case study preparation, including continued involvement of key stakeholders to ensure that the conclusions reflected their views. A number of country visits were proposed in order to take forward this process. The start of the process of preparing the in-depth case studies was delayed by the postponement of the first country visit to PRC, which was initially scheduled for September 2006. The visit to PRC went ahead in March 2007 and preceded with a visit to Thailand and Cambodia in November-December 2006. Visits were planned to Lao PDR, Tajikistan and Pakistan, although for various reasons it was not possible to organise these during the contract. In the case of Lao PDR there were delays in project implementation that meant that the timing of the visit was not suitable. In the case of Pakistan, the government did not approve the country visit. Finally, in the case of Tajikistan, there were insufficient projects to make the visit worthwhile and the other consultant assignment with DFID did not take place. The country visits that did take place made a substantial contribution to the production of both the in-depth case studies and the thematic synthesis studies.

3.3 As is set out in the brief reports prepared for the PRC and Cambodia visits, the meetings with stakeholders, and particularly with government partners, helped greatly in understanding the contributions made by the individual projects and the influence that could be achieved where project officers were involved in implementation. The visits provided an interesting contrast between the example of Cambodia where projects were managed by individual project officers based in mainly Manila, and that of PRC where the national government played a key role in the selection of PRF projects and were thus considered as part of the government's portfolio. The existence of DFID China country office also helped close coordination on the ground, although most of the ADB project officers are physically based in Manila. Many of these issues are explored in the thematic synthesis paper on Process and Influence. As a result of these two visits nine in-depth case studies were prepared and submitted in April and May 2007 (see Annex 2). A further three in-depth case studies were prepared in draft for sub-regional projects in the GMS (RETA 6171 and RETA 6190 submitted in draft only due to slow progress in both projects) and for one inter-regional project (RETA 6188 finally submitted in November 2007).

3.4 During the inception visit to Manila in May 2006 the SDDirect team met with the project officer for a number of NPRS-PRF projects implemented in the Pacific (TA 6047). On the basis of this initial meeting and a review of the substantial documentation available from these projects a first draft of an in-depth case study was prepared. The process used to further develop this case study was to: share the draft with the project officer and make a request for consultant contacts; discuss the draft and questions raised with the consultants involved in various stages of implementation and use the responses to develop a further draft of the case study; and, share further iterations of the draft case study with the project officer for further refinement. This approach to developing the case study had obvious limitations. In particular, it was not possible to get the perspectives of government partners on the projects in question, perspectives that were of real interest in the country visits.

3.5 In the relatively limited time available to select and complete the remaining in-depth case studies this approach was found to be effective. A further four in-depth case studies were prepared using this approach and were submitted in between August and November 2007 (TA 3781, TA 4383, TA 4319, TA 4015). In each case an initial working draft of the case study was prepared by the SDDirect team working closely with the NPRS-PRF Secretariat: making initial contact with the project officers; collecting together the available documentation and in some cases preparing an initial draft in Manila; and, preparing the working draft in UK. The team used this working draft as the basis for beginning a dialogue with ADB project officers and, in a number of cases, with project consultants, to collect and analyse further documentation and to develop the drafts of the case study. In all cases the project officers were very responsive and helpful, although it was not possible in all cases to make contact with the consultants involved.

## 4. Thematic Synthesis Studies

4.1 A total of six thematic synthesis studies were prepared in the contract, five focused on 'sectoral' themes and one looking more broadly at the processes of how projects were used for influencing – see Annex 3 for inputs and status of the studies. The thematic synthesis studies were based primarily on the materials from the short and in-depth case studies. The six studies used these materials to explore broader themes of interest within ADB and the wider development community,



setting them in the context of ADB's policy and development debates. The final thematic synthesis studies looked at:

- Pro-Poor Infrastructure - planning to ensure the impact of infrastructure investments on poverty reduction, infrastructure investments that are focused specifically on the poor, and mitigating the potentially negative effects of infrastructure development.
- Poverty, Natural Resource Management and the Environment – enhancing understanding of the local-level poverty-environment linkages within the specific policy, program and project context, integrating poverty concerns into primarily environmental programmes, and incorporating poverty and environmental concerns within initiatives associated with the region's rapid economic growth and regional integration.
- Inclusion, Equity and Targeting - addressing inequality and social exclusion by mainstreaming concerns within ADB projects; and developing targeted projects specifically designed to promote inclusion, promoting poverty reduction by tackling gender-based inequalities and discrimination, and removing barriers to participation as a first step to realising gender equality and inclusion for poor people.
- Pro-Poor Policies and Strategies – supporting pro-poor policy development, supporting the implementation of PRSP loans, budget support and program loans, and strengthening partnerships and building institutional capacity.
- Regional Cooperation, Integration and Poverty – the importance of the process of consensus building on poverty and poverty-reducing policies in RCI, inclusion of the poor in the benefits of RCI, and the issue of regional public goods and mitigation of potential negative impacts.
- Process and Influence – the use of a series of NPRS-PRF funded projects in the Pacific, the development of a portfolio of projects in PRC, and issues around research dissemination and capacity-building in the GMS.

4.2 In the Expanded Inception Report a set of six studies was agreed:

Sectoral Themes -

- Policies and strategies – projects that support the development of local and national level poverty reduction policies and strategies;
- Pro-Poor Infrastructure – projects that are aimed at developing innovative approaches to including the poor in Transport, Energy and Urban Development;
- Regional Integration and Poverty – projects that are aimed at developing an understanding of the linkages between regional integration and poverty reduction;
- Transition and Reform – projects developing an understanding of the impact of processes of globalisation, sectoral restructuring and privatisation and developing innovative approaches to mitigate these impacts;

Cross-cutting Themes -

- Inclusion, Equity and Targeting – examining the coverage of the full range of cross-cutting themes in the portfolio, drawing out examples of good practice to help in developing future guidelines; and,
- Process and Influencing – looking at issues in the implementation of the TAs in the portfolio and focusing particularly on their strategic use in country programmes.

4.3 In the December 2006 Interim Report preliminary lists of projects against each of the themes were listed and provisionally agreed. It was at this stage that the suggestion was made that the study on Inclusion, Equity and Targeting should have a more 'sectoral' focus rather than being a review of the NPRS-PRF portfolio as a whole. It was also agreed that the proposed Transition and Reform study focus on changes taking place in the management of natural resources and the environment and their impact on poverty. In the report SDDirect drew attention to the effect of delays in producing the case studies, the source material for the development of the thematic synthesis studies. A revised schedule and set of critical milestones was proposed, set out in the first contract variation in December 2006.

4.3 On completion of the first substantive drafts of in-depth case studies and of a good range of short case studies by May 2007, short working drafts of all six thematic synthesis studies were submitted to ADB for comment on 5 May 2007. Valuable and detailed comments were received from Sonomi Tanaka between 16-26 May on each of the working drafts. The SDDirect team began work in June 2007 to identify suitable experts to input into the development of the thematic synthesis studies, as was set out in the original proposal. An initial discussion of expert inputs into these studies took



place on 25 June 2007 by teleconference in which some experts were agreed while ADB undertook to suggest other experts. Throughout this time work continued on developing the thematic synthesis studies in response to the comments received in order to have them ready for the expert inputs in August 2007.

4.4 Work was begun on the final contract variation, which included the specified expert consultants in early July 2007. Given the time of year it was only possible to prepare the contract variation for submission by the end of August 2007, the end date of the original contract. ADB additionally proposed KAS Murshid for one of the studies in August 2007. The contract variation was submitted by SDDirect on 12 September 2007, further information was requested by the ADB contract team on 3 October 2007 and the contract variation agreed on 26 October 2007. To take into account the delays experienced, the expert inputs were re-arranged and first drafts of the thematic synthesis studies were submitted to ADB between 9 and 15 November 2007. In response to further useful comments made by ADB revised drafts of the six thematic synthesis studies were submitted between 19 November and 7 December 2007.

4.5 With regard to the focus and analysis of the thematic synthesis studies there is one general comment that can be made with regard to the critical view that could be taken and the depth of analysis possible. As is set out in Sections 2 and 3 above, the general lack of information about the specific outcomes and, particularly, the impacts of the projects meant that it was not possible in most cases to take a truly critical view of what the projects were able to achieve. The visits to Cambodia and PRC provided rich material, from project officers, consultants and particularly from government partners, on the relevance of project objectives and on the achievement of outcomes and impacts. The visit to PRC provided an example where the government and DFID was involved in the selection, implementation and dissemination of results, all of which helped to contribute to impact. Whilst the other in-depth case studies and the short case studies looked at outcomes and, to a certain extent, impacts, there was very limited evidence to back up conclusions drawn, which in itself limited the critical analysis that could be carried out.

## 5. Other Proposed Outputs

- 5.1 The original terms of reference additionally listed other key outputs from the contract:
- Publication-ready version of one overall NPRS-PRF synthesis paper (about 50 pages) based on all the above;
  - Assistance to project officers and DMC counterparts in preparing about 20 media articles; and,
  - Assistance in preparing about 12 draft academic articles and identification of relevant external peer reviewers for each topic.

5.2 With regard to the overall NPRS-PRF synthesis paper, it was agreed that this would be replaced by the two cross-cutting thematic synthesis studies on Inclusion, Equity and Targeting and Process and Influence.

5.3 With regard to assistance in the preparation of media articles, no requests for such assistance were made during the contract. With regard to assistance in the preparation of academic articles, in most cases where wider dissemination was sought there were more appropriate channels identified by ADB project officers themselves, such as ADB's own publications. Again, no requests were made for such assistance. However, overall it should be noted that, due to the delays experienced in preparing the short, in-depth and thematic synthesis case studies, there was insufficient time to pro-actively offer such assistance on the part of SDDirect.

5.4 In addition to the inputs set out in the contract the SDDirect team was able to make a limited contribution to the Inclusive Growth and Poverty Reduction Forum that was organised on 8-9 October 2007 in Manila, presenting a short overview paper in Session 6: Poverty Reduction & Inclusion – Messages from NPRS and PRF Poverty Funds Initiatives<sup>3</sup>.

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<sup>3</sup> All of the materials are available at the Forum website: <http://www.adb.org/Documents/Events/2007/Inclusive-Growth-Poverty-Reduction/>

## 6. Lessons Learned and Recommendations

6.1 The key lessons that SDDirect have learned as a result of this contract are:

- That such a contract requires a great deal of administrative time, something that will be budgeted for more realistically in the future.
- That more time needs to be invested in the communications side of working as a virtual team, with investments in more direct face-to-face communications being a key element.
- The balance of inputs for the contract needed to better reflect the progress in the NPRS-PRF portfolio, with more time devoted later in the contract. In particular time should have been invested by the consultants in understanding the portfolio as a whole, looking in detail at the progress made on individual projects and the documentation available in order to schedule the work effectively. Having made these preparations more time could have been devoted later in the contract on producing case studies based on documentation available
- It would have been useful to spend time with a wider range of ADB staff throughout the period of the contract, through interviews and workshops, and to have relied less on email and telephone conversations. This would have been useful to explore the selection of projects and of themes for further exploration as well as for testing the kinds of products of most use to ADB staff and DMC partners. It would have been particularly helpful in the final phases of the contract, for the presentation and validation of key thematic findings and for ensuring that the products met the needs of the widest range of stakeholders.
- The importance of seeing and understanding projects in the field, both to understand processes of implementation in innovative work and to begin to explore the impacts that can be made. The visits to Cambodia and PRC provided valuable opportunities to talk to a range of stakeholders, particularly ADB staff, government partners and consultants, and to compare their perspectives on the NPRS-PRF projects. It may have been possible to make better use of regional and Manila-based project workshops where country visits were not possible.

6.2 The recommendations made draw on the lessons learned for the organisation and are grouped into two areas: a more participative approach to product preparation; and, ensuring the final products meet the needs of a wider audience.

**Product Preparation** – The first recommendation is primarily for SDDirect, that product preparation should involve a greater range of stakeholders, and particularly stakeholders at the national level. In order to do this it is recommended that:

- Time be devoted to interacting more directly with project officers, consultants and national stakeholders in order to ensure that the views of as wide a range of stakeholders as possible is included. One major implication of this recommendation for ADB is that the number of projects that could be covered would have to be reduced. The key benefits would be in terms of the depth and breadth of analysis that such interaction would produce.
- A participatory approach to be used in collecting data, presenting the preliminary analysis and agreeing on appropriate products for dissemination. This could be done in two ways: either through workshops with thematic groups in Manila or regionally; or through a series of country and/or regional visits to explore specific themes.
- The findings and approaches are presented to key stakeholders in the form of a large workshop in order to validate the overall conclusions, gather further views and perspectives and agree on the means of dissemination.

**Final Products** – The second recommendation is for both SDDirect and ADB, that in order to ensure that the conclusions and lessons learned from the NPRS-PRF are disseminated as widely as possible, it is recommended that products are as focused and specific as possible. In order to do this it is recommended that:

- In the process of data collection and analysis the views of as many stakeholders as possible are reflected and that time also be devoted to identifying the most appropriate means of dissemination. A good example of this was the short policy notes in local languages that were developed by ADB in PRC to be disseminated at specific events, such as policy meetings.
- The analysis should be based on more than just analysis of documents available and should include specific inputs on country context, such as through working with national consultants



as in Cambodia and PRC and the involvement of a wider range of stakeholders in confirming the analysis of impacts.

- A much wider range of project documentation, critical analysis of outcomes and impact of individual projects and summaries of overall findings be made as widely available as possible. There are some good examples in the NPRS-PRF portfolio where consultants' reports and other project documentation has been made publicly available. This can be complemented the knowledge products such as those produced in this contract and shorter summaries, such as those produced in PRC, to ensure as wide a dissemination of experience as possible.



## Annex 1 – Short Case Studies Status

	Country	Case study RETA/ Activity
1	PRC	TA 4222 Policy study on Poverty Reduction
2	PRC	TA 4402 Heating supply for urban poor in Liaoning province
3	PRC	TA 4649 Alternative Energy Supply for Rural Poor in remote Areas
4	PRC	TA 4142 Fighting Poverty through HIV/AIDS on Road Projects in Yunnan Province
5	PRC	TA 4215 Safe Drinking Water and Sanitation for the Rural Poor
6	PRC	TA 4322 Poverty Impact of Area- wide networks
7	PRC	TA 4580 NGO Government partnerships in village level poverty alleviation
8	PRC	TA 4430 Rural Finance reforms and development of mirco-finance institutions
9	PRC	TA 4307 Poverty reduction in key forestry conservation programs
10	PRC	TA 4308 Poverty reduction in grassland improvement program
11	Tajikistan	TA 4664 Farm analysis and awareness raising for debt resolution
12	Azerbaijan	TA 4621 Participatory Strategy Development and Implementation for Achieving the MDGs <b>Prepared but not published</b>
13	Kyrgyz Republic	TA 4405 Study on Pricing Systems and Cost recovery Mechanisms for Irrigation
14	Uzbekistan	TA 3781 Comprehensive medium-term strategy for improving the living standards of the people of Uzbekistan
15	Pacific	TA 6157 Strengthening Poverty Analysis and Strategies in the. Pacific
16	Sub-regional	TA 6177 Mainstreaming gender into poverty reduction strategies in Central Asian Region
17	Sub-regional	RETA 6315 Remittance and Poverty in Central Asia and South Caucasus
18	Sub-regional	RETA 6247 and 6316 HIV/AIDS risk reduction among ethnic minority groups
20	Sub-regional	RETA 6115 Poverty reduction in upland communities through improved community and industrial forestry
21	Sub-regional	RETA 6118 Promoting NGO support for poverty alleviation in the GMS subregion
22	Cambodia	TA 4575 – Cambodia Business Initiative for Rural Development (C-BIRD)
23	Cambodia	TA 4574 Community Self- Reliance and Flood Risk Reduction
24	Cambodia	TA 4037 Broadening Support for the NPRS
25	Cambodia	TA 4131 Preventing Poverty and Empowering Female Garment workers affected by the changing International Trade environment
26	Cambodia	TA 3947 Sustainable Employment Promotion for Poor Women
27	Cambodia	TA 4376 Capacity building for the Tonle Sap poverty reduction initiative
28	Cambodia	TA 4283 Participatory poverty study of the Tonle Sap Basin
29	Cambodia	TA 4777 Dormitories and Learning Centers for Secondary School Girls – Cambodia
30	Cambodia	TA 4755 Developing Deposit Services in Rural Cambodia
31	Lao PDR	TA 4627 Public expenditure planning for NGPES
32	Lao PDR	TA 4434 Poverty reduction through tenure consolidation, participatory natural resource management and local community skills building
33	Lao PDR	TA 4108 Integrating the poor in regional trade through standard-setting for private sector operations
34	Lao PDR	TA 4339 The Extent and Impacts of Gender Inequality in Women's Access to Land, Forests and Water Resources on Poverty Reduction
35	Inter-Regional	TA 6171 Reviewing poverty impact of regional economic integration in the GMS
36	Inter-Regional	TA 6224 Pilot Testing Participatory Assessment Methodologies for Sustainable and Equitable Water Supply and Sanitation Services (Vietnam and Sri Lanka)
37	Vietnam	TA 4331 Support pro-poor health policies in Vietnam
38	Vietnam	TA 4276 Developing a Social Security System in Vietnam
39	Vietnam	TA 4205 Early Child Development for the Poor
40	Vietnam	TA 4028 Transport Services- Networks for the Poor
41	Vietnam	TA 4453 Supporting the preparation of law on gender equality

42	Marshall Islands	TA 4653 Increasing ownership and effective demand for improved urban waste management and disposal
43	Pakistan	TA 4602 Support to implementation of gender reform action plans
44	Bangladesh	TA 4303 Strengthening Capacities for Poverty Monitoring and Evaluation
45	Bangladesh	TA 4707 Participation of the Urban Poor in Municipal Governance
46	Nepal	TA 4760 Enhancing poverty reduction impact of road projects
47	Nepal	TA 4353 Promoting Pro-poor and Gender Responsive Service Delivery Project
48	Sri Lanka	TA 4761 Meeting Risk Management Demands for the Poor
49	Sri Lanka	TA 4110 Information in the Hands of the People
50	Maldives	TA 4591 Developing a Results-Oriented 7 <sup>th</sup> National Plan
51	Inter-Regional	TA 6120/ 6308 Scaling-up of the Social Protection Index for committed poverty Reduction
52	Inter-Regional	RETA 6243 Strengthening Malaria Control for Ethnic Minorities in the GMS
53	Inter-Regional	RETA 6113 Making Markets Work Better for the Poor
54	Inter-Regional	RETA 6170 Pilot Project on Institutionalizing Civil Society Participation to Create Local Pro-Poor Budgets
55	Inter-Regional	RETA 6130 Study of urban violence in Asia; towards more effective urban targeting - 2 cities, Dhaka and Phnom Penh
56	Inter-Regional	RETA 6109 NGO Partnerships for poverty reduction
57	Inter-Regional	RETA 6248 Legal empowerment for women and disadvantaged groups
58	Inter-Regional	TA 3955+4252+4277 Engagement of a poverty consultant at the Cambodia Resident Mission

## Annex 2 – In-Depth Case Studies Status

1	PRC	TA 4322 Poverty Impact of Area- wide networks	Submitted May 2007
2	PRC	TA 4580 NGO Government partnerships in village level poverty alleviation	Submitted May 2007
3	PRC	TA 4430 Rural Finance reforms and development of mirco-finance institutions	Submitted May 2007
4	PRC	TA 4307 Poverty reduction in key forestry conservation programs	Submitted May 2007
5	PRC	TA 4308 Poverty reduction in grassland improvement program	Submitted May 2007
6	Mongolia	TA 4383 Participatory poverty assessment and monitoring	Submitted Nov 2007
7	Uzbekistan	TA 3781 Comprehensive medium-term strategy for improving the living standards of the people of Uzbekistan	Submitted Oct 2007
8	GMS	TA 6190 Preventing the trafficking of women and children	Submitted as first draft only – Oct 2007
9	GMS	TA 6171 Reviewing poverty impact of regional economic integration	Submitted as first draft only –Oct 2007
10	Inter-regional	TA 6188 Establishing legal identity for social inclusion	Submitted Nov 2007
11	Cambodia	TA 4131 Preventing Poverty and Empowering Female Garment workers affected by the changing International Trade environment	Submitted Apr 2007
12	Cambodia	TA 3947 Sustainable Employment Promotion for Poor Women	Submitted Apr 2007
13	Cambodia	TA 4376 Capacity building for the Tonle Sap poverty reduction initiative	Submitted Apr 2007
14	Cambodia	TA 4283 Participatory poverty study of the Tonle Sap Basin	Submitted Apr 2007
15	Pacific	TA 6047, 6061, 6245 Preparation of National PRSPs in Pacific DMCs	Submitted Aug 2007
16	Pakistan	TA 4015 Enhancing Capacity for Resource Management and Poverty Reduction in Punjab	Submitted Oct 2007
17	Pakistan	TA 4319 Determinants and drivers of poverty reduction and ADB's contribution in rural Pakistan	Submitted Oct 2007

## Annex 3 – Thematic Synthesis Studies Inputs and Status

Title	Inputs	Status
Pro-Poor Infrastructure	Katherine Bricknell Lina Payne Alice Kerr-Wilson Francis Watkins  Expert - Tasneem Salam	Working Draft – 19/09/07  First Draft – 13/11/07  Revised Draft – 3/12/07
Poverty, Natural Resource Management and the Environment	Lina Payne Alice Kerr-Wilson Francis Watkins  Expert - Susanne Turrall	Working Draft – 29/08/07  First Draft – 9/11/07  Revised Draft – 19/11/07
Inclusion, Equity and Targeting	Alice Kerr-Wilson Francis Watkins  Expert - Lina Payne	Working Draft – 23/08/07  First Draft – 9/11/07  Revised Draft – 19/11/07
Pro-Poor Policies and Strategies	Lina Payne Alice Kerr-Wilson Francis Watkins  Expert - Clare Ferguson	Working Draft – 20/09/07  First Draft – 9/11/07  Revised Draft – 19/11/07
Regional Cooperation, Integration and Poverty	Lina Payne Alice Kerr-Wilson Francis Watkins  Expert - KAS Murshid	Working Draft – 22/08/07  First Draft – 15/11/07  Revised Draft – 7/12/07
Process and Influence	Lina Payne Francis Watkins	Working Draft – 31/10/07  First Draft – 13/11/07  Revised Draft – 7/12/07

## Annex 4 - Calendar of Proposed and Actual Outputs

	Initial Schedule – May 2006	Revised Schedule – Dec 2006	Actual Outputs
<b>Apr 2006</b>			
<b>May</b>			
<b>Jun</b>	15 Short Case Studies		
<b>Jul</b>			
<b>Aug</b>			
<b>Sep</b>			
<b>Oct</b>	15 Short Case Studies		
<b>Nov</b>			
<b>Dec</b>		20 Short Case Studies	20 Short Case Studies
<b>Jan 2007</b>	15 Short Case Studies	4 In-Depth Case Studies	
<b>Feb</b>			3 Short Case Studies
<b>Mar</b>			
<b>Apr</b>	15 Short Case Studies	20 Short Case Studies	13 Short Case Studies 5 In-Depth Case Studies
<b>May</b>			4 Short Case Studies – 2 May Total of 40 Short Case Studies 5 In-Depth Case Studies
<b>Jun</b>		10 In-Depth Case Studies	
<b>Jul</b>	15 Short Case Studies	23 Short Case Studies 4 In-Depth Case Studies	
<b>Aug</b>			1 In-Depth Case Study
<b>Sep</b>			
<b>Oct</b>			4 In-Depth Case Studies 11 short cases direct to ADB with cc to SDD (as agreed by all).
<b>Nov</b>			Submission of final 6 Short Case Studies – 7 Nov  Submission of final 4 In-Depth Case Studies Acceptance of 13 In-Depth Case Studies and agreement to deal with 2 others.  Submission of 6 Thematic Synthesis Studies
<b>Dec</b>			Acceptance of 4 Thematic Synthesis Studies