

ADB

Regional and Sustainable Development Department

Strategic Business Plan

2006–2008

Asian Development Bank



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The Asian Development Bank (ADB) operates in one of the world's most economically dynamic regions.

The ADB's long-term strategic framework for 2001–2015 sets out a strategic framework for ADB's actions to pursue its vision of an Asia and Pacific region free of poverty.¹ The strategic priorities of ADB for 2006–2008 is guided by the Medium Term Strategy II (2006–2008).²

The region's development process is largely driven by two factors:

- **investment**
- **knowledge**

ADB's developing member countries (DMCs) look to ADB for assistance in both investment and knowledge. The emphasis between these two is increasingly moving towards knowledge.

DMCs seek to learn from the successful experiences of others in the region, and in other parts of the world. Among other sources, they look to ADB to provide this knowledge.

¹ ADB. 2001. Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: the Long-Term Strategic Framework of the Asian Development Bank (2001–2015). Manila.

² ADB. 2006. Medium-Term Strategy II 2006–2008. Manila.

Regional and Sustainable Development Department (RSDD)

ADB's support for its DMCs is region-based. ADB has five regional departments, one dedicated to each of the five regions of Asia and the Pacific.

RSDD operates as an internal support link and knowledge center within ADB. This is especially necessary as ADB frontline operations are implemented on a regional basis. Therefore, there is a continuing need for:

- **an anchor** for sector and thematic strategic directions in key areas of ADB's operations,
- **a linking service** to facilitate cross-fertilization of ideas and experiences between regional departments,
- **a knowledge center** for capturing, consolidating, storing, and disseminating knowledge obtained through regional operations and by following international developments,
- **a reference center** for the region on regional and international trends in sectors and thematic areas, and
- **a center for developing new business areas**, and developing and implementing new business concepts.

Mission

Promote quality, knowledge, and innovation for sustainable development

RSDD serves both ADB's internal needs and the needs of its external clients in the region.

- For ADB, it is a key catalyst of quality and excellence in operations
- For DMCs, it is a knowledge center and a source of innovative approaches to development

Key Result Areas

RSDD's Key Result Areas (KRAs) represent areas in which it plans and delivers concrete and tangible outputs.

The KRAs emerge from its mission and mandate. These are to:

- support quality and compliance in ADB operations
- provide knowledge support
- create innovation services

Key Result Areas

KRA 1: Support Quality and Compliance in ADB Operations

Objectives

- Provide upstream operational support to operations departments (ODs) for country strategy and programs (CSPs) and complex projects (e.g. sectoral and thematic assessments) through technical, strategic, and knowledge contributions
- Rationalize policies and strategies
- Support due diligence and compliance responsibilities for projects
- Support project implementation on a selective basis

Targeted Outputs

- Technical contributions in the field in operations as agreed with each operations department (these include CSPs and project processing, with particular focus on complex and challenging projects)
- Technical contributions through document reviews
- Operational support and compliance reviews for the safeguard policies
- Rationalized policies and strategies
- Due diligence reviews

KRA 2: Knowledge Support

Objectives

- Promote knowledge development and knowledge sharing within ADB and the region
- Act as focal point for specific sectors and themes under RSDD purview with respect to staffing competencies, training, and external relations based on the advice of Communities of Practice (CoPs)
- Anchor sector/thematic committees and networks

Targeted Outputs

- Knowledge products for ADB, DMCs, and the region, such as issues papers; briefing and technical notes; good practice documentation; publications and flagship reports
- Sector and thematic regional databases
- Support from the KM Help Desk on sector/thematic issues
- Retrospective and annual reports for selected sector and thematic areas
- ADB-wide knowledge management systems and processes
- Links with regional and international institutions for the concerned sector/thematic area

KRA 3: Innovation Services

Objectives

- Ensure ADB is at the forefront of key development issues in sectors and themes under RSDD purview
- Create new business concepts and development approaches for ADB in its work with DMCS and with development partners

Targeted Outputs

- New instruments, modalities, and product structures
- Assistance to ODs in applying these new modalities including pilot testing
- Technical work on selected Asia-wide development issues and themes to advance innovative development thinking in the region
- New business opportunities for ADB, assessment of their potential, and assistance for mainstreaming them into ODs' operations

While these KRAs generally guide the operations of RSDD, they are further broken down into specific and targeted outputs by the divisions of RSDD.

Key Strategic Elements

■ Selectivity and Focus

RSDD has limited resources. It must use them to their greatest comparative advantage. Thus, selectivity and strategic focus in its operations are essential.

■ Professional Excellence

As a center of knowledge and a facilitator of quality in ADB operations, RSDD must bring to each of its contributions true value and professional excellence.

■ Service Orientation

It is essential that RSDD remains client-driven. This requires constant dialogue with clients to identify priority needs.

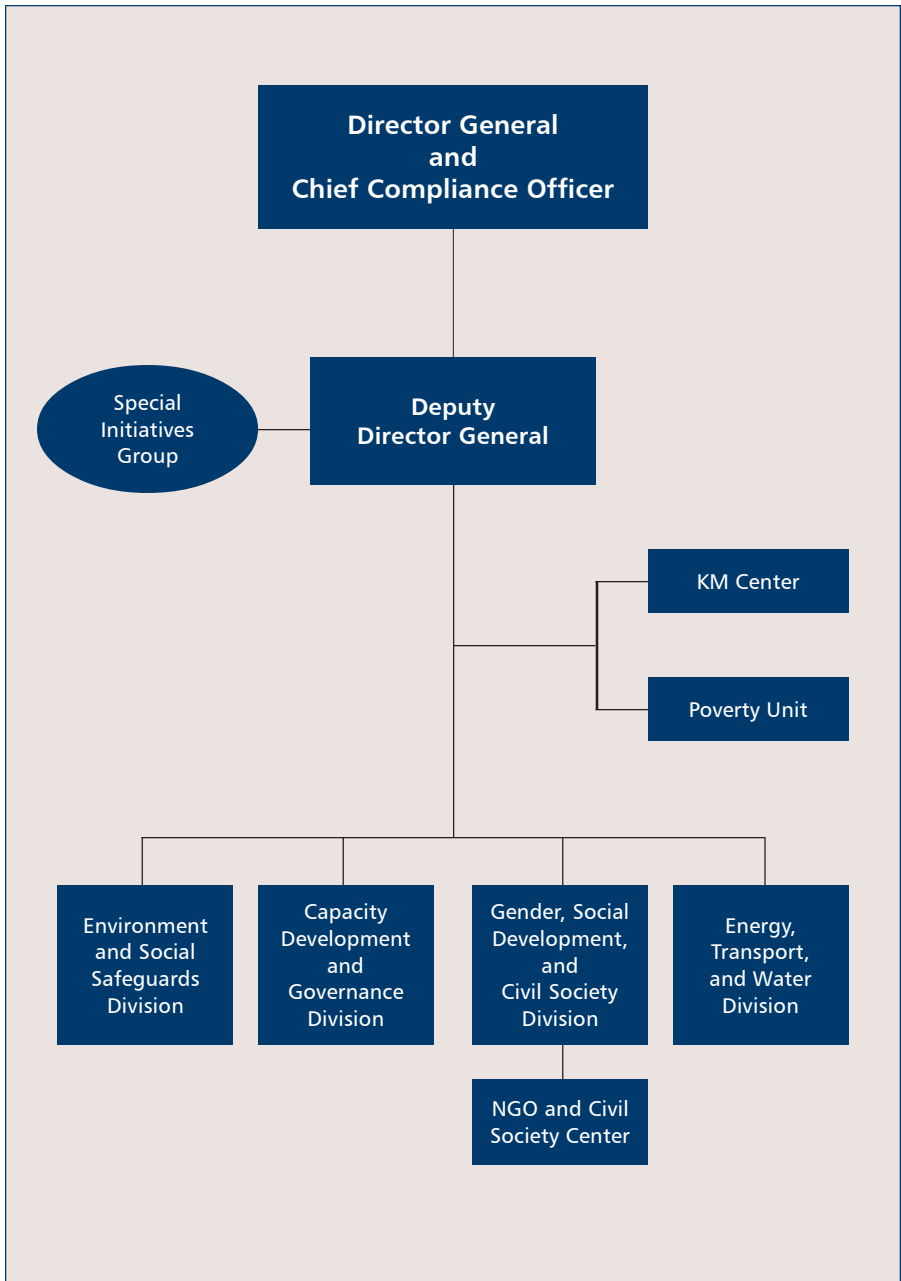
■ Tangible Outputs

RSDD must demonstrate value added. Therefore, it needs to keep a focus on tangible outputs that are responsive to client needs.

■ A New Structure

A new structure is in place that better responds to client needs while making optimal use of constrained resources.

RSDD Structure



Key Structural Elements

RSDD has established within its structure a mix of divisions, units, and a Special Initiatives Group (RSOD-SI), which allows it flexibility in its operation and staffing. RSDD's different divisions and units cover the following areas:

- **Environment and Social Safeguards Division (RSES)** Environment and social safeguards
- **Capacity Development and Governance Division (RSCG)** Governance; capacity development; education, including e-learning and science and technology; emergency preparedness and response; and financial due diligence
- **Gender, Social Development and Civil Society Division (RSGS)** Social development, gender, HIV/AIDS and communicable diseases, and engagement of the civil society organizations (CSOs)
- **Energy, Transport, and Water Division (RSID)** Energy; transport; and water, including urban development
- **Poverty Unit (RSDD-PU)** Poverty reduction and millennium development goals (MDGs)
- **Knowledge Management Center (RSDD-KM)** Knowledge management
- **Special Initiatives Group (RSOD-SI)** Innovation and efficiency initiative (IEI) and special initiatives (SI)

Each division/unit has a dual set of functions: maintenance and innovation. The quality, compliance, and knowledge support provided by RSDD on a day-to-day basis represents the department's "maintenance" functions. However, each RSDD division/unit is also expected to set aside resources to undertake innovative research on development issues pertinent to its sector/thematic areas. Such research must always be responsive to the needs of ODs and/or developments within the region.

The Special Initiatives Group represents an organizational innovation and is intended to be a flexible institutional mechanism. Its mandate is to focus on bringing innovative and responsive solutions to the major emerging challenges in the region, providing ADB with a continuing source of new ideas and business opportunities in development. The Special Initiatives Group is staffed in a flexible manner, allowing for engagement of high-value skills on a contract, short-to-medium term basis to provide issue-specific support, as needed. It works collaboratively with the divisions and units of RSDD.

RSDD is identifying about three to five of the strategically most significant issues and categorize them as Special Initiatives. These will become the focus of RSDD's new Special Initiatives Group.

Environment and Social Safeguards Division (RSES)

Purpose

- To support the strategic focus and quality of ADB operations in the environmental area
- To promote compliance of ADB operations with Safeguard Policies

Outputs

KRA 1: Operations Support

- Operations support for complex/ sensitive projects and CSPs/ regional cooperation strategy and programs (RCSPs)
- Safeguard policy update
- Safeguard compliance review and monitoring
- Training in implementation of safeguard policies
- Global Environment Facility facilitation

KRA 2: Knowledge Support

- Knowledge products: good practices, technical notes, among others
- Annual and Retrospective Reports
- Institutional Focal Point on Environment
- Support for Environment Committee, Resettlement Network
- Websites, global, and regional networks

KRA 3: Innovation Services

- Country safeguards system
- Poverty—Environment Program
- Clean Air Initiative
- Environment Investment Opportunities
- Corporate social responsibility

Capacity Development and Governance Division (RSCG)

Purpose

- To support the strategic focus and quality of ADB operations in governance; capacity development; education, including e-learning and science and technology; emergency preparedness and response; and financial due diligence
- To be a client-driven expert division to develop good practice and innovative approaches in these areas

Outputs

KRA 1: Operations Support

- Corporate support
 - Policies, strategies, frameworks, and monitoring of their implementation
 - Retrospective reviews
 - Support human resource activities
- Direct Operational Support
 - Technical inputs
 - CSP and project missions
 - Financial due diligence

KRA 2: Knowledge Support

- Capacity Building and Knowledge Management
 - Improved staff capacity: training and knowledge products
 - Improved access to and dissemination of knowledge: websites, and support for committees and networks
- External networks and contacts
- Institutional focal point for RSCG's areas

KRA 3: Innovation Services

- Innovation services based on a business process that involves
 - Identification of approaches to innovation (internally and externally)
 - Assessment and test of ideas
 - Development of a strategy to communicate and mainstream successfully tested innovations

Gender, Social Development, and Civil Society Division (RSGS)

Purpose

- To support the strategic focus and quality of ADB operations in social development, gender, HIV/AIDS and communicable diseases, and to strengthen engagement of civil society
- To develop good practices and innovative approaches in social development, gender, HIV/AIDS and communicable diseases, and civil society engagement

Outputs

KRA 1: Operations Support

- Operational support for selected projects and CSPs/RCSPs
- Support on HIV/AIDS, communicable diseases
- Gender mainstreaming and better functioning labor markets
- Strengthened partnerships with nongovernment organizations (NGOs)/civil society organizations (CSOs)
- Rationalized policies/strategies

KRA 2: Knowledge Support

- Knowledge products: good practices, technical notes, among others
- Annual and retrospective reports
- Institutional focal point on areas covered by RSGS
- Support for committees and networks
- Websites, global, and regional networks

KRA 3: Innovation Services

- Community-driven development approaches
- Social/gender analysis in new business processes, sector-wide approaches (SWAPs), and program-based lending
- Combating trafficking of women and children
- Social development within private sector development

Energy, Transport, and Water Division (RSID)

Purpose

- To support the strategic focus and quality of ADB operations in the sectors of energy, transport, water, and urban development
- To develop good practice and innovative approaches to development in energy, transport, water, and urban development

Outputs

KRA 1: Operations Support

- Operational support for CSPs/RCSPs and selected projects—technical support, sector road maps, and missions
- Rationalized sector strategies in energy, transport, water, including urban development and monitoring of their implementation

KRA 2: Knowledge Support

- Knowledge products: good practices, technical notes, among others
- Training initiatives on selected sector issues
- Institutional focal point on areas covered by RSID
 - Global, regional networks
 - Annual and retrospective reports
 - Websites and regional databases
 - Support for committees and networks

KRA 3: Innovation Services

- Flagship projects/programs
 - Transport (sustainable transport, urban transport, mass transit)
 - Energy (energy efficiency, clean energy)
 - Clean Development Mechanism
 - Water supply and waste management

Poverty Unit (RSDD-PU)

Purpose

- To support the strategic focus and quality of ADB operations in implementation of its Poverty Reduction Strategy (PRS)
- To coordinate the implementation of the PRS and overall institutional efforts at achieving the Millennium Development Goals (MDGs)

Outputs

KRA 1: Operations Support

- Operational support in poverty assessments and MDG-related projects
- Monitoring the PRS implementation including annual and sector/theme reports
- Sector/theme/targeting classification systems maintained

KRA 2: Knowledge Support

- Knowledge products: good practices, technical notes, among others
- Internal and external websites
- External links with institutions and networks, and internal knowledge dissemination
- Regional partnership with United Nations (UN) and other agencies on MDGs

KRA 3: Innovation Services

- Regional partnership with UN and other agencies on MDGs
- Joint preparation and dissemination of operationally relevant MDG reports and technical papers with UN agencies

Knowledge Management Center (RSDD-KM)

Purpose

- To support ADB’s knowledge management role and Information and Communication Technology (ICT) in the region
- To facilitate the capture, sharing, and dissemination of knowledge within ADB and in the region

Outputs

KRA 1: Operations Support

- Knowledge management (KM) workshops and brown bags to upgrade operational skills
- Capturing and sharing of knowledge and information
- Skills and Terms of Reference base
- After Action Reviews to facilitate sharing of information and lessons

KRA 2: Knowledge Support

- Institutional focal point on KM, including search and retrieval, taxonomy, analysis of ADB’s knowledge products and services (KPS), RSDD’s KM publications, and e-newsletters
- KM Help Desk
- Secretariat for CoPs and networks
- Intranet and Internet harmonization, RSDD website, external networks information

KRA 3: Innovation Services

- Development of knowledge hubs in the region
- New ideas and publications on knowledge-based economies
- New approach to ICT for development
- KM4Dev-Asia conference organized

Special Initiatives Group (RSOD-SI)

Purpose

- To provide ADB with a continuing source of new ideas and business opportunities in development
- To be ADB’s center for developing and implementing new business concepts and managing the necessary changes

Outputs

KRA 1: Operations Support

- Support to ODs—
IEI implementation,
new financial instruments
- SI, tested financial solutions
- Staff training
- Support to credit committees
on nonrecourse finance

KRA 2: Knowledge Support

- Demand analysis on nonsovereign
borrowers
- Support for country cost sharing
ceiling reviews
- Instruction and information kits
on project structures and
concepts

KRA 3: Innovation Services

- SI in the areas of carbon credits,
water supply and waste
management, urban services,
among others
- SI on municipal finance
- Financial ideas
- Securitization and acquisition
finance concepts

For more information on topics covered by RSSDD, you may also visit the following websites:

Clean Development Mechanism	www.adb.org/CDMF/default.asp
Disaster and Emergency Preparedness	www.adb.org/Tsunami/default.asp
Education	www.adb.org/Education/default.asp
Energy	www.adb.org/SPD/policies-strategies.asp www.adb.org/REACH/default.asp
Environment and Safeguards	www.adb.org/Environment/default.asp www.adb.org/IndigenousPeoples/default.asp www.adb.org/Resettlement/default.asp www.adb.org/Safeguards/default.asp www.adb.org/Vehicle-Emissions/default.asp www.adb.org/projects/pep
Gender and Development	www.adb.org/Gender/default.asp
Governance	www.adb.org/Governance/default.asp
Health	www.adb.org/Health/default.asp www.adb.org/BirdFlu/default.asp www.adb.org/HIV-AIDS/default.asp www.adb.org/Nutrition/default.asp
Knowledge Management	www.adb.org/Knowledge-Management/default.asp www.adb.org/about/cops.asp
NGO/Civil Society Cooperation	www.adb.org/NGOs/default.asp
Poverty Reduction and Millennium Development Goals	www.adb.org/MDGs/default.asp www.adb.org/Poverty/default.asp
Social Protection	www.adb.org/SocialProtection/default.asp
Transport	www.adb.org/SPD/policies-strategies.asp
Urban Development	www.adb.org/urbandev/default.asp
Water	www.adb.org/Water/default.asp

About the Asian Development Bank

The work of the Asian Development Bank (ADB) is aimed at improving the welfare of the people in Asia and the Pacific, particularly the nearly 1.9 billion who live on less than \$2 a day. Despite many success stories, Asia and the Pacific remains home to two thirds of the world's poor. ADB is a multilateral development finance institution owned by 64 members, 46 from the region and 18 from other parts of the globe. ADB's vision is a region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their citizens.

ADB's main instruments for providing help to its developing member countries are policy dialogue, loans, technical assistance, grants, guarantees, and equity investments. ADB's annual lending volume is typically about \$6 billion, with technical assistance usually totaling about \$180 million a year.

ADB's headquarters is in Manila. It has 26 offices around the world and has more than 2,000 employees from over 50 countries.

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