

Evaluation Approach Paper

Thematic Evaluation: ADB Support for Action on Climate Change, 2011–2019

September 2020

Team Leaders: Garrett Kilroy, Senior Evaluation Specialist, IESP (gkilroy@adb.org);
Andrew Brubaker, Principal Evaluation Specialist, IESP (abrubaker@adb.org)

A. Introduction and Rationale

1. This paper sets out the rationale, approach, and methodology for an independent evaluation of Asian Development Bank (ADB) support for action on climate change in Asia and the Pacific. The evaluation will contribute to the implementation of ADB's Strategy 2030, its component operational plans, in particular, to Operational Plan for Priority 3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability.¹

2. The evaluation comes at a critical time for ADB and the region to address climate change as the challenges continue to grow and the implications become more severe. Further, the coronavirus disease (COVID-19) crisis is having a devastating economic effect on developing member countries (DMCs) and it highlights the fragility and interconnectedness of the region. As DMCs rebuild their economies, the recovery period is an opportunity to move towards a more strategic, low-carbon, and green trajectory while at the same time addressing underlying vulnerabilities and improving the climate and disaster resilience of communities and sectors. However, there is also a chance that countries will focus on immediate short-term economic gains at the expense of longer-term climate investment in particular, and many of the wider Sustainable Development Goals. To ensure social distancing, there may also be a move away from urban planning based on density and support for mass transit systems. ADB, as a provider of financing, policy, and technical support, has a crucial role to play in supporting this recovery and transition to ensure it is done sustainably.

3. Globally, climate change has emerged as a core environment and development concern cutting across sectors and countries. The Intergovernmental Panel on Climate Change (IPCC) 2014 report concluded that the warming of the global climate system is unequivocal.² Inaction on climate change could lead to a continued rise in global temperatures by 2100 ranging from 2.5°C to 7.5°C above pre-industrial levels. This would increase the severity and the frequency of extreme weather events, with potentially catastrophic consequences for stable economic development, human life, and prosperity. Developing countries stand to be disproportionately affected by unabated climate change, eroding development gains made to date.³ The Asia and Pacific region is particularly vulnerable to the impacts of climate change. Half of the region's urban population lives in low-lying coastal zones and flood plains, which are areas most at risk from

¹ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

² IPCC. 2013. Summary for Policymakers. In *Climate Change 2013–The Physical Science Basis: Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Cambridge and New York.

³ IPCC. 2014. Summary for Policymakers. In: *Climate Change 2014: Impacts, Adaptation, and Vulnerability, Part A: Global and Sectoral Aspects. Contribution of Working Group II to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Cambridge and New York.

climate change impacts, including sea level rise, storm surges, and tropical cyclones.⁴ Extreme weather events, water scarcity, impacts on food security, and impacts to terrestrial and coastal ecosystems are among the major challenges. Pressures due to urbanization, industrialization, and economic development will be exacerbated by climate change.

4. The international community through the 2015 Paris Agreement on Climate Change at the 21st Conference of the Parties (COP21) marked a significant shift in global efforts to reduce temperature rise this century well below 2°C above pre-industrial levels.⁵ The agreement aims to increase the ability of countries to deal with the impacts of climate change and provide the necessary finance flows to developing countries. Countries aspire to reach global peaking of greenhouse gas (GHG) emissions as soon as possible, recognizing peaking will take longer for developing country. Countries submitted nationally determined contributions (NDCs) as their individual contribution towards meeting this objective, which are communicated every 5 years—each new submission is expected to be increasingly ambitious. ADB has committed to mobilize finance, support investments, build capacity, and provide knowledge and other support needed to assist DMCs in implementing their NDCs. The agreement also intends to significantly strengthen national adaptation efforts, including through support and international cooperation. Other important aspects of the Paris Agreement include establishing a mechanism to contribute to the mitigation of GHG emissions using international carbon markets. The 26th session of the Conference of the Parties (COP26) of the United Nations Framework Convention on Climate Change, due to COVID-19, was postponed to November 2021, to be held in Glasgow, United Kingdom. It will aim to raise ambitions towards a climate-resilient, zero-carbon economy.⁶

5. While current NDCs are necessary, they may not be sufficient to achieve the goals of the Paris Agreement, particularly from Asian countries. The Asia and Pacific region's increasingly urban, middle-income economies are pursuing development objectives and choices (coal generation) that do not always coincide with the pathways including energy mix required for a <2°C world agreed at Paris COP21 and DMC's own NDCs. Based on the current commitments, even if all NDCs were fully implemented, the world would still be on the path to warming between 3.5°C and 4.0°C. To close this gap, there is a need to better link NDCs with long-term mitigation strategies.⁷ However, developing countries need support to follow such a transformational trajectory.

6. Since the early 2000s, Asia is the dominant source of global carbon dioxide (CO₂) emissions. This is twice the level of the Americas and three times that of Europe, which also affect air quality and public health. The People's Republic of China (PRC) and India are the first and second largest emitters of CO₂ amongst ADB's DMCs, with Indonesia ranked third. The PRC and India are also the first and third largest emitters of CO₂ globally. A number of countries are expected to continue using coal as a main source of power generation. Globally, the top six emitters in 2018 covered 67% of global emissions: the PRC (28%), the United States (15%),

⁴ Y. Hijioka et al. 2014. *Asia: Climate Change 2014: Impacts, Adaptation, and Vulnerability. Part B: Regional Aspects. Contribution of Working Group II to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Cambridge University Press: Cambridge.

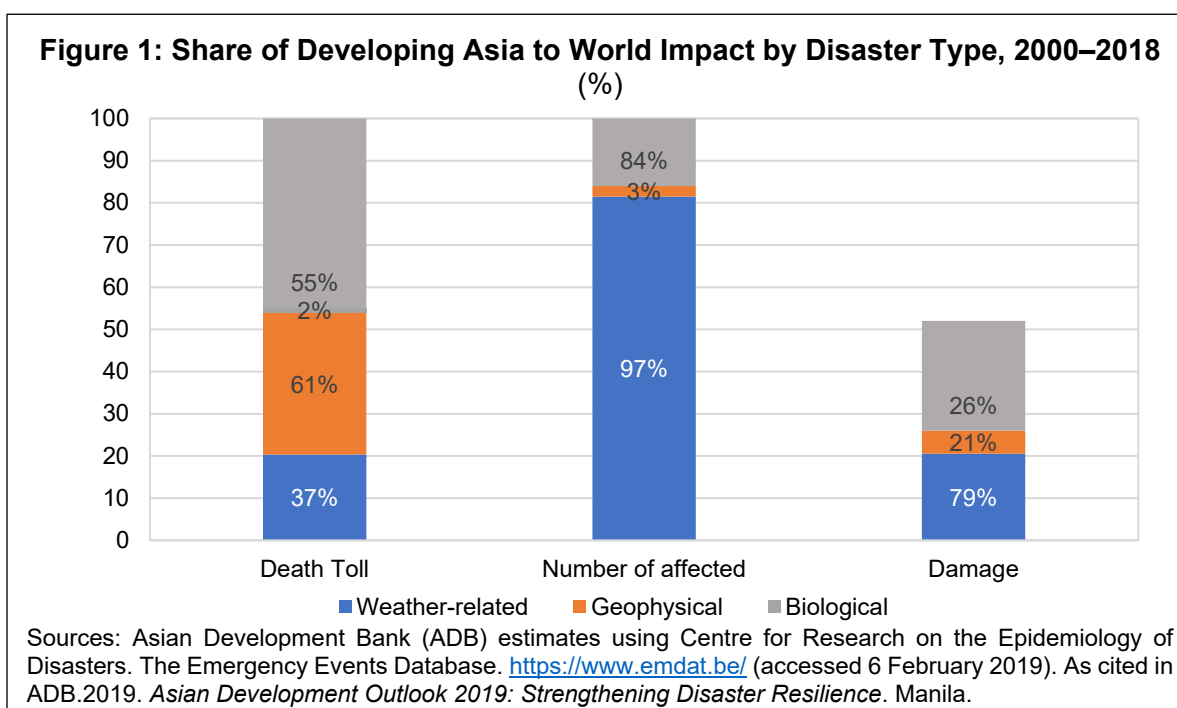
⁵ The Paris Agreement "central aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius."

⁶ A. Sharma. 2020. Increasing ambition towards a climate-resilient, zero-carbon economy. *GOV.UK*. 7 July. <https://www.gov.uk/government/speeches/increasing-ambition-towards-a-climate-resilient-zero-carbon-economy>.

⁷ Organisation for Economic Co-operation and Development. 2020. Aligning short-term climate action with long-term climate goals: Opportunities and options for enhancing alignment between NDCs and long-term strategies. *Climate Change Expert Group*. Paper No.2020(2). Paris.

European Union (9%), India (7%), Russia (5%), and Japan (3%).⁸ The per capita carbon emissions in 2018 were 1.3 tons of carbon (tC) per person per year for the globe, and were 4.5 tC (United States), 1.9 tC (PRC), and 0.5 tC (India) per person per year for the three highest emitting countries, and 1.8 tC for the European Union. Consumption-based emissions have the same global total but reflect the trade-driven movement of emissions across the globe in response to human activities.

7. Asia and the Pacific is one of the most climate vulnerable regions. In addition, the poor are disproportionately impacted by climate risk, and their numbers may increase as climate impacts increase in frequency and magnitude. This is mainly due to a combination of geography and intrinsic physical characteristics, prevalence of natural hazards, highly exposed and densely populated urbanized centers, and often weak institutions. The exposure of communities, ecosystems, and assets in the region to climate impacts has been manifested across the region from receding glaciers in the Himalayas, prolonged and intense droughts in arid zones, heat stress, flooding in coastal zones, and inundation of small island states. Productivity impacts on crop yields and fisheries have also been observed. The Pacific DMCs, other small island developing states (SIDS), and DMCs with deltaic low lying coastal zones are the most exposed and vulnerable to sea level rise and climatic variability, a vulnerability that is existential in nature. Climate change and natural resource degradation have enhanced the region's vulnerability to natural and man-made shocks. From 2000 to 2018, developing Asia accounted for 84% of the 206 million people affected by disasters globally on average each year, with most of these disasters ensuing from extreme weather events such as floods, storms, and droughts (Figure 1).⁹ Asia's vulnerability was reinforced in 2019, with the region covering 40% of all disaster events, and including 45% of the total deaths and 74% of the people affected by disasters globally.¹⁰



⁸ Global Carbon Project. <https://www.globalcarbonproject.org/>.

⁹ ADB. 2019. *Asian Development Outlook 2019: Strengthening Disaster Resilience*. Manila.

¹⁰ Centre for Research on the Epidemiology of Disasters. 2020. Disaster Year in Review 2019. *CRED Crunch*, Issue No. 58, April. <https://cred.be/sites/default/files/CC58.pdf>.

8. The cost of climate action is immense. If the region is to maintain its growth momentum, eradicate poverty, and respond to climate change, developing Asia will need to invest an estimated \$26.0 trillion from 2016 to 2030, of which \$3.4 trillion are for mitigation and adaptation costs.¹¹ Meeting this challenge requires a concerted and coordinated effort to align policies and planning and support investments. Multilateral development banks (MDBs) need to be conduits providing policy and technical support as well as investments. Further, they need to assist DMCs to access finance, including leveraging and reducing risk for private sector investments. Private sector engagement on climate is critical for DMCs and the region to become more resilient and pursue low carbon trajectories and effect transformational change.

9. Recognizing that the poor are often the most vulnerable to climate change effects, the MDBs have prioritized ensuring that financial flows are available to support low carbon development, adaptation, and resilience in line with the Paris objectives.¹² MDBs are important players in the climate finance architecture and are key contributors in supporting developing countries in addressing climate change. Since 2011, MDBs have reported climate finance, based on a jointly developed methodology for climate finance tracking.¹³ The latest joint MDB report highlights that total climate finance from MDBs reached \$61.6 billion in 2019, a 43% increase from 2018. Seventy-six percent of this was for mitigation and 24% for adaptation. To date, cofinancing is increasing but this is driven from public sources and catalyzing private sector investments remains challenging. In addition to the MDB finance delivered in 2019, MDBs report another \$102.7 billion in net climate cofinance—investments from the public (\$47.0 billion or 46%) and private (\$55.6 billion or 54%) sectors—adding up to total climate finance of \$164.2 billion for the year.

10. In terms of climate priorities, a number of MDBs are introducing more ambitious climate agendas, including full Paris alignment. Currently, only climate finance is tracked and reported by MDBs. Under a full Paris alignment scenario, all MDB financial flows are tracked and reported. In December 2018, all MDBs announced a joint framework for aligning their activities with the goals of the Paris Agreement, including reporting on same. So far, only European Investment Bank has ramped up its level of ambition for full Paris alignment.

11. The objective of this evaluation is to assess how well positioned is ADB to respond to the climate crisis, addressing climate change mitigation and adaptation challenges in Asia and the Pacific. Given the importance of climate change objectives to achieving ADB's Strategy 2030 goals, the evaluation will give emphasis to identifying lessons, good practices, and recommendations to better guide ADB's climate work moving forward.

B. ADB's Approach to Climate Change

12. ADB has interpreted climate change broadly under its environmentally sustainable growth agenda, which covers a wide set of environmental issues, including climate change and natural hazards. As far back as 2002, under ADB's Environment Policy (retired), GHG emissions leading to climate change as part of global and regional life support systems was identified as one of the five policy elements and advocated action to support DMCs to respond to multilateral environmental agreements including the United Nations Framework Convention on Climate

¹¹ ADB. 2017. *Meeting Asia's Infrastructure Needs*. Manila.

¹² The African Development Bank, the ADB, the European Bank for Reconstruction and Development (EBRD), European Investment Bank, the Inter-American Development Bank Group, and the World Bank Group.

¹³ MDBs 2019. 2018 Joint Report on Multilateral Development Banks' Climate Finance. <https://www.ebrd.com/2018-joint-report-on-mdb-climate-finance>.

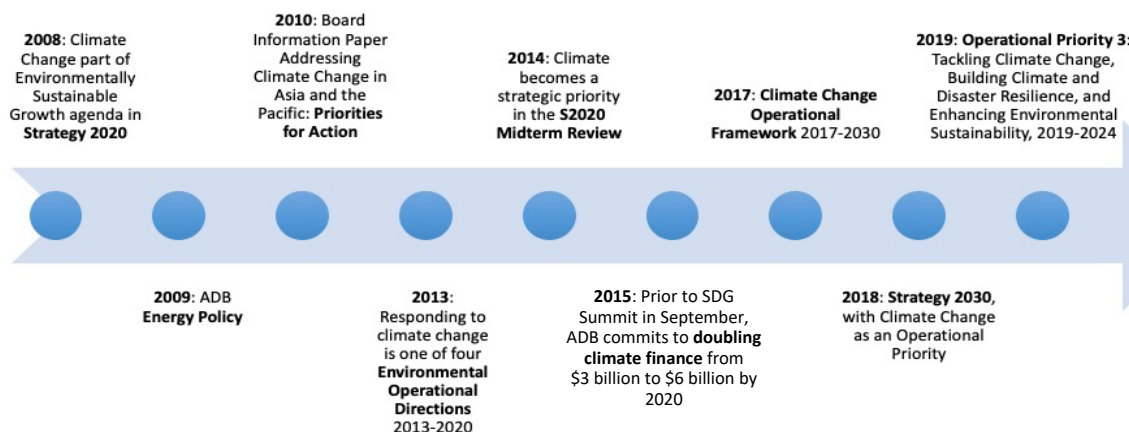
Change. Early subsequent action on climate included the establishment of the Clean Energy Financing Partnership Facility in 2007 and the establishment of the Climate Change Fund using ADB's own net income in 2008. In 2009, a Climate Change Program Coordination Unit in ADB's then Regional and Sustainable Development Department was set up to promote internal and external awareness of and coherence in ADB's climate-related responses. By 2014, the coordination unit was joined by the Disaster Risk Management Team and renamed as the Climate Change and Disaster Risk Management Division (SDCD). Accordingly, ADB renamed Regional and Sustainable Development Department into the current Sustainable Development and Climate Change Department (SDCC). In the same year, SDCC reformed the Communities of Practice system and set up sector and thematic groups composed of sector experts across operational departments. This includes the current Climate Change and Disaster Risk Management Thematic Group that is tasked with coordinating the institution-wide response on climate change and supporting knowledge sharing, peer review, and ADB climate operations across the board. Figure 2 provides a timeline of ADB's key climate actions and strategies. ADB's Strategy 2020, as part of its environmentally sustainable growth agenda, explicitly highlighted climate change along with livable cities, and complementary actions as areas of emphasis.¹⁴ Climate was to be addressed within ADB's core areas of operations such as infrastructure (i.e., energy, water, and transport) and regional cooperation and integration (e.g., transboundary and regional public goods), and other areas of operations namely agriculture, health, and disaster and emergency assistance. In 2010, ADB developed an action plan to further articulate how its operations would be more resilient to the adverse impacts of climate change and contribute to the global reduction of GHG emissions by helping the region follow a low-carbon path for economic growth and poverty reduction.¹⁵ To do so, the action plan focused on five strategic priorities of (i) expanding the use of clean energy; (ii) promoting sustainable transport and urban development; (iii) managing land use and forests for carbon sequestration; (iv) building the climate resilience of the DMCs and the region; and (v) strengthening related policies, governance, and capacities. The link with environment was reemphasized in 2013 with the publication of Environment Operational Directions, 2013–2020, which aimed to set out how ADB will help the region achieve a transition to environmentally sustainable growth.¹⁶

¹⁴ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

¹⁵ ADB. 2010. *Addressing Climate Change in Asia and the Pacific: Priorities for Action*. Manila.

¹⁶ ADB. 2013. *Environment Operational Directions 2013–2020: Promoting Transitions to Green Growth in Asia and the Pacific*. Manila.

Figure 2: Timeline of ADB's Key Actions and Strategies



ADB = Asian Development Bank, COP = Conference of the Parties, S2020 = Strategy 2020.

Source: Asian Development Bank.

13. In 2014, ADB formalized a climate risk management framework to address climate risks. Under the framework, project screening for climate risks at early stages of project concept development is seamlessly integrated in the project development cycle through climate risk and vulnerability assessment. In the same year, under the midterm review of Strategy 2020 and its action plan, ADB reiterated the importance of environmentally sustainable growth and in particular, climate change.¹⁷ It affirmed its commitment to (i) scale up support for climate change adaptation, (ii) maintain assistance for mitigation through clean energy and energy efficiency projects and sustainable transport, (iii) mainstream adaptation and climate resilience in development planning, as well as in project design and implementation, (iv) strengthen integrated disaster risk management, (v) promote natural resource management, and (vi) support DMCs to access to global and regional funds for environment and climate change.

14. The importance of addressing climate change was further strengthened in the Climate Change Operational Framework, 2017–2030.¹⁸ It intended to direct operations to support a regional shift toward a low GHG emissions and climate-resilient development. The operational framework provided guidance across all ADB sector and thematic groups to strengthen climate actions and outlined actions, and the institutional measures to be implemented to enable ADB to meet the climate needs of its DMCs.

15. Strategy 2030, ADB's most recent corporate strategy, has seven operational priorities including Operational Priority 3 (OP3) to tackle climate change, build climate and disaster resilience, and enhance environmental sustainability. In response to rapidly growing GHG emissions, increasing impacts from climate change and disasters, and accelerating environmental degradation, key responses identified in Strategy 2030 OP3 include (i) scaling up support to address climate change, disaster risks, and environmental degradation; (ii) accelerating low GHG emission development; (iii) ensuring a comprehensive approach to build climate and disaster resilience; (iv) ensuring environmental sustainability; and (v) increasing focus

¹⁷ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

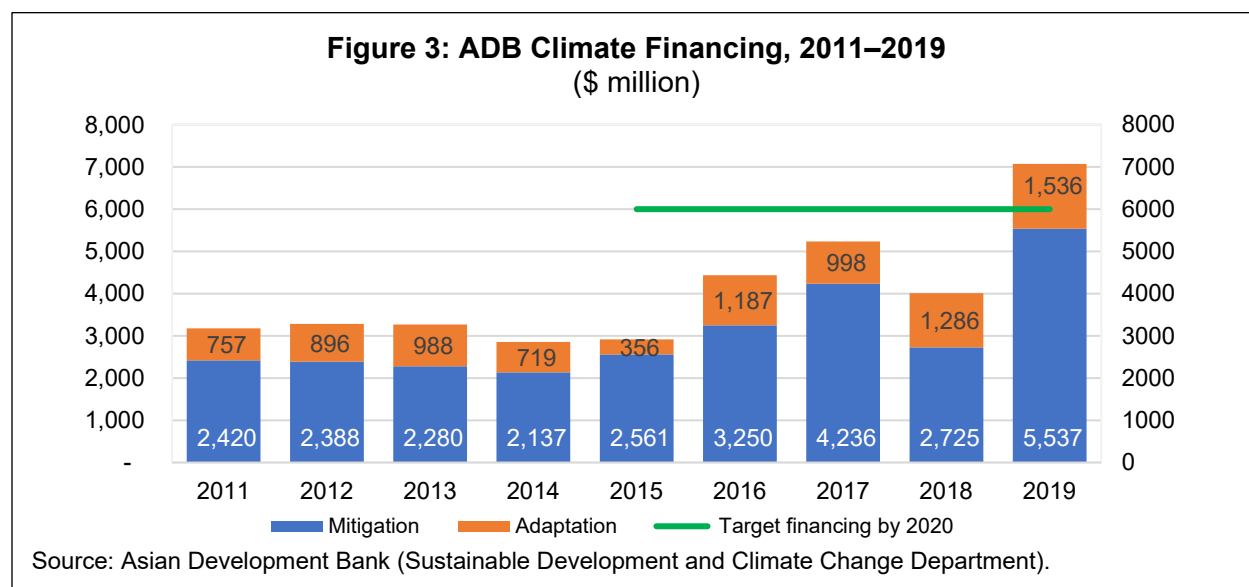
¹⁸ ADB. 2017. *Climate Change Operational Framework, 2017–2030: Enhanced Actions for Low Greenhouse Gas Emissions and Climate-Resilient Development*. Manila.

on the water–food–energy nexus. OP3 also identifies the contribution needed from other sectors and thematic areas to achieve its goals.

16. Over the period, as ADB’s strategic documents have progressed with greater recognition of the urgency to address climate challenges, its targets for climate financing have also increased. ADB set an overall target of 60% of ADB operations supporting climate change by 2016 (against 2012 baseline of 39%), which was adjusted to 45% for ADB operations (35% for Asian Development Fund operations).¹⁹ In 2015, prior to Sustainable Development Goal Summit in September, ADB committed to double its climate change support from \$3 billion in 2014 to at least \$6 billion per year in climate change financing from its own resources by 2020. Within the target, \$4 billion was to be dedicated to mitigation through scaling up support for renewable energy, energy efficiency, sustainable transport, and building smart cities; and \$2 billion for adaptation through more resilient infrastructure, climate-smart agriculture, and better management of climate and disaster risks. ADB’s Strategy 2030 OP3 targets that 75% of the number of its committed operations (on a 3-year rolling average, including sovereign and nonsovereign operations) will be supporting climate change mitigation and adaptation by 2030 and that climate finance from ADB’s own resources will reach \$80 billion cumulatively from 2019 to 2030. The OP3 results will be monitored under ADB’s corporate results framework.

C. Background and Portfolio

17. ADB has provided significant resources to support mitigation and adaptation since its first climate strategy in 2010. For the period 2011–2019,²⁰ ADB approved a total of 483 projects with total climate financing from both internal and external resources of \$36.3 billion (Figure 3). In 2019, total ADB climate financing resources alone amounted to a high of \$6.3 billion which exceeds the \$6.0 billion annual internal target by 2020. While the sub-target for mitigation (\$4.0 billion) has already been exceeded, the adaptation target (\$2.0 billion) is unlikely to be met.



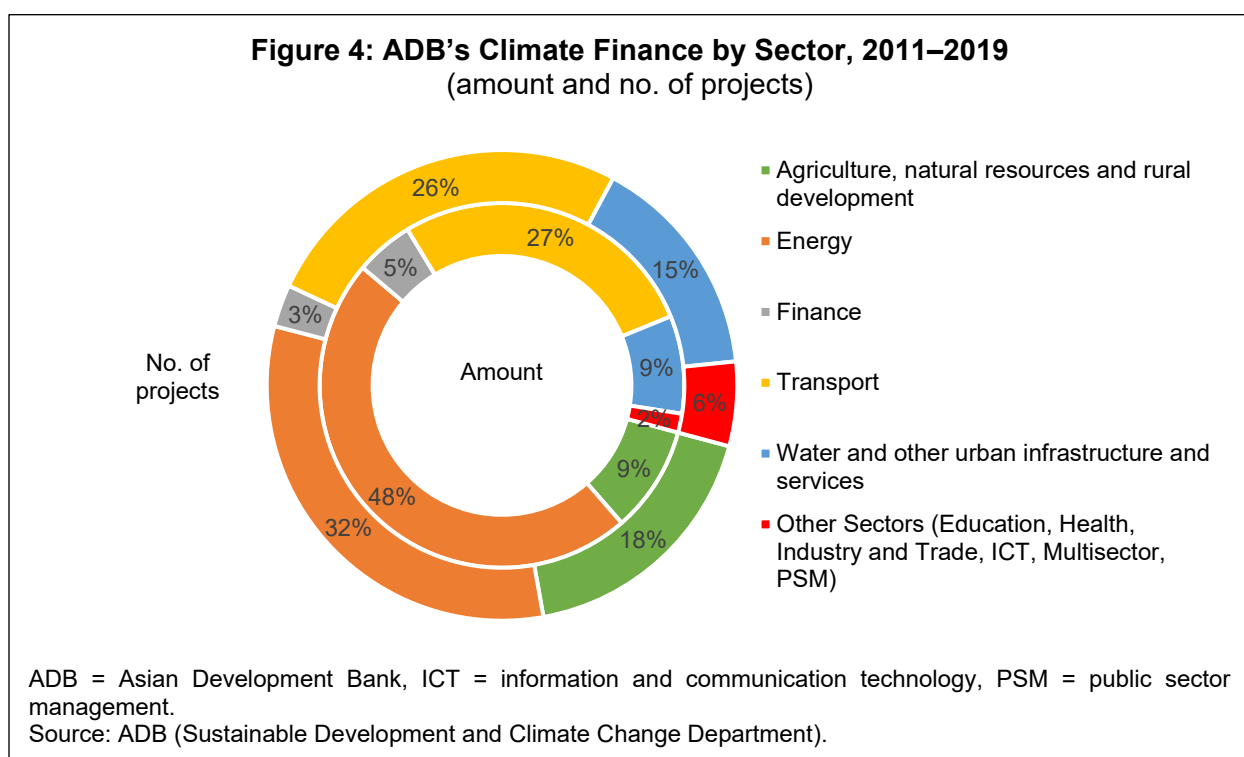
18. In terms of climate change actions, more than three quarters (76%) of the ADB financing over the evaluation period supported climate change mitigation. Adaptation only accounted for

¹⁹ ADB. 2014. *ADB’s Results Framework: Interim Update to Align with the Midterm Review of Strategy 2020*. Manila.

²⁰ The 2020 portfolio data will be added as it becomes available.

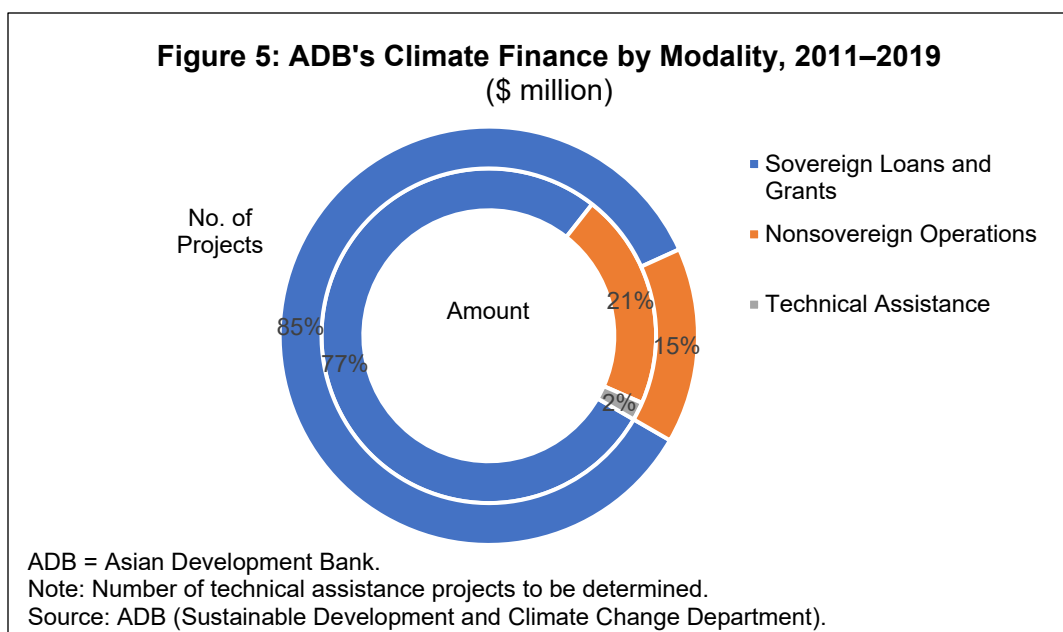
24%. By project count, the number of projects addressing mitigation and adaptation is almost equal. Beyond the adaptation or mitigation breakdown, a further characterization of the portfolio to define actual measures is not possible with the available database. However, an attempt at such a characterization will form part of this evaluation.

19. Based on available information from the Sustainable Development and Climate Change Department (SDCC), the evaluation team sorted the climate change financing by sector and by location. For the portfolio at the sector level, almost half of the financing (48%) was allocated to the energy sector, 27% to transport, and 9% to water and other urban infrastructure and services (Figure 4). Agriculture, natural resources, and rural development (ANRRD) accounted for 9%, finance 5%, while the remaining 2% are shared by other sectors (public sector management, multisector, industry and trade, education, and health). The distribution suggests that while climate change covered a number of sectors, the support was largely directed towards infrastructure (84%) and spread thinly across the other sectors. In terms of number of projects, the share of ANRRD, water and other urban infrastructure and services, and other sectors suggest that although there were more projects approved, the amounts were relatively smaller.

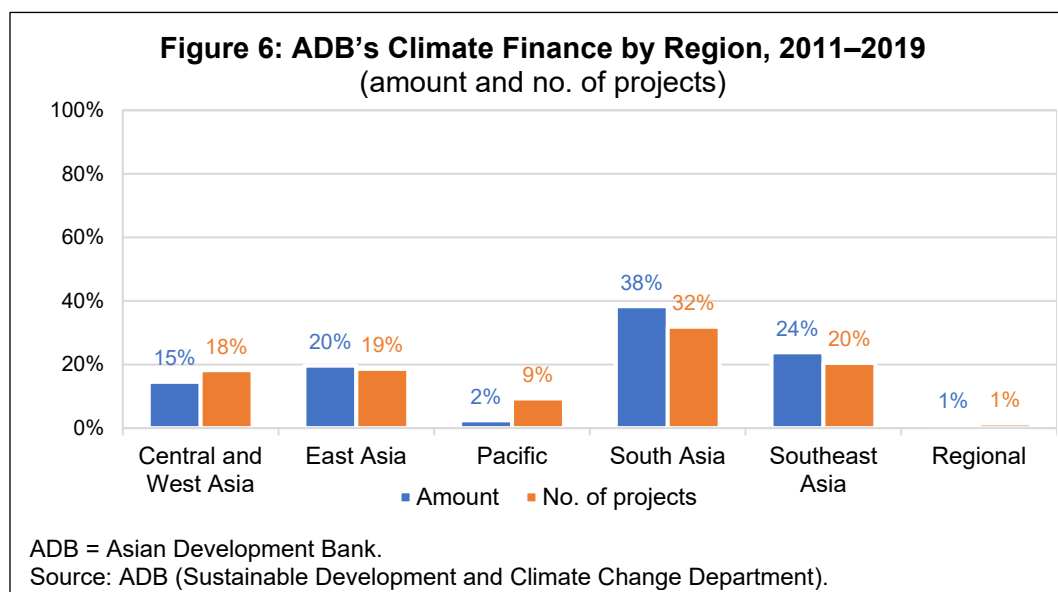


20. Majority of ADB's climate finance supported sovereign operations; sovereign loans and grants (\$27 billion, 77%), and technical assistance projects (\$0.7 billion, 2%) accounted for more than 400 projects²¹. Climate financing from nonsovereign operations comprised \$7.5 billion (21% of the portfolio) in 73 operations via nonsovereign loans, guarantees, and equity (Figure 5).

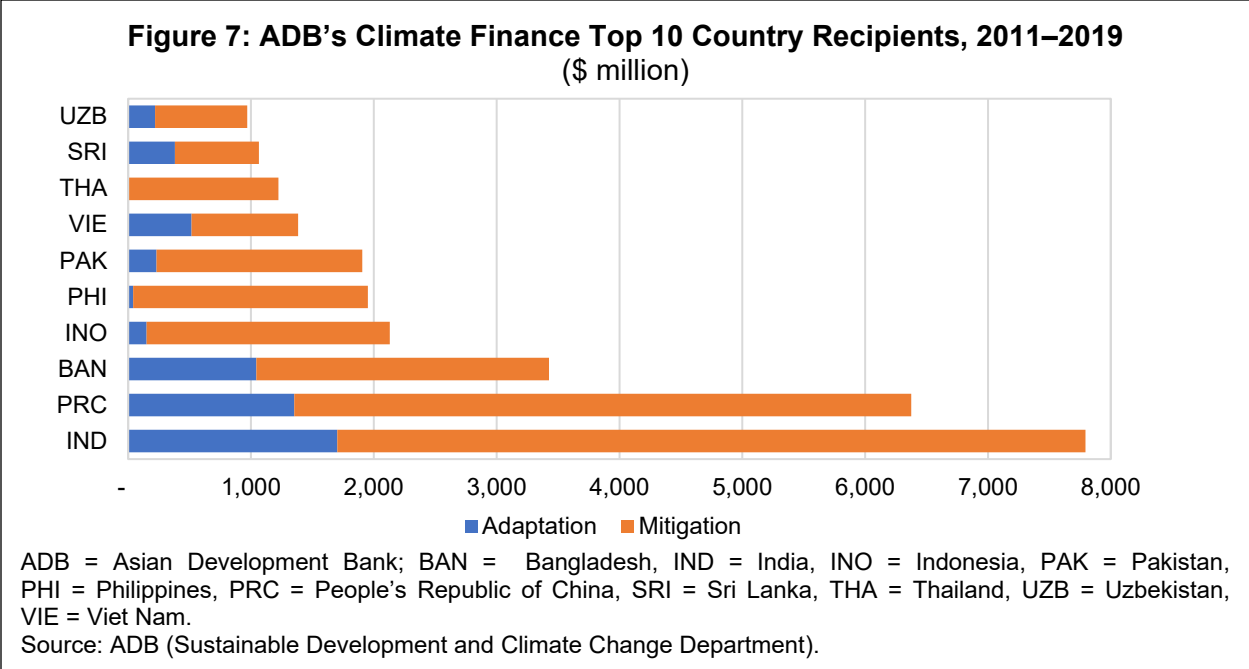
²¹ The number of projects does not include stand-alone technical assistance as these will be fleshed out more during the evaluation.



21. Geographically, the largest share of the climate change financing (38%) went to South Asia, followed by Southeast Asia (24%), East Asia (20%), and Central and West Asia (15%). Despite having the most vulnerable countries, the Pacific region received the lowest share with only 2% of the total climate financing over the period (Figure 6). In terms of number of projects, East Asia and Central and West Asia are only twice the number of projects in the Pacific, but the scale of the projects are relatively smaller.



22. At the subregional level, while ADB's climate finance reached 40 DMCs during the period, countries in South Asia including India, Bangladesh, and Sri Lanka, were among the top 10 recipients with India receiving the highest or about 22% of the total climate change finance during the period (Figure 7). This is followed by the PRC (18%) and Bangladesh (10%).



D. Climate Change Evaluations

23. The Independent Evaluation Department (IED) has not yet completed a comprehensive evaluation of ADB support for climate change, but there have been some climate-related studies. At the thematic level, IED conducted a real-time evaluation of ADB's Initiatives to Support Access to Climate Finance in 2014.²² The evaluation assessed the access to different climate change financing sources, but it did not fully evaluate the performance of the individual fund sources. The report did note that the mainstreaming of adaptation and mitigation (beyond clean energy) will require additional climate change specialists, with a broader skills base, to design and implement these interventions. An evaluation of ADB’s strategic agenda on environmentally sustainable growth, which included climate change, noted a higher success rate for environmentally sustainable growth-tagged projects, but also showed that the nature and extent of actual environmental sustainability support varied greatly.²³ More recently, IED has completed an evaluation of ADB’s Climate Change Fund, and some of the issues and findings raised will be explored in more depth in this evaluation, including a review of climate funds accessed or managed by ADB.²⁴ IED has also assessed ADB’s response to natural hazards and disaster risks and explored ways to improve ADB operations in these areas.²⁵

24. Related IED evaluations will be drawn upon for evaluative evidence. Recent corporate, thematic, and sector-wide evaluations have covered key sectors for climate change including ANRRD, transport, and energy.²⁶ Previous country assistance program evaluations (CAPEs) and country partnership strategy final report validations (CPSFRVs) with standalone climate

²² IED. 2014. *Thematic Evaluation: Real-Time Evaluation of ADB’s Initiatives to Support Access to Climate Finance*. Manila: ADB.
²³ IED. 2016. *Environmentally Sustainable Growth: A Strategic Review*. Manila: ADB.
²⁴ IED. 2020. *Performance Evaluation Report: Climate Change Fund, 2008–2019*. Manila: ADB.
²⁵ IED. 2012. *Special Evaluation Study: ADB’s Response to Natural Disasters and Disaster Risks*. Manila: ADB.
²⁶ IED. 2018. *Sector-wide Evaluation: ADB Support for Agriculture, Natural Resources, and Rural Development Sector*. Manila: ADB; IED. 2020. *Sector-wide Evaluation: ADB Support for Transport, 2008–2018*. Manila: ADB; and IED. 2020. *Sector-wide Evaluation: ADB Energy Policy and Program, 2009–2019*. Manila: ADB.

assessments, as well as sector assistance program evaluations and project performance evaluation reports will be reviewed to draw on evaluation evidence of performance. The India CAPE, for example, included a background paper on climate change.²⁷ It concluded that greater attention should be given by ADB to India's rising adaptation needs, particularly in the agricultural and water resource sectors, in low-lying coastal and other vulnerable rural, as well as urban areas, and for disaster risk, including drought and flood management in the future. Other evaluations that may address climate such as the Asian Development Fund evaluations will also be reviewed given their coverage of Pacific countries and disaster response.²⁸

25. Relevant evaluations from MDBs and other development institutions provide important insights into the design of climate evaluations. Challenges in climate evaluations include defining the portfolio and developing models to measure performance. An evaluation in Inter-American Development Bank (IDB), for example, found inconsistencies in the climate change tagging system and the evaluation had to build the database.²⁹ The World Bank's recent evaluation on urban resilience built a model to benchmark and assess the contribution of the World Bank Group activities to resilience building at the urban system level.³⁰ Some institutions have separated out mitigation and adaptation as separate evaluations, as was the case for the World Bank Group. Others have examined support for climate change more holistically such as Food and Agriculture Organization of the United Nations (FAO)³¹ and IDB (footnote 21). Targeted evaluations have also been deployed for particularly vulnerable contexts—the Global Environment Facility (GEF) evaluation on SIDS, for example, found that regional projects perform significantly better on outcomes and sustainability.³²

26. The maturity of the portfolio also determines the extent to which the evaluations are more retrospective or forward looking. The Green Climate Fund (GCF), for example, given the early stage of its portfolio, adopted a forward-looking performance review to learn from its experience so far, support accountability, assess how the GCF has performed in delivering its objectives, and look forward, by providing actionable and pragmatic recommendations for enhancing performance. Other portfolios are more mature and offer the opportunity for in depth analysis as was the case for the Climate Investment Funds, whose recent evaluation examined extent to which its projects resulted in transformational change.³³ The current global and regional context, ADB's strategy and portfolio, and the available evidence and lessons learned from evaluation establishes the basis for the scope of this evaluation and the corresponding key evaluation questions.

E. Evaluation Scope, Theory of Change, and Key Questions

27. **Scope.** This evaluation will cover approvals in the 9-year period from 2011, reported by ADB through the MDB joint approach to climate financing, which comprises \$36.3 billion of climate financing in 483 projects. Over this period, consideration will be given to key inflexion points such

²⁷ IED. 2015. *Country Assistance Program Evaluation: India, 2007–2015*. Manila: ADB.

²⁸ IED. 2015. *Corporate Evaluation Study: Asian Development Fund X and XI Operations—Opportunity Amid Growing Challenges*. Manila: ADB.

²⁹ IDB. 2014. *Climate Change and the IDB: Building Resilience and Reducing Emissions*. Washington, DC.

³⁰ World Bank. 2019. *Building Urban Resilience: An Evaluation of the World Bank Group's Evolving Experience (2007–17)*. Washington, DC.

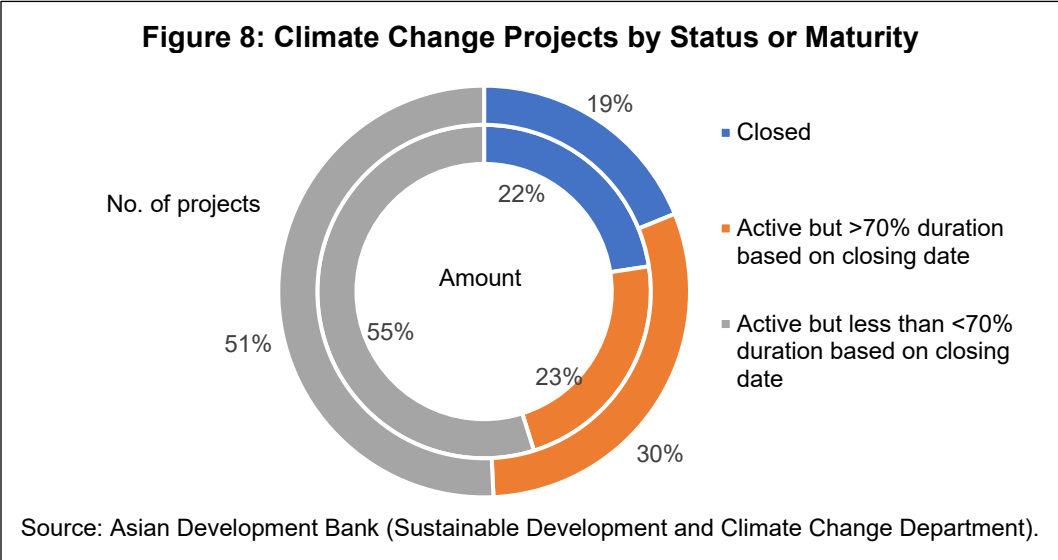
³¹ FAO. 2015. *Evaluation of FAO's Contribution to Climate Change Adaptation and Mitigation*. Washington, DC.

³² GEF. 2018. *Strategic Cluster Country Evaluation: Small Island Developing States*. Washington, DC.

³³ Climate Investment Funds. 2019. *Synthesis Transformational Change in the Climate Investment Funds*. Washington, DC.

as in 2015 with the Paris Agreement and the establishment of SDCD in ADB.³⁴ The evaluation will include the different modalities in the sovereign (loans, grants, and technical assistance projects) as well as nonsovereign (investment loans, equities, and guarantees) operations. Data on carbon funds and direct charges are likewise included as these contributed to the climate financing for several years. An attempt will be made to characterize the non-climate portfolio over this period, through a purposeful sample, to capture the extent to which it contributes positively, negatively, or neutrally towards ADB’s climate objectives.

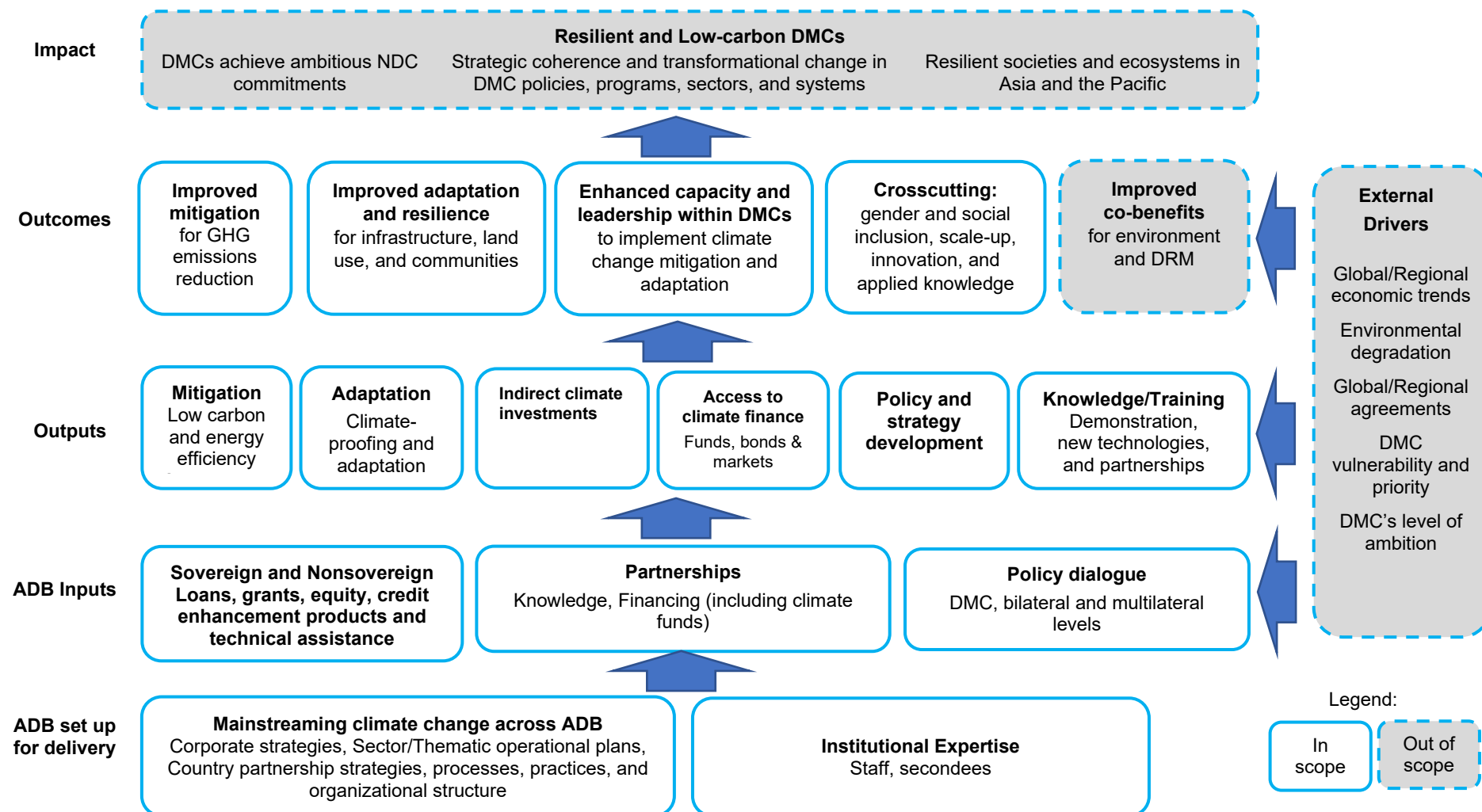
28. **Assessment of performance.** Majority (392 projects or 81%) of the climate change portfolio are still active and only 21 projects have validated completion reports. Emphasis will be placed on the active portfolio, in particular, the cohort expected to at least have passed midterm review stage, when most climate actions and activities are expected to be underway. Figure 8 presents the extent of maturity of the portfolio. The evaluation will therefore focus its performance assessment on the portfolio that is active but with at least greater than 70% of expected project duration completed, yielding a subset of 49% of the number of investments in the portfolio (representing about 250 projects).



29. **Theory of change.** The proposed theory of change presented in Figure 9 is informed by consultation with SDCD and on ADB’s strategies and plans related to climate change and in particular, on OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability. Consideration will be given to ADB’s Corporate Results Framework and relevant indicators for tracking progress on climate action. The evaluation will focus on the areas in solid boxes. The areas in dashed boxes, while recognized as contributing to the theory of change, are generally outside the scope of the evaluation. Impacts and external drivers will only be covered at a strategic level. In this regard, the evaluation will try to identify support for transformational change in core ADB sectors. Environmental and disaster risk-reduction co-benefits will not be covered in detail, except where the ADB portfolio facilitates more in-depth assessment—for example, where a project design and monitoring framework includes explicit objectives. Wider indirect co-benefits are beyond the evaluation scope.

³⁴ Additional inflexion points will be examined during the course of the evaluation, such as the setting of corporate climate targets.

Figure 9: Theory of Change



ADB = Asian Development Bank, DMC = developing member country, DRR = disaster risk-reduction, GHG = greenhouse gas, IPCC = Intergovernmental Panel on Climate Change, MDB = multilateral development bank, NDC = nationally determined contribution.

Notes:

- Scope:** Topics in dashed boxes will not be covered in detail, except at the strategic level and where the ADB portfolio facilitates more in-depth assessment.
- Assumptions:** (i) Complementarity with development partners, (ii) private sector leveraged to scale up effective mitigation and adaptation approaches, (iii) global macroeconomic stability, (iv) dominant low carbon pathways towards 2°C pursued regionally and globally, (v) disaster preparedness and response strategies effective, (vi) environmental degradation halted; (vii) land use choices consistent with low carbon pathways, and (viii) regional cooperation and integration.

Source: ADB (Independent Evaluation Department).

30. The theory of change begins with ADB's set up for delivery through climate change mainstreaming efforts, corporate and country strategies, and the institution's expertise. This includes ADB's organizational structure, the processes and practices in place to mainstream climate change into its investments, and the institutional expertise, including staff and secondees, needed to deliver its climate-related activities. The theory of change recognizes the nature and extent of climate actions manifest upstream in its country partnership strategies (CPSs), country operations business plans, and subsequently through its range of inputs including investments (loans, grants, and technical assistance operations), and non-lending interventions (partnerships and policy dialogue). The extent to which ADB strategies reflect the differentiated nature of DMCs vulnerabilities and needs will be examined in this context.

31. ADB inputs primarily result in projects that deliver investments that support low carbon pathways and greater energy efficiency, climate proofing infrastructure and in some, often more recent, cases projects predicated on specific climate objectives. Such investments include improving grid efficiency and support for renewable energies, protecting roads, water supply, irrigation, and other infrastructure from future climate-related impacts. Alongside, these core outputs are ADB's ability to leverage DMC access to climate finance, and ADB's knowledge generation either directly through technical assistance or through its investments, which includes a focus on piloting and demonstrating innovations through new high-level technologies and partnerships. Climate finance in this context will include the full range of finance accessed by ADB to support climate action, including climate funds, green bonds, including climate bonds, and carbon markets. The remaining output concerns indirect climate mainstreamed investments that do not focus on mitigation and climate-proofing directly, often in non-core infrastructure sectors that deliver benefits to address climate change, such as capacity development, skills development for green jobs, and gender-related outputs.

32. The major outcomes envisaged are improved mitigation, and improved adaptation and resilience in Asia and the Pacific along with the enhanced capacity of DMCs to develop, plan, and implement coherent climate policies. Included in these outcomes will be some investments that deliver dual-benefits, such as land-use management projects that can achieve both adaptation and mitigation gains. Supporting these outcomes are a series of crosscutting issues including scaling up and scaling out of approaches and technologies, demonstrated adoption of applied knowledge and innovations, and gender and social-inclusion outcomes in ADB climate investments.

33. Implicit in the theory of change is the leadership role ADB plays through its strategies, its influence at global and regional levels, the value addition of its investments, the distribution of its financial resources, and its organizational setup and staffing. Efforts will be made to characterize this leadership role and identify ADB's strengths and weaknesses.

34. Included in the theory of change, but out of scope in terms of detailed assessment, are the overall impacts envisaged and the external drivers. The overall impact envisaged is for DMCs that are resilient and pursue low carbon pathways. The external drivers that set the context and act to influence ADB's climate actions are many and include global economic trends, global agreements, and the regional environmental degradation. External factors also include DMC's level of ambition concerning climate action, which are influenced by their own intrinsic vulnerability to climate change and national priorities.

35. **Key evaluation questions.** The evaluation will focus on the overarching question: How well has ADB supported DMCs in addressing climate change mitigation and adaptation

challenges and how well positioned is ADB to address the climate crisis in Asia and the Pacific? In support of this overarching question, the following sub-questions are proposed:

- (i) **Sub-question 1.** How relevant was (and is) ADB's strategic approach for climate change adaptation and mitigation to the needs of Asia and the Pacific?
- (ii) **Sub-question 2.** What were the performance and development results of ADB's program support for mitigation and adaptation in addressing climate change challenges?
- (iii) **Sub-question 3.** How effective and efficient are ADB processes and systems to support the delivery of ADB's climate change objectives?

36. The evaluation will aim to identify what lessons can be learnt from the implementation of climate actions thus far and develop recommendations based on the evaluation findings. An evaluation matrix is provided in the Attachment outlining in more detail these evaluation questions and the data sources supporting their assessment.

F. Evaluation Methods, Resource Requirements, and Tentative Timetable

37. **Evaluation method.** The evaluation will adopt a mixed-methods approach that triangulates qualitative and quantitative data collected from various sources. However, given the travel restrictions and health concerns related to the COVID-19 situation, limited or no travel is envisaged. The evaluation will consist of a series of nested activities starting from background papers on global and/or regional issues, multilateral financial institutions (MFIs) comparison, a range of desk review assessment including a portfolio review of ADB's climate change projects, and country case assessments of selected countries with significant climate change challenges. The review of ADB project, technical assistance, and CPSs will make extensive use of structured templates. These assessments will be supplemented with interviews with key stakeholders to answer the evaluation questions. Reviews of secondary evaluative reports and operational documents will also be supplemented by systematic feedback through staff surveys and semi-structured client interviews.

38. The specific data collection sources and methods for the evaluation will include contextual, strategy, portfolio, and country and regional specific reviews as well as survey, interviews, and institutional set up.

- (i) Contextual review.
 - (a) **MFI climate change background paper.** A special comparative analysis will be undertaken of the most recent policies and systems at MFIs to assess climate policy and/or strategy coverage, structure, and delivery systems.
 - (b) **Global and regional context paper.** A background paper of recent literature will summarize the latest climate change challenges with emphasis on the implications on developing Asia and the Pacific. The paper will also consider unique challenges of different ADB regions (e.g., Pacific).
 - (c) **Private sector and climate paper.** It is well recognized that private sector financing and engagement is necessary to achieve the Paris Agreement climate goals. Innovations including climate and green bonds will be examined. The paper will explore good practices and opportunities for ADB to better engage and leverage private sector financing and expertise.
 - (d) **Synthesis of evaluation evidence.** A background paper will summarize the existing external evaluations from MFIs and other relevant organizations and the IED evaluations such as CAPEs and sector assistance program evaluations.

- (e) **COVID-19 context.** As countries went into lockdown, there have been estimates of GHG reductions for 2020 ranging from –4% to –7% depending on when economies restart.³⁵ The extent to which a green recovery emerge will determine the extent to which these levels of reduction will be sustained. A consideration of initial trends for post-COVID-19 economic trajectories will be examined.
- (ii) Strategy review.
 - (a) **Review of ADB’s corporate climate strategic approach.** A review of the guiding corporate strategies, climate change plans, sector plans, cofinancing arrangement, associated targets, and support for transformational change in core sectors, will be undertaken. Consideration will be given to ADB’s level of ambition and leadership role in the region through its strategic approach. Transboundary approaches relevant to climate change, including ADB’s regional cooperation and integration initiatives, will be examined.
 - (b) **Review of ADB’s CPSs.** All CPSs since 2011 will be reviewed and compared against a template of corporate climate change objectives to consider how well differentiated ADB approaches are to support varying client needs and capacity including DMCs’ NDCs and support for transformational change.
 - (c) **Review of climate funds used at ADB.** A review of the roles, objectives, and complementarity of funds used at ADB support climate action. This review will include ADB managed funds and externally management funds like the GEF, GCF, and Climate Investment Funds.
- (iii) Portfolio review.
 - (a) **Characterization of the climate change portfolio.** The portfolio of new sovereign and nonsovereign operations by number of approvals and commitment amount from 2011 onwards will be analyzed and updated during the course of the evaluation to assess the evolution of the portfolio by focus (adaptation and mitigation), sector, region (department), and lending instrument.
 - (b) **Characterization of non-climate change portfolio.** A stratified random sample³⁶ of the non-climate change portfolio (sovereign and nonsovereign) over the evaluation period will be examined to identify to what extent it contributes positively, negatively, or neutrally towards ADB’s climate objectives, with an emphasis on lessons and learning.
 - (c) **Structured review of projects completed or past midterm review.** The evaluation will utilize a structured template for a review of climate change project design and implementation for all 21 projects completed by May 2020, and the 238 mature operations,³⁷ which is 49% of the 483 climate change operations. The review will include relevant documents covering loan processing, supervision, project monitoring and evaluation systems, and project completion. The assessment will aim to assess the extent to which climate activities and indicators are actually integrated into project implementation and contribute to generating outcomes. For example, the assessment will consider the extent to which adaptation

³⁵ C. Le Quéré, R.B. Jackson, M.W. Jones et al. 2020. Temporary reduction in daily global CO₂ emissions during the COVID-19 forced confinement. *Nature Climate Change*. 10, 647–653. 19 May.

³⁶ Evaluation will endeavor to review a statistically significant sample.

³⁷ Mature operations are defined as active but >70% complete based on estimated closing date. In the event resources/time are not sufficient a statistically significant sample will be reviewed.

- projects are addressing key constraints beyond climate proofing, which is an important input to but not sufficient for adaptation. Data permitting the evaluation may use statistical analysis to assess the reviewed portfolio.
- (d) **Structured review of the design of new projects.** Recognizing that the structure review is of older climate change projects. A 100% review of the 132 climate change projects approved in 2018–2019 will be undertaken.³⁸ The review will look at whether or not these design elements, including the nature, extent, clarity of climate change objectives, and indicators were integrated into projects. The two cohorts will be compared to assess changes over time.
 - (e) **Review of technical assistance.** Over this period, the evaluation will also review technical assistance projects provided by ADB to support climate change in terms of policy, capacity, innovation, and high-level technologies. It will also consider how technical assistance supports partnerships, knowledge exchange, regional integration for climate action and response, and South–South Cooperation.
 - (f) **Review of the role and results of core infrastructure sectors.** The review of results of the projects tagged climate change will be limited to the 21 completed climate change projects. To supplement this, the evaluation will consider relevant findings from existing evaluative evidence of the four main sectors that make up the majority of ADB’s climate change portfolio. These are energy, ANRRD, transport, and water and other urban infrastructure and services.
 - (g) **Review of the role and results of non-infrastructure sectors.** A background paper will be prepared on the role and results of social and other non-infrastructure sectors (e.g., finance, education, and health). This will draw on findings from existing evaluative evidence and from the experiences of other MFIs.
- (iv) Country and regional specific review.
 - (a) **Country case assessments.** A review of ADB’s collective support to a key country from each region will be assessed. In addition to projects, attention will be given to policy dialogue, knowledge, capacity building, and the introduction of innovation and new technologies, replication, and upscaling. For example, the country assessments will be an opportunity to consider the policy dialogue around maintaining a climate focus in COVID-19 recovery programs. Countries included for review are the PRC, Mongolia, Bangladesh, India, Indonesia, Philippines, Pakistan, Uzbekistan, Fiji, and Maldives. This group includes two countries per region, with Fiji and Maldives taken as a pair to cover SIDS. These were chosen based on size of the climate change portfolio, range of sectors and modalities, recent available CAPEs and CPSFRVs,³⁹ and the country risk profile.⁴⁰ If the

³⁸ Evaluation will take a statistically significant sample if the population is too large.

³⁹ IED. 2020. *Validation of the Country Partnership Strategy Final Review: Pacific Approach, 2016–2020* (draft); ADB. 2020. *Validation of the Country Partnership Strategy Final Review: Pakistan, 2015–2019* (draft); IED. 2020. *Validation Plan: Validation of Maldives Interim Country Partnership Strategy Final Review, 2014–2019*. Manila: ADB; IED. 2020. *Validation of the Country Partnership Strategy Final Review: People’s Republic of China, 2016–2020*. Manila: ADB; IED. 2019. *Validation of the Country Partnership Strategy Final Review: Fiji, 2014–2018*. Manila: ADB; IED. 2017. *Country Partnership Strategy Final Review Validation: Mongolia, 2012–2016*. Manila: ADB; IED. 2020. *Evaluation Approach Paper: Country Assistance Program Evaluation for Bangladesh*. Manila: ADB; IED. 2019. *Country Assistance Program Evaluation: Indonesia, 2005–2018*. Manila: ADB; Manila: ADB; IED. 2017. *Country Assistance Program Evaluation: India, 2007–2015*. Manila: ADB.

⁴⁰ .

- COVID-19 situation allows, up to five of these case country assessments will include validation in-country missions.
- (b) **Obtaining DMC perspectives.** The evaluation will frontload its desk assessments including the country analysis. If possible, in early 2021, brief country missions will be undertaken to build on and validate the desk-based findings. The focus of the country work will be to consider the relevance of ADB's work to country needs and nature of the demand for ADB's support. If missions are not possible, the evaluation may reach out to identified centers of excellence working on climate change issues in each country to access secondary data and facilitate key informant interviews.
 - (c) **SIDS review.** Specific attention will be given to the Pacific, atoll nations, and SIDS overall, to examine ADB's regional and/or country approach to managing the synergies from the range of its support. ADB climate-related interventions and regional approach will be examined to draw out good practices and lessons.
 - (d) **Geospatial assessment of ADB's climate actions.** A geospatial assessment, using remote sensing and geographic information system technologies, will be used to better characterize the ADB climate portfolio in country and regional settings. Analysis will include an assessment of the distribution of ADB climate investments compared with country level GHG emissions, country vulnerability, country adaptive capacity, and other available regional spatial datasets. Where possible, project level geospatial assessments will be undertaken to support the analysis.
 - (v) Survey, interviews, and institutional set up.
 - (a) **Staff survey.** The survey will cover all operational staff, including resident mission staff, and focus on the relevance of the strategic guidance, effectiveness of integrating climate change objectives into ADB work, and effectiveness and efficiency of the organizational arrangements.
 - (b) **ADB key informant interviews and focus group discussions.** ADB SDCCD staff and operations department climate focal persons will be considered key informants and will be interviewed on multiple occasions and in different formats.
 - (c) **ADB staff interviews.** Selected sector and operations department staff will also be interviewed.
 - (d) **External interviews.** External interviews will primarily be undertaken with country level stakeholders (primarily central ministries), and key development partners and civil society actors, focusing on relevance. Key external experts and staff from other MFIs will also be interviewed.
 - (e) **Institutional review.** The staffing resources available at ADB including SDCCD, climate focal persons in regional departments, secondees, and other identified climate-related resources will be assessed along with ADB's organizational structure to examine its set up for delivery. Specific emphasis will be given to technical and organizational capacity to introduce and replicate climate initiatives so that these can be mainstreamed within the ADB portfolio as per the Strategy 2030 objectives.

39. **Limitations.** Several limitations potentially affect the evaluation process and its results. The primary limitation is the small number of completed lending operations that were approved since the climate tagging began in 2011. This will limit the extent to which results can be determined, assessed, and attributed, but at the same time reinforces the justification for a more formative evaluation. The second significant limitation is high probability of limited or no country

mission to gain DMC perspectives and obtain primary data. This will be mitigated to the extent possible through virtual missions and meetings, surveys, and use of available geospatial data.

40. **Dissemination plan.** The evaluation findings will be disseminated within ADB and externally within the region. The final report will be posted on the IED website. After the Development Effectiveness Committee discussion of the final report, knowledge sharing and learning activities will be held, including publication of learning lessons materials, dissemination seminars, and presentations in conferences inside (e.g., in consultation with SDCC and regional departments), and possibly outside ADB will follow.

41. **Resource requirements.** The evaluation will be conducted by a team of IED staff comprising: (i) Garrett Kilroy and Andrew Brubaker, team leaders, with the overall responsibility for the evaluation implementation and report delivery; (ii) Shimako Takahashi, evaluation specialist; (iii) Simona Somma, evaluation specialist; (iv) Sonia Chand Sandhu, principal evaluation specialist, (v) Eungji Kim, senior evaluation specialist, (vi) Lawrence Nelson Guevara and Caren Joy Mongcopa, national officers; and (v) Elizabeth Li, evaluation analyst.

42. A team of consultants will be engaged in accordance with ADB Procurement Policy: (i) international consultants; (ii) headquarter-based national consultant to support documentation review, survey of ADB staff, and basic data analysis; and (iii) an in-field national consultant in each country of field visit, to assist in arranging and participating in mission meetings, facilitating interviews, and discussions at the country level, and following up with documents and data as necessary. Internal and external peer reviewers who are experts in the field of climate change will also be tapped to review the document and provide their views on how best to improve the content of the evaluation report as well as the approach to effectively communicate the findings and key messages.

43. **Tentative timetable.** The evaluation will be carried out with the following tentative schedule:

Activity/Milestone	Target Date
Approval of the evaluation approach paper	III September 2020
Consultants recruited	I October 2020
Country reviews completed	IV November 2020
Staff survey completed	I December 2020
Validation missions completed	II February 2021
First draft report	II March 2021
Draft report for interdepartmental review	I April 2021
Heads of departments meeting	I May 2021
Technical review meeting	II May 2021
Editing	June 2021
Approval	I August 2021
DEC Meeting	I September 2021

Attachment: Evaluation Matrix

EVALUATION MATRIX

Question/Topic	Contextual Review					Strategy Review			Portfolio Review						Country and Regional Specific Review			Survey, Interviews, and Institutional Set-up					
	MFI climate change background paper	Global and regional context paper	Private sector and climate paper	Synthesis of evaluation evidence	COVID-19 context	Review of ADB's corporate climate strategic approach	Review of ADB's CPS	Review of climate funds used at ADB	Characterization of the CC and non-CC portfolio	Structured review of projects completed or past midterm review	Structured review of the design of new projects	Review of technical assistance	Review of role and results of core infrastructure sectors	Review of role and results of non-infrastructure sectors	Country case assessments	SIDs case assessment	Geospatial assessment of ADB's climate actions	Staff survey	Key informant interviews and FGDs	ADB staff interviews	External interviews	Review of organizational structure and staffing	
Relevance																							
Sub-question 1: What is the relevance of ADB's Climate Change Framework/ Strategy and operational priorities for climate change adaptation and mitigation to the needs of Asia and the Pacific?	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
To what extent are ADB corporate strategies aligned and responsive to the evolving needs of DMCs including support for transformational change and their intended nationally determined contributions?		✓			✓	✓	✓								✓	✓		✓	✓	✓	✓		
To what extent are ADB country strategies and portfolio mix responsive to the evolving needs of DMCs and their nationally determined contributions?			✓				✓		✓	✓	✓	✓	✓	✓	✓	✓				✓			
Are these strategies sufficiently detailed to inform operations?						✓	✓										✓	✓	✓				
How well aligned are ADB strategies and approaches, and good practices with other MDBs/MFIs?	✓	✓	✓	✓		✓	✓	✓												✓		✓	✓

Question/Topic	Contextual Review					Strategy Review			Portfolio Review						Country and Regional Specific Review			Survey, Interviews, and Institutional Set-up				
	MFI climate change background paper	Global and regional context paper	Private sector and climate paper	Synthesis of evaluation evidence	COVID-19 context	Review of ADB's corporate climate strategic approach	Review of ADB's CPS	Review of climate funds used at ADB	Characterization of the CC and non-CC portfolio	Structured review of projects completed or past midterm review	Structured review of the design of new projects	Review of technical assistance	Review of role and results of core infrastructure sectors	Review of role and results of non-infrastructure sectors	Country case assessments	SIDs case assessment	Geospatial assessment of ADB's climate actions	Staff survey	Key informant interviews and FGDs	ADB staff interviews	External interviews	Review of organizational structure and staffing
To what extent does ADB provide a leadership role in its strategic approach and level of ambition?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓	✓	✓	✓	✓	
Performance and Results																						
Sub-question 2: What is the likely performance and development results of ADB's support for mitigation and adaptation in addressing climate change challenges?				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
What has been the performance of ADB's climate change portfolio, contributing to adaptation and mitigation, across the main sectors (ANRRD, energy, transport, WUS) and ADB regions? How well tracked is performance through ADB's monitoring and evaluation system?								✓	✓	✓	✓	✓	✓	✓	✓	✓						
What are the documented results related to adaptation and mitigation?				✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓						
What has been ADB's contribution (or likely contributions) to key crosscutting issues such as access to finance, capacity support, innovation, and upscaling?				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						

Question/Topic	Contextual Review					Strategy Review			Portfolio Review					Country and Regional Specific Review			Survey, Interviews, and Institutional Set-up						
	MFI climate change background paper	Global and regional context paper	Private sector and climate paper	Synthesis of evaluation evidence	COVID-19 context	Review of ADB's corporate climate strategic approach	Review of ADB's CPS	Review of climate funds used at ADB	Characterization of the CC and non-CC portfolio	Structured review of projects completed or past midterm review	Structured review of the design of new projects	Review of technical assistance	Review of role and results of core infrastructure sectors	Review of role and results of non-infrastructure sectors	Country case assessments	SIDs case assessment	Geospatial assessment of ADB's climate actions	Staff survey	Key informant interviews and FGDs	ADB staff interviews	External interviews	Review of organizational structure and staffing	
What has been the experience with co-financing and partnerships to leverage financing and knowledge?							✓		✓		✓	✓	✓										
What has been ADB's main value addition in supporting countries mitigation and adaptation challenges?				✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Organization for Delivery																							
Sub-question 3: How effective and efficient are ADB processes and systems to support the delivery of ADB's Climate Change Framework/Strategy/OP3 program?	✓	✓				✓	✓		✓	✓	✓						✓	✓	✓	✓	✓		
To what extent are ADB budgets, staffing, and training adequate to meet ADB's climate change objectives?						✓	✓		✓	✓	✓						✓	✓	✓	✓	✓		
Are ADB guidelines and supporting documents and processes/procedures adequate to guide and mainstream climate actions throughout the portfolio?	✓					✓	✓		✓	✓	✓						✓	✓	✓	✓	✓		
How effective is ADB's organizational approach and structure to supporting its climate change objectives?	✓	✓				✓											✓	✓	✓	✓	✓		

Question/Topic	Contextual Review					Strategy Review			Portfolio Review						Country and Regional Specific Review			Survey, Interviews, and Institutional Set-up				
	MFI climate change background paper	Global and regional context paper	Private sector and climate paper	Synthesis of evaluation evidence	COVID-19 context	Review of ADB's corporate climate strategic approach	Review of ADB's CPS	Review of climate funds used at ADB	Characterization of the CC and non-CC portfolio	Structured review of projects completed or past midterm review	Structured review of the design of new projects	Review of technical assistance	Review of role and results of core infrastructure sectors	Review of role and results of non-infrastructure sectors	Country case assessments	SIDs case assessment	Geospatial assessment of ADB's climate actions	Staff survey	Key informant interviews and FGDs	ADB staff interviews	External interviews	Review of organizational structure and staffing
What has been the balance between knowledge and financing in the management of CC funds?	✓					✓	✓										✓	✓	✓			

ADB = Asian Development Bank; ANRRD = agriculture, natural resources, and rural development; CC = climate change; COVID-19 = coronavirus disease, CPS = country partnership strategy; DMC = developing member country; FGD = focus group discussion; MFI = multilateral financial institution; OP3 = Strategy 2030 Operational Priority 3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability; WUS = water and other urban infrastructure and services.
Source: Asian Development Bank (Independent Evaluation Department).