



2016

DEVELOPMENT EFFECTIVENESS REVIEW

SCORECARD and RELATED INFORMATION

ASIAN DEVELOPMENT BANK



CONTENTS

RESULTS FRAMEWORK INDICATORS

Level 1: Development Progress in Asia and the Pacific	2
Level 2: ADB's Contributions to Development Results.....	6
Level 3: ADB's Operational Management	14
Level 4: ADB's Organizational Management.....	20

SIGNALS AND SCORING METHODS

Level 1 Signals Explained	24
Level 2–4 Signals Explained.....	25
Composite Signals.....	26
Signals and Scoring Methods	26

STANDARD EXPLANATORY DATA INDICATORS

Level 1: Development Progress in Asia and the Pacific	30
Level 2: ADB's Contributions to Development Results	34
Level 3: ADB's Operational Management	52
Level 4: ADB's Organizational Management.....	64

RESULTS FRAMEWORK INDICATORS







Level 1: Development Progress in Asia and the Pacific

ADB Developing Member Countries Overall

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target	Signal
Poverty						
1. Population living on less than \$1.25 PPP per day (%) ^a	2008	2013	20.3	9.0	25.5	
2. GDP per capita growth rate (%)	2011	2015	7.2	5.8		
3. Countries with high income inequality (% of countries with Gini coefficient exceeding 0.4)	2000–2010	2014	36.4	30.3		
4. Wage and salaried workers in total employment (%)	2011	2013	29.0	29.0		
Female	2011	2013	29.0	29.1		
Male	2011	2013	29.0	29.0		
5. Underweight children under 5 years old (%)	2010	2013	23.6	22.7	16.3	
6. Under-5 child mortality (number per 1,000 live births)	2011	2015	42.8	36.0	31.0	
Female	2010	2015	44.4	35.2	30.7	
Male	2010	2015	45.1	36.7	31.3	
Ratio of girls to boys in education (%)						
7. Secondary	2010	2015	1.0	1.0	1.0	
8. Tertiary	2010	2015	1.0	1.0	1.0	
9. Gross lower secondary education graduation rate (%)	2010	2014	81.6	87.0		
Female	2010	2014	82.8	88.2		
Male	2010	2014	80.4	85.2		
10. Maternal mortality ratio (number per 100,000 live births)	2009	2015	170.8	126.0	82.9	

Level 1: Development Progress in Asia and the Pacific

ADF Developing Member Countries

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target	Signal
Poverty						
1. Population living on less than \$1.25 PPP per day (%) ^a	2008	2013	17.4	8.9	22.7	
2. GDP per capita growth rate (%)	2011	2015	4.3	4.3		
3. Countries with high income inequality (% of countries with Gini coefficient exceeding 0.4)	2000–2010	2014	33.3	25.0		
4. Wage and salaried workers in total employment (%)	2011	2013	34.4	34.8		
Female	2011	2013	33.6	34.4		
Male	2011	2013	34.8	35.0		
5. Underweight children under 5 years old (%)	2010	2013	26.3	26.5	21.5	
6. Under-5 child mortality (number per 1,000 live births)	2011	2015	62.0	54.4	39.7	
Female	2010	2015	60.3	50.9	38.3	
Male	2010	2015	67.6	57.7	41.1	
Ratio of girls to boys in education (%)						
7. Secondary	2010	2015	1.0	1.0	1.0	
8. Tertiary	2010	2015	1.0	1.0	1.0	
9. Gross lower secondary education graduation rate (%)	2010	2014	59.4	61.8		
Female	2010	2014	59.4	62.0		
Male	2010	2014	59.1	59.0		
10. Maternal mortality ratio (number per 100,000 live births)	2009	2015	233.9	168.8	97.3	

Level 1: Development Progress in Asia and the Pacific

ADB Developing Member Countries Overall (continued)

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target	Signal
Other Development Outcomes						
11. Paved roads (kilometers per 10,000 people)	2009	2014	16.3	19.2		
12. Electrification rate (%)	2010	2016	83.1	87.2		
13. Deposit accounts in financial institutions (number per 1,000 adults)	2010	2015	420.1	824.5		
Population using an improved drinking water source (%)						
14. Rural	2010	2015	85.2	90.4	80.7	
15. Urban	2010	2015	95.7	96.4	96.4	
Population using an improved sanitation facility (%)						
16. Rural	2010	2015	45.1	49.0	63.7	
17. Urban	2010	2015	75.1	78.2	81.4	
18. Governance and public sector management assessment (index)				
19. Time to start business (days)	2012	2016	29.7	20.8		
20. Intraregional trade in total Asia and Pacific trade (%)	2011	2015	49.5	51.4		
21. Land area covered by forests (%) ^b	2010	2015	23.0	23.2		
22. Carbon dioxide emissions (metric tons per capita)	2009	2013	3.2	3.8		

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund, GDP = gross domestic product, MDG = Millennium Development Goal, PPP = purchasing power parity.

Notes: Estimates are averages of actual country values weighted by population size or imputed country values wherever data are missing for the year required, weighted by population size. MDG targets were computed relative to 1990 values for the country group except that for gender parity in education. ADF Developing Member Countries refer to a subset of ADB developing member countries that have access to the ADF according to ADB's 2013 operations manual on *Classification and Graduation of Developing Member Countries (OMA1/BP)*, issued on 4 September 2013. See Appendix 2 for country groupings.














^a The World Bank introduced the \$1.90 income per day international poverty threshold in 2015. It is based on 2011 PPP and replaced the previous \$1.25 per day poverty threshold based on 2005 PPP. The new poverty line reflects the average national poverty lines of the 15 poorest developing countries. It represents a very low threshold of standard of living that is believed to correspond to the minimum costs of basic needs. World Bank. 2015. *Development Goals in an Era of Demographic Change: Global Monitoring Report 2015/2016*. Washington, DC.

^b This indicator does not have a numerical target, but is scored against the MDG objective to "increase the proportion/share of land area covered by forest." The estimates for 1990 are 22% for ADB developing member countries and 24.5% for ADF developing member countries.

Sources: Regional aggregates for MDG indicators were prepared by the Strategy, Policy and Review Department using country data from the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Statistics Division as part of the partnership between ADB, UNESCAP, and the United Nations Programme on the MDGs. Population data used as weights are from the United Nations Population Division World Population Prospects: The 2015 Revision. Sources for other indicators include the World Bank, PovcalNet online database <http://iresearch.worldbank.org/PovcalNet/povOnDemand.aspx> (accessed 10 January 2017); International Labour Organization Key Indicators of the Labour Market 8th Edition http://www.ilo.org/empelm/what/WCMS_114240/lang--en/index.htm (accessed 23 January 2017); United Nations Educational, Scientific and Cultural Organization Institute for Statistics <http://stats.uis.unesco.org/unesco/ReportFolders/ReportFolders.aspx> (accessed 25 January 2017); and the World Bank, World Development Indicators online database <http://databank.worldbank.org/data/views/variableSelection/selectvariables.aspx?source=world-development-indicators#> (accessed 12 January 2017).









Level 1: Development Progress in Asia and the Pacific

ADF Developing Member Countries (continued)

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target	Signal
Other Development Outcomes						
11. Paved roads (kilometers per 10,000 people)	2009	2014	8.4	8.6		
12. Electrification rate (%)	2010	2016	62.9	70.7		
13. Deposit accounts in financial institutions (number per 1,000 adults)	2010	2015	411.4	731.4		
Population using an improved drinking water source (%)						
14. Rural	2010	2015	80.5	84.7	82.5	
15. Urban	2010	2015	91.5	92.4	94.8	
Population using an improved sanitation facility (%)						
16. Rural	2010	2015	54.2	60.7	62.9	
17. Urban	2010	2015	74.9	77.7	83.0	
18. Governance and public sector management assessment (index)	2012	2016	3.5	3.5		
19. Time to start business (days)	2012	2016	29.8	20.2		
20. Intraregional trade in total Asia and Pacific trade (%)	2011	2015	58.5	62.9		
21. Land area covered by forests (%) ^b	2010	2015	23.6	23.1		
22. Carbon dioxide emissions (metric tons per capita)	2009	2013	0.9	1.0		

Level 2: ADB's Contributions to Development Results

ADB Operations Overall

Indicator	Baseline Year	Baseline Value	RY 2013	RY 2014	RY 2015	RY 2016	2016 Target	Signal
Quality at Completion								
1. Completed country strategies and assistance programs rated <i>successful</i> (%) ^a	RY 2010–2012	73	69	63	64	71	80	
Completed sovereign operations rated <i>successful</i> (%) ^b								
2. Projects	RY 2010–2012	61	68	74	74	78	80	
3. Policy-based operations	RY 2010–2012	45	61	68	69	76	80	
4. Rated <i>likely sustainable</i>	RY 2010–2012	48	56	61	60	65	80	
5. Completed nonsovereign operations rated <i>successful</i> (%)	RY 2010–2012	52	59	67	67	69	80	
6. Completed technical assistance projects rated <i>successful</i> (%) ^c	RY 2010–2012	80	84	89	87	87	80	
7. Completed sovereign operations delivering intended gender equality results (%)	RY 2010–2012	49	55	60	70	74	70	

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund, RY = reporting year.

Notes: The reporting year for the results on level 2 Quality at Completion indicators (1–7) is 1 July–30 June and is based on the circulation year of documents reviewed. All figures in this table cover 3-year periods. For example, RY 2016 refers to 1 July 2013–30 June 2016. “ADB Operations Overall” refer to sovereign projects, policy-based operations, technical assistance projects, or nonsovereign operations. “ADF Operations” are a subset of ADB operations that received grants or concessional lending from the ADF.

^a ADF operations include ADF-only and blend countries. India is excluded because it does not have access to the ADF. The indicator is based on country assistance program evaluations and validations of country partnership strategy final reviews.








^b Success rates are the ratings evaluated by the Independent Evaluation Department based on validations of project and/or program completion reports and project and/or program performance evaluations.

^c Technical assistance success ratings are the ratings in technical assistance completion reports, which are not reviewed by the Independent Evaluation Department.

Source: ADB Strategy, Policy and Review Department.









Level 2: ADB's Contributions to Development Results

ADF Operations

Indicator	Baseline Year	Baseline Value	RY 2013	RY 2014	RY 2015	RY 2016	2016 Target	Signal
Quality at Completion								
1. Completed country strategies and assistance programs rated <i>successful</i> (%) ^a	RY 2010–2012	78	64	58	50	67	80	
Completed sovereign operations rated <i>successful</i> (%) ^b								
2. Projects	RY 2010–2012	58	64	68	71	78	80	
3. Policy-based operations	RY 2010–2012	41	62	70	77	80	80	
4. Rated <i>likely sustainable</i>	RY 2010–2012	42	50	55	56	60	80	
5. Completed nonsovereign operations rated <i>successful</i> (%)	...							
6. Completed technical assistance projects rated <i>successful</i> (%) ^c	RY 2010–2012	78	85	89	88	87	80	
7. Completed sovereign operations delivering intended gender equality results (%)	RY 2010–2012	50	55	59	70	76	70	

Level 2: ADB's Contributions to Development Results

ADB Operations Overall (continued)

Indicator	Number of PCRs/XARRs	2016 Results Achieved ^a	Achievement Rate (%) ^b (Satisfactory: 85% or above)	Signal
Core Operational Results				
Energy	13			
8. Greenhouse gas emission reduction (tCO ₂ -equiv/yr) ^c	7	1,954,000	100+	
9. New households connected to electricity (number)	3	490,000	100+	
10. Installed energy generation capacity (MW equivalent)	6	990	100+	
Renewable (MW equivalent) ^c	5	330		
11. Transmission lines installed or upgraded (km)	5	1,300	100+	
12. Distribution lines installed or upgraded (km)	4	12,000	72	
Transport	18			
13. Use of roads built or upgraded (average daily vehicle-km in the first full year of operation)	11	51,613,000	88	
14. Use of railways built or upgraded (average daily ton-km in the first full year of operation) ^c	1	12,000,000	100+	
15. Roads built or upgraded (km)	17	6,400	100	
16. Railways constructed or upgraded (km) ^c	1	260	100+	
17. Urban rail- and bus-based mass transit systems built or upgraded (km)	0			
Water	14			
18. Households with new or improved water supply (number)	9	1,886,000	100+	
19. Households with new or improved sanitation (number) ^c	6	256,000	66	
20. Wastewater treatment capacity added or improved (m ³ per day) ^c	4	100,000	74	

Level 2: ADB's Contributions to Development Results

ADF Operations (continued)

Indicator	Number of PCRs/XARRs	2016 Results Achieved ^a	Achievement Rate (%) ^b (Satisfactory: 85% or above)	Signal
Core Operational Results				
Energy	4			
8. Greenhouse gas emission reduction (tCO ₂ -equiv/yr) ^c	1	59,000	100	
9. New households connected to electricity (number)	3	100,000	76	
10. Installed energy generation capacity (MW equivalent)	2	550	100	
Renewable (MW equivalent) ^c	1	140		
11. Transmission lines installed or upgraded (km)	4	370	100+	
12. Distribution lines installed or upgraded (km)	2	230	90	
Transport	9			
13. Use of roads built or upgraded (average daily vehicle-km in the first full year of operation)	5	6,396,000	93	
14. Use of railways built or upgraded (average daily ton-km in the first full year of operation) ^c	0			
15. Roads built or upgraded (km)	9	1,800	95	
16. Railways constructed or upgraded (km) ^c	0			
17. Urban rail- and bus-based mass transit systems built or upgraded (km)	0			
Water	9			
18. Households with new or improved water supply (number)	5	278,000	84	
19. Households with new or improved sanitation (number) ^c	3	22,000	73	
20. Wastewater treatment capacity added or improved (m ³ per day) ^c	2	2,300	87	

Level 2: ADB's Contributions to Development Results

ADB Operations Overall (continued)

Indicator	Number of PCRs/XARRs	2016 Results Achieved ^a	Achievement Rate (%) ^b (Satisfactory: 85% or above)	Signal
21. Water supply pipes installed or upgraded (length of network in km)	7	5,600	100+	✓
22. Land improved through irrigation, drainage, and/or flood management (ha)	7	2,417,000	100+	✓
Finance	6			
23. Trade finance supported (\$ million per year) ^d		3,100	100+	✓
24. Microfinance loan accounts opened or end borrowers reached (number)	5	2,009,000	100+	✓
Female		1,516,000		
Male		494,000		
25. Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)	2	15,000	100+	✓
Education	7			
26. Students benefiting from new or improved educational facilities (number)	6	930,000	65	✗
Female		442,000		
Male		488,000		
27. Students educated and trained under improved quality assurance systems (number)	5	3,464,000	53	✗
Female		1,678,000		
Male		1,786,000		
28. Teachers trained with quality or competency standards (number)	7	278,000	89	✓
Female		149,000		
Male		129,000		

Level 2: ADB's Contributions to Development Results

ADF Operations (continued)

Indicator	Number of PCRs/XARRs	2016 Results Achieved ^a	Achievement Rate (%) ^b (Satisfactory: 85% or above)	Signal
21. Water supply pipes installed or upgraded (length of network in km)	4	2,500	100+	
22. Land improved through irrigation, drainage, and/or flood management (ha)	5	267,000	100+	
Finance	4			
23. Trade finance supported (\$ million per year) ^d				
24. Microfinance loan accounts opened or end borrowers reached (number)	4	2,008,000	100+	
Female		1,515,000		
Male		493,000		
25. Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)	0			
Education	7			
26. Students benefiting from new or improved educational facilities (number)	6	930,000	65	
Female		442,000		
Male		488,000		
27. Students educated and trained under improved quality assurance systems (number)	5	3,464,000	53	
Female		1,678,000		
Male		1,786,000		
28. Teachers trained with quality or competency standards (number)	7	278,000	89	
Female		149,000		
Male		129,000		

Level 2: ADB's Contributions to Development Results

ADB Operations Overall (continued)

Indicator	Number of PCRs/XARRs	2016 Results Achieved ^a	Achievement Rate (%) ^b (Satisfactory: 85% or above)	Signal
Regional Cooperation and Integration	3			
29. Cross-border transmission of electricity (GWh per year)	1	3,500	100+	✓
30. Cross-border cargo volume facilitated (tons per year)	2	1,254,000	100+	✓

ADB = Asian Development Bank, ADF = Asian Development Fund, GWh = gigawatt-hour, ha = hectare, km = kilometer, m³ = cubic meter, MW = megawatt, PCR = project and/or program completion report, tCO₂-equiv/year = tons of carbon dioxide equivalent per year, XARR = extended annual review report.

Notes:

1. Signals do not have arrows because there is no comparison with past or baseline achievement percentages. The entry "100+" in the "Achievement Rate" column means that outputs achieved exceeded the planned outputs.
2. Results achieved are rounded to the nearest 1,000. Values smaller than 10,000 are rounded to the nearest 100. Values smaller than 1,000 are rounded to nearest 10. Values smaller than 99 are not rounded.
3. Gray shading in cells indicates the column heading does not apply.

^a Results Achieved are aggregate amounts of outputs and outcomes reported in PCRs and XARRs circulated from 1 January to 31 December 2016 as achieved by ADB operations. Of the 61 operations with PCRs and XARRs, 49 operations (80%) reported outputs and outcomes covered by the indicators in level 2. The results presented include the contributions of ADB, cofinanciers, and the government. ADB financing accounts for at least 46% of the total project costs of these operations.

^b "Achievement Rate" is the percentage of "Results Achieved" to the total planned outputs and outcomes as reported in reports and recommendations of the Resident for the same operations and estimated by project teams.

^c These are identified as environment indicators.

^d This indicator is rated against the annual benchmark of \$2.5 billion.

Source: ADB Strategy, Policy and Review Department.

Level 2: ADB's Contributions to Development Results

ADF Operations (continued)

Indicator	Number of PCR _s /XARR _s	2016 Results Achieved ^a	Achievement Rate (%) ^b (Satisfactory: 85% or above)	Signal
Regional Cooperation and Integration	3			
29. Cross-border transmission of electricity (GWh per year)	1	3,500	100+	✓
30. Cross-border cargo volume facilitated (tons per year)	2	1,254,000	100+	✓






Level 3: ADB's Operational Management

ADB Operations Overall

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
Implementation Quality									
1. Performance of sovereign operations at implementation rated <i>satisfactory</i> (%)	2012	Annual	89	93	95	93	95	85	
2. Performance of nonsovereign operations at implementation, credit rated <i>satisfactory</i> (%)	2012	Annual	99	98	99	99	99	95	
3. Time from approval to first contract in sovereign projects (months)	2012	2016	12.9	11.6	15.2	15.1	14.4	9.0	
Quality at Entry									
4. Quality at entry of country partnership strategies rated <i>satisfactory</i> (%)	2012	Annual	100		100			90	
5. Quality at entry of sovereign projects rated <i>satisfactory</i> (%)	2012	Annual	85		95			90	
6. Quality at entry of nonsovereign projects rated <i>satisfactory</i> (%)	2012	2016	84		94			90	
7. Quality at entry of country partnership strategies in supporting inclusive economic growth rated <i>satisfactory</i> (%)	2012	2016	100		100			90	
8. Infrastructure projects that are procurement ready (%)	2012	2016	14	28	31	28	44	40	
Development Finance									
9. Disbursement ratio for sovereign projects and results-based lending (%)	2012	2016	17.6	17.8	18.3	17.1	18.2	22.0	
10. Disbursement ratio for nonsovereign loans (%)	2012	Annual	24.4	36.1	36.5	47.7	53.4	Maintain	
11. Direct value-added cofinancing (% of ADB financing approved)	2010-2012	2016	51	53	58	59	71	70	
12. Project development transactions for public-private partnerships (total number from 2013)	2012	2016	1	4	20	40	58	50	

Level 3: ADB's Operational Management

ADF Operations

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
Implementation Quality									
1. Performance of sovereign operations at implementation rated <i>satisfactory</i> (%)	2012	Annual	89	94	96	95	96	85	
2. Performance of nonsovereign operations at implementation, credit rated <i>satisfactory</i> (%)							
3. Time from approval to first contract in sovereign projects (months)	2012	2016	13.7	11.5	16.0	15.0	16.2	9.0	
Quality at Entry									
4. Quality at entry of country partnership strategies rated <i>satisfactory</i> (%)	2012	Annual	100		100			90	
5. Quality at entry of sovereign projects rated <i>satisfactory</i> (%)	2012	Annual	84		92			90	
6. Quality at entry of nonsovereign projects rated <i>satisfactory</i> (%)							
7. Quality at entry of country partnership strategies in supporting inclusive economic growth rated <i>satisfactory</i> (%)	2012	2016	100		100			90	
8. Infrastructure projects that are procurement ready (%)							
Development Finance									
9. Disbursement ratio for sovereign projects and results-based lending (%)	2012	2016	16.9	17.2	16.5	17.1	19.8	20.0	
10. Disbursement ratio for nonsovereign loans (%)							
11. Direct value-added cofinancing (% of ADB financing approved)							
12. Project development transactions for public-private partnerships (total number from 2013)							










Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
13. Cumulative public-private partnership leveraging achieved using ADB financing (ratio of leveraging amount to ADB financing approved)	2010-2012	2016	7.0	4.2	5.7	6.6	8.3	8.0	✓
Strategy 2020 Development Agendas and Operations									●
Operations contributing to inclusive economic growth focusing on (%):									
14. Growth and creation of jobs and opportunities	2010-2012	2016	43	39	36	35	37	Monitor	⬆️
15. Inclusive access to jobs and opportunities	2010-2012	2016	56	60	64	64	62	Monitor	⬇️
16. Social protection	2010-2012	2016	4.8	5.0	5.4	6.0	5.2	Above Baseline	✓
17. Operations supporting environmental sustainability (%)	2010-2012	2016	45	49	53	56	58	50	✓
18. Operations supporting climate change mitigation and/or adaptation (%)	2011-2012	2016	42	44	44	45	45	45	✓
19. Operations supporting regional cooperation and integration (%)	2010-2012	2016	21	20	22	23	26	25	✓
20. Financing for Strategy 2020 core operational areas (%)	2010-2012	Annual	90	91	89	90	85	80	✓
Financing for education (%)	2010-2012	2016	3.3	4.6	6.0	3.6	4.4	4.7-10.0	⬆️
21. Financing for health (%)	2011-2012	2016	0.6	1.1	0.0	2.2	2.0	1.5-5.0	✓
Strategy 2020 Drivers of Change									●
22. Operations supporting private sector development and private sector operations (%)	2010-2012	2016	38	38	45	52	56	40	✓
23. Financing for private sector operations (% of OCR approvals)	2010-2012	2016	18.1	15.5	18.4	19.6	17.4	20.0	⬇️







Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
13. Cumulative public-private partnership leveraging achieved using ADB financing (ratio of leveraging amount to ADB financing approved)							
Strategy 2020 Development Agendas and Operations									
Operations contributing to inclusive economic growth focusing on (%):									
14. Growth and creation of jobs and opportunities	2010-2012	2016	34	32	32	33	34	Monitor	
15. Inclusive access to jobs and opportunities	2010-2012	2016	65	66	67	66	66	Monitor	
16. Social protection	2010-2012	2016	8.0	7.7	7.3	8.5	7.2	Above Baseline	
17. Operations supporting environmental sustainability (%)	2010-2012	2016	39	43	49	55	55	40	
18. Operations supporting climate change mitigation and/or adaptation (%)	2011-2012	2016	27	32	38	43	44	35	
19. Operations supporting regional cooperation and integration (%)	2010-2012	2016	27	27	29	27	31	25	
20. Financing for Strategy 2020 core operational areas (%)							
Financing for education (%)							
21. Financing for health (%)							
Strategy 2020 Drivers of Change									
22. Operations supporting private sector development and private sector operations (%)	2010-2012	2016	30	29	34	41	47	40	
23. Financing for private sector operations (% of OCR approvals)							

Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
24. Operations supporting governance and/or capacity development (%)	2010–2012	Annual	57	54	60	65	72	Above Baseline	
25. Operations supporting gender mainstreaming (%)	2010–2012	2016	47	53	55	54	50	45	
26. Perceived ADB performance in promoting knowledge sharing and best practices (%)	2012	2013	51					60	
27. Web-distributed knowledge solutions (number of downloads)	2012	Annual	296,000	360,000	530,000	550,000	558,000	Increase	
28. Civil society organizations participation in sovereign operations (% of approved operations)	2012	Annual	98	92	100	94	96	90	
29. Operations aligned with country results frameworks (%)	2012	Annual	94	96	98	100	100	90	
30. Sovereign operations using country systems (%)	2012	Annual	59	50	55	60	61	Above Baseline	

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources.

Note: Unless specified, both sovereign and nonsovereign operations are included.

Source: ADB Strategy, Policy and Review Department.












Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
24. Operations supporting governance and/or capacity development (%)	2010–2012	Annual	69	67	75	79	88	Above Baseline	✓
25. Operations supporting gender mainstreaming (%)	2010–2012	2016	56	60	58	59	56	55	✓
26. Perceived ADB performance in promoting knowledge sharing and best practices (%)							
27. Web-distributed knowledge solutions (number of downloads)							
28. Civil society organizations participation in sovereign operations (% of approved operations)	2012	Annual	98	89	100	94	98	90	✓
29. Operations aligned with country results frameworks (%)	2012	Annual	100	100	100	100	100	90	✓
30. Sovereign operations using country systems (%)	2012	Annual	47	48	49	50	47	Above Baseline	✓

Level 4: ADB's Organizational Management





ADB Operations Overall

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
Human Resources									
1. Budgeted international and national staff in operations departments (%)	2010–2012	Annual Target	55	56	56	56	56	55	
2. Representation of women in the international staff category (%)	2012	2016	34	35	35	34	34	37	
3. Staff engagement (index)	2012	Annual Target	86			82		87	
Budget Resources									
4. Internal administrative expenses per \$1 million disbursement (\$ '000)	2010–2012	2016	59	63.1	60.6	53.7	48.4	56.1–57.2	
5. Share of operational expenses for portfolio management (% of total operational expenses attributable to portfolio management and processing of operations)	2012	2016	59.8	61.5	59.8	56.9	54.6	62–64	
Process Efficiency and Client Orientation									
6. Sovereign operations administered with substantial resident mission involvement (%)	2012	2016	69	70	70	73	80	80	
7. Sovereign operations processing time (from start of loan fact-finding to Board approval, months)	2012	Annual Target	8	7	7.4	6.5	7.1	6	
8. Nonsovereign operations processing time (from start of due diligence to Board approval, months)	2012	Annual Target	8	6.2	9.4	7.9	9.0	Maintain	
9. Processing time for procurement contracts for sovereign operations (more than \$10 million, days)	2012	2016	72	57	58	49	44	40	

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund.











Sources: ADB Budget, Personnel, and Management Systems Department; Operations Services and Financial Management Department; operations departments; and Strategy, Policy and Review Department.

Level 4: ADB's Organizational Management ADF Operations

Indicator	Baseline Year	Target Year	Baseline Value	2013	2014	2015	2016	Target	Signal
Human Resources									
1. Budgeted international and national staff in operations departments (%)							
2. Representation of women in the international staff category (%)							
3. Staff engagement (index)							
Budget Resources									
4. Internal administrative expenses per \$1 million disbursement (\$ '000)							
5. Share of operational expenses for portfolio management (% of total operational expenses attributable to portfolio management and processing of operations)							
Process Efficiency and Client Orientation									
6. Sovereign operations administered with substantial resident mission involvement (%)	2012	2016	70	69	73	75	87	80	
7. Sovereign operations processing time (from start of loan fact-finding to Board approval, months)	2012	Annual Target	6.8	5.8	7.3	6.6	5.6	6	
8. Nonsovereign operations processing time (from start of due diligence to Board approval, months)							
9. Processing time for procurement contracts for sovereign operations (more than \$10 million, days)	2012	2016	64	62	74	49	57	40	

SIGNALS AND SCORING METHODS

Level 1 Signals Explained

Progress	Signal ^a	Annual Change
MDG Indicators		
At or above target —region's performance at or above cutoff value for 2015		
Below target —region's performance fell short of desired progress to attain cutoff value for 2015		Improved
		Remained stable
		Deteriorated
Non-MDG Indicators		
At or above target —region's performance progressed against baseline		Improved
		Remained stable
		Deteriorated
Below target —region's performance at or below baseline for 3 or more consecutive years		Improved
		Remained stable
		Deteriorated








MDG = Millennium Development Goal.

Notes: 2016 is the final year of the 2013–2016 corporate results framework. During the final year, an assessment is made whether the targets have been met or not. As such, no amber signal is used for individual indicators.

^a An arrow indicates a significant ($\geq 3\%$) change from previous performance. An arrow pointing up indicates improvement; an arrow pointing down indicates deterioration.

Source: Asian Development Bank Strategy, Policy and Review Department.

Level 2–4 Signals Explained




Progress	Signal ^a	Annual Change
At or above target —performance at or above target		
Below target —performance fell short of desired progress to attain target		Improved
		Remained stable
		Deteriorated
Monitor —no performance assessment		Improved
		Remained stable
		Deteriorated

Notes: 2016 is the final year of the 2013–2016 corporate results framework. During the final year, an assessment is made whether the targets have been met or not. As such, no amber signal is used for individual indicators.













^a An arrow indicates a significant ($\geq 3\%$) change from previous performance. An arrow pointing up indicates improvement; an arrow pointing down indicates deterioration. There are no arrows for Core Operational Results (level 2), as there is no comparison with past and/or baseline achievement percentages. For results indicators that are monitored, the arrow shows the direction of movement only.

Source: Asian Development Bank Strategy, Policy and Review Department.
















Composite Signals

Signal		
	Good	Two-thirds or more of results indicators in the group achieved a green signal.
	Mixed	Half or more but less than two-thirds of results indicators in the group achieved a green signal.
	Poor	Less than half of results indicators in the group achieved a green signal.

Signals and Scoring Methods

Type	Target	Notes	Signal	Applied to ^a
Growth	Range	• 5.0% or above for ADB and 2.5% or above for ADF		
		• Below 5.0% for ADB and below 2.5% for ADF		
MDG	2015	• At or above MDG target		
		• Below MDG target and stable		
		• Below MDG target and improved		
		• Below MDG target and deteriorated		
Progress (non-MDG)	Annual	• Above baseline		Level 1: indicators 3-4, 9, 11-13, 18-20
		• Below baseline		
Achievement rate	Annual	• At or above target		Level 2: Core Operational Results
		• Below target		
Point target	2016	<ul style="list-style-type: none"> • At or above target • Below target 	 	Level 2: Quality at Completion Level 3: indicators 3, 6-9, 11, 17-19, 20 (core operational areas), 22, 23, 25, 26 Level 4: indicators 2, 6, 9

Signals and Scoring Methods (continued)

Type	Target	Notes	Signal	Applied to ^a
Range	2016	<ul style="list-style-type: none"> • Within the target range • Outside target range 	 	Level 3: indicators 20 (financing for education), 21 Level 4: indicators 4, 5
Performance Standard	Annual	<ul style="list-style-type: none"> • Performance standard or better • Worse than the performance standard 	 	Level 3: indicators 1, 2, 4, 5, 20, 28, 29 Level 4: indicators 1, 3, 7
Maintain	Annual	<ul style="list-style-type: none"> • Baseline or better • Worse than the baseline 	 	Level 3: indicator 10 Level 4: indicator 8
Above baseline	Annual	<ul style="list-style-type: none"> • One measurement unit above the baseline or better • Worse than the baseline plus one measurement unit 	 	Level 3: indicators 16, 24, 30
Increase	Annual	<ul style="list-style-type: none"> • Criteria used: <ol style="list-style-type: none"> 1. Average annual improvement since baseline year larger than or equal 3% threshold 2. Annual improvement larger than or equal 3% threshold • Both criteria or criterion 1 only • Neither or criterion 2 only 	 	Level 3: indicator 27
Cumulative indicator and ratio	2016	<ul style="list-style-type: none"> • At or above cumulative target or ratio • Below cumulative target or ratio 	 	Level 3: indicator 12 and 13
Monitor	2016	<ul style="list-style-type: none"> • Only arrows are shown • No impact on summary scorecard 	  	Level 3: indicators 14, 15

MDG = Millennium Development Goal.

^a Refers to the results framework indicator numbers used in the 2013–2016 corporate results framework and development effectiveness reviews.

Source: Asian Development Bank Strategy, Policy and Review Department.

**STANDARD
EXPLANATORY DATA
INDICATORS**

Level 1: Development Progress in Asia and the Pacific

ADB Developing Member Countries Overall

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target
Poverty					
1. Population living on less than \$1.25–\$2.00 (PPP) per day (%) ^a	2008	2013	26.8	22.9	
2. Proportion of own-account and contributing family workers in total employment (%)	2011	2013	68.6	64.1	
3. Ratio of girls to boys in education—primary (%)	2010	2015	1.0	1.1	1
4. Primary education completion rate (%)	2010	2012	92.7	94.0	
5. Women living with HIV (number, million)	2010	2015	1.4	1.5	
6. Social Protection Index (%)	2009	2010	9.5	9.7	
Other Development Outcomes					
7. Governance and public sector management assessment (index):			
Property rights and rule-based governance			
Transparency, accountability, and corruption in the public sector			
Quality of public administration			
Quality of budgetary and financial management			
Efficiency of revenue mobilization			
8. Intraregional equity and bond holdings in Asia and the Pacific (%)	2012	2014	33.3	32.1	
9. International logistics performance (index)	2010	2016	2.6	2.6	
10. Decrease in the fragility in FCAS countries (%)			
11. Terrestrial and marine areas protected (% of total territorial area)	2010	2015	10.7	11.5	
12. Carbon dioxide emissions (kilotons)	2009	2013	11,135,300	14,388,714	

Level 1: Development Progress in Asia and the Pacific

ADF Developing Member Countries

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target
Poverty					
1. Population living on less than \$1.25–\$2.00 (PPP) per day (%) ^a	2008	2013	19.4	30.3	
2. Proportion of own-account and contributing family workers in total employment (%)	2011	2013	57.3	59.5	
3. Ratio of girls to boys in education—primary (%)	2010	2015	0.9	1.0	
4. Primary education completion rate (%)	2010	2012	78.2	82.0	
5. Women living with HIV (number, million)	2010	2015	1.0	1.1	
6. Social Protection Index (%)	2009	2010	9.0	9.8	
Other Development Outcomes					
7. Governance and public sector management assessment (index):	2012	2016	3.5	3.5	
Property rights and rule-based governance	2012	2016	3.5	3.6	
Transparency, accountability, and corruption in the public sector	2012	2016	3.3	3.1	
Quality of public administration	2012	2016	3.5	3.4	
Quality of budgetary and financial management	2012	2016	3.7	3.7	
Efficiency of revenue mobilization	2012	2016	3.8	3.8	
8. Intraregional equity and bond holdings in Asia and the Pacific (%)	2012	2014	15.6	13.5	
9. International logistics performance (index)	2010	2016	2.4	2.5	
10. Decrease in the fragility in FCAS countries (%)	2012	2016	4.5	0.3	
11. Terrestrial and marine areas protected (% of total territorial area)	2010	2015	9.1	11.0	
12. Carbon dioxide emissions (kilotons)	2009	2013	2,274,200	2,654,871	

Level 1: Development Progress in Asia and the Pacific

ADB Developing Member Countries Overall (continued)

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target
13. Carbon dioxide intensity of GDP (kilograms per \$ GDP)	2009	2013	0.5	0.5	
14. World risk index (%)	2014	2016	11.3	10.9	

(-) = negative, ... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund, FCAS = fragile and conflict-affected situations, GDP = gross domestic product, HIV = human immunodeficiency virus, MDG = Millennium Development Goal, PPP = purchasing power parity.

Notes: Estimates are averages of actual country values weighted by population size or imputed country values wherever data are missing for the year required, weighted by population size. MDG targets were computed relative to 1990 values for the country group except that for gender parity in education. ADF developing member countries (DMCs) refer to a subset of ADB DMCs that have access to the ADF according to ADB's 2013 operations manual on Classification and Graduation of Developing Member Countries (OMA1/BP), issued on 4 September 2013. See Appendix 2 for country groupings.

^a Refers to the proportion of population living on \$1.90–\$3.10 (PPP) per day.

Sources: Regional aggregates for MDG indicators were prepared by the Strategy, Policy and Review Department using country data from the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Statistics Division as part of the partnership between ADB, UNESCAP, and the United Nations Programme on the MDGs. Population data used as weights are from the United Nations Population Division World Population Prospects: The 2015 Revision. Sources for other indicators include the World Bank, PovcalNet online database <http://iresearch.worldbank.org/PovcalNet/povOnDemand.aspx> (accessed 10 January 2017); International Labour Organization Key Indicators of the Labour Market Edition http://www.ilo.org/empelm/what/WCMS_114240/lang-en/index.htm (accessed 23 January 2017); United Nations Educational, Scientific and Cultural Organization Institute for Statistics <http://stats.uis.unesco.org/unesco/ReportFolders/ReportFolders.aspx> (accessed 25 January 2017); and the World Bank, World Development Indicators online database <http://databank.worldbank.org/data/views/variableSelection/selectvariables.aspx?source=world-development-indicators#> (accessed 12 January 2017).

Level 1: Development Progress in Asia and the Pacific

ADF Developing Member Countries (continued)

Indicator	Baseline Year	Latest Year	Baseline Value	Latest Value	MDG Target
13. Carbon dioxide intensity of GDP (kilograms per \$ GDP)	2009	2013	0.3	0.2	
14. World risk index (%)	2014	2016	12.1	11.7	

Level 2: ADB's Contributions to Development Results

ADB Operations Overall

Standard Explanatory Data Indicator	Period	RY 2012	RY 2013	RY 2014	RY 2015	RY 2016
Quality at Completion						
1. Completed sovereign operations rated <i>successful</i> (%)	3-year	58	67	72	72	77
2. Completed on time (% of projects)	3-year	41	40	44	36	38
3. Completed on budget (% of projects)	3-year		85	82	79	78
4. Completed operations contributing to outcomes (%)	Annual	65	77	82	66	78
5. Completed operations satisfactorily delivering thematic results (%):						
Governance and/or capacity development	3-year		89	85	85	85
Private sector development	3-year		70	74	71	76
6. Completed sovereign operations rated <i>likely</i> or <i>most likely sustainable</i> by IED (%)	3-year	57	54	50	42	50
7. Success ratings by sector of technical assistance (%):	3-year	80	84	89	87	87
Energy	3-year	72	82	92	86	87
Transport and communications	3-year	71	78	86	86	85
Water, sanitation, and waste management	3-year	81	85	89	93	94
Other infrastructure	3-year	83	86	96	91	92
Finance sector development	3-year	80	81	81	82	87
Education	3-year	75	90	80	88	80
Agriculture	3-year	86	96	100	88	89
Health	3-year	68	81	88	87	89
Disaster and emergency assistance	3-year	100	100	100		
Industry and trade	3-year	74	79	92	89	90
Public sector management	3-year	85	86	88	87	85
8. Success ratings by sector of technical assistance (%):	3-year	80	84	89	87	87
Advisory ^a	3-year		74	78	75	72
Policy and advisory	3-year		94	95	92	90
Research and development	3-year		95	93	91	87
Capacity development	3-year		92	92	88	89

Level 2: ADB's Contributions to Development Results

ADF Operations

Standard Explanatory Data Indicator	Period	RY 2012	RY 2013	RY 2014	RY 2015	RY 2016
Quality at Completion						
1. Completed sovereign operations rated <i>successful</i> (%)	3-year	55	64	68	70	77
2. Completed on time (% of projects)	3-year	39	40	41	33	29
3. Completed on budget (% of projects)	3-year		81	76	78	78
4. Completed operations contributing to outcomes (%)	Annual	65	79	80	66	78
5. Completed operations satisfactorily delivering thematic results (%):						
Governance and/or capacity development	3-year		79	81	86	83
Private sector development	3-year		54	66	75	83
6. Completed sovereign operations rated <i>likely or most likely sustainable</i> by IED (%)	3-year	53	47	36	36	31
7. Success ratings by sector of technical assistance (%):	3-year	78	85	89	88	87
Energy	3-year	59	74	90	88	87
Transport and communications	3-year	69	80	88	85	81
Water, sanitation, and waste management	3-year	83	83	83	88	90
Other infrastructure	3-year	87	95	97	93	93
Finance sector development	3-year	79	80	81	86	91
Education	3-year	63	86	73	83	80
Agriculture	3-year	83	94	100	79	81
Health	3-year	65	87	100	94	92
Disaster and emergency assistance	3-year	100	100	100		
Industry and trade	3-year	69	75	92	89	93
Public sector management	3-year	85	88	89	89	84
8. Success ratings by sector of technical assistance (%):	3-year	78	85	89	88	87
Advisory ^a	3-year		71	73	81	80
Policy and advisory	3-year		96	96	91	86
Research and development	3-year		95	93	91	87
Capacity development	3-year		92	92	87	88

Level 2: ADB's Contributions to Development Results

ADB Operations Overall (continued)

Standard Explanatory Data Indicator	Period	R Y 2012	R Y 2013	R Y 2014	R Y 2015	R Y 2016
9. Impact evaluations conducted (number): ^b	Annual	4	2	3	3	3
Experimental approaches	Annual	3	2	3	1	1
Nonexperimental approaches	Annual	1	0	0	2	2
Other approaches	Annual	0	0	0	0	0

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund, IED = Independent Evaluation Department, RY = reporting year.

Notes: The reporting year for the results is 1 July–30 June and is based on the circulation year of source documents.

^a ADB stopped categorizing TA projects as “advisory” in 2011.

^b The indicator is reported by calendar year (1 January to 31 December).

Source: Asian Development Bank Strategy, Policy and Review Department.

Level 2: ADB's Contributions to Development Results

ADF Operations (continued)

Standard Explanatory Data Indicator	Period	R Y 2012	R Y 2013	R Y 2014	R Y 2015	R Y 2016
9. Impact evaluations conducted (number): ^b	...					
Experimental approaches	...					
Nonexperimental approaches	...					
Other approaches	...					

Level 2: ADB's Contributions to Development Results

ADB Operations Overall (continued)

Indicator	2016 Results Achieved
Core Operational Results	
Energy	
10. Energy saved (terawatt-hour equivalent per year)	0
11. New households connected to electricity (number)	
Rural	409,000
Urban	80,000
Transport	
12. Roads built or upgraded (kilometer)	
Expressways and national highways	1,800
Provincial, district, and rural roads	4,600
13. Roads built or upgraded (kilometer)	
Rural	4,900
Urban	370
14. Passengers on urban rail- and bus-based mass transit systems built or upgraded (average daily number in the first full year of operation)	0
Water	
15. Households with new or improved water supply (number)	
Rural	139,000
Urban	1,748,000
16. Households with reduced flood risk (number)	3,747,000
Education	
17. Students educated and trained under improved quality assurance system for TVET (number)	385,000
18. Teachers trained with quality or competency standards for TVET (number)	9,500

ADB = Asian Development Bank, ADF = Asian Development Fund, TVET = technical and vocational education and training.

Notes:

1. Results achieved are aggregate amounts of outputs and outcomes reported in project completion reports as achieved by ADB and ADF operations circulated from 1 January to 31 December 2016.
2. Results achieved are rounded to the nearest 1,000. Values smaller than 10,000 are rounded to the nearest 100. Values smaller than 1,000 are rounded to nearest 10. Values smaller than 99 are not rounded.

Sources: ADB project and/or program completion reports issued in 2016; eOperations; staff estimates; and ADB Strategy, Policy and Review Department.

Level 2: ADB's Contributions to Development Results

ADF Operations (continued)

Indicator	2016 Results Achieved
Core Operational Results	
Energy	
10. Energy saved (terawatt-hour equivalent per year)	0
11. New households connected to electricity (number)	
Rural	78,000
Urban	22,000
Transport	
12. Roads built or upgraded (kilometer)	
Expressways and national highways	510
Provincial, district, and rural roads	1,300
13. Roads built or upgraded (kilometer)	
Rural	1,500
Urban	270
14. Passengers on urban rail- and bus-based mass transit systems built or upgraded (average daily number in the first full year of operation)	0
Water	
15. Households with new or improved water supply (number)	
Rural	90,000
Urban	188,000
16. Households with reduced flood risk (number)	105,000
Education	
17. Students educated and trained under improved quality assurance system for TVET (number)	385,000
18. Teachers trained with quality or competency standards for TVET (number)	9,500

Level 2: Results Achieved through Completed Operations, 2010–2016

ADB Operations Overall

Indicator	2010–2013	2011–2014	2012–2015	2013–2016
Core Operational Results				
Energy				
8. Greenhouse gas emission reduction (tCO ₂ -equiv/yr)	9,445,000	13,098,000	15,329,000	10,763,000
Energy saved (terawatt-hour equivalent per year)	3	3	4	2
9. New households connected to electricity (number)	2,400,000	789,000	376,000	692,000
Rural	1,902,000	577,000	294,000	590,000
Urban	498,000	212,000	83,000	103,000
10. Installed energy generation capacity (MW equivalent)	12,000	18,000	18,000	13,000
Renewable (MW equivalent)	390	4,500	4,700	4,800
11. Transmission lines installed or upgraded (km)	4,400	7,700	7,000	7,200
12. Distribution lines installed or upgraded (km)	72,000	13,000	3,800	13,000
Transport				
13. Use of roads built or upgraded (average daily vehicle-km in the first full year of operation)	37,406,000	47,070,000	53,932,000	95,488,000
14. Use of railways built or upgraded (average daily ton-km in the first full year of operation)	847,000	907,000	907,000	12,580,000
15. Roads built or upgraded (km)	62,000	65,000	42,000	34,000
Expressways and national highways	7,000	8,200	9,800	8,800
Provincial, district, and rural roads	55,000	56,000	32,000	25,000
Rural	54,000	53,000	32,000	24,000
Urban	8,500	7,400	1,800	1,000
16. Railways constructed or upgraded (km)	620	1,600	1,600	1,400
17. Urban rail- and bus-based mass transit systems built or upgraded (km)	0	0	0	0
Passengers on urban rail- and bus-based mass transit systems built or upgraded (average daily number in the first full year of operation)	0	0	0	0
Water				
18. Households with new or improved water supply (number)	6,204,000	5,080,000	3,647,000	3,022,000
Rural	2,190,000	1,274,000	1,130,000	599,000
Urban	4,013,000	3,799,000	2,509,000	2,415,000

Level 2: Results Achieved through Completed Operations, 2010–2016

ADF Operations

Indicator	2010–2013	2011–2014	2012–2015	2013–2016
Core Operational Results				
Energy				
8. Greenhouse gas emission reduction (tCO ₂ -equiv/yr)	600,000	600,000	600,000	659,000
Energy saved (terawatt-hour equivalent per year)	0	0	0	0
9. New households connected to electricity (number)	1,080,000	504,000	92,000	125,000
Rural	808,000	374,000	92,000	103,000
Urban	272,000	129,000	0	22,000
10. Installed energy generation capacity (MW equivalent)	230	230	220	550
Renewable (MW equivalent)	0	0.11	0.11	140
11. Transmission lines installed or upgraded (km)	1,300	1,600	420	650
12. Distribution lines installed or upgraded (km)	14,000	9,700	3	230
Transport				
13. Use of roads built or upgraded (average daily vehicle-km in the first full year of operation)	11,275,000	10,514,000	15,876,000	20,352,000
14. Use of railways built or upgraded (average daily ton-km in the first full year of operation)	488,000	488,000	488,000	488,000
15. Roads built or upgraded (km)	31,000	25,000	11,000	8,600
Expressways and national highways	2,300	2,500	3,300	3,100
Provincial, district, and rural roads	29,000	22,000	7,800	5,500
Rural	28,000	21,000	7,700	5,700
Urban	3,100	2,600	1,300	690
16. Railways constructed or upgraded (km)	75	75	75	75
17. Urban rail- and bus-based mass transit systems built or upgraded (km)	0	0	0	0
Passengers on urban rail- and bus-based mass transit systems built or upgraded (average daily number in the first full year of operation)	0	0	0	0
Water				
18. Households with new or improved water supply (number)	2,023,000	1,002,000	758,000	531,000
Rural	1,514,000	579,000	456,000	301,000
Urban	509,000	415,000	295,000	222,000

Level 2: Results Achieved through Completed Operations, 2010–2016

ADB Operations Overall (continued)

Indicator	2010–2013	2011–2014	2012–2015	2013–2016
19. Households with new or improved sanitation (number)	1,890,000	1,898,000	4,145,000	3,798,000
20. Wastewater treatment capacity added or improved (m ³ per day)	2,668,000	3,142,000	3,370,000	1,656,000
21. Water supply pipes installed or upgraded (length of network in km)	28,000	27,000	23,000	19,000
22. Land improved through irrigation, drainage, and/or flood management (ha)	13,955,000	2,336,000	2,493,000	3,281,000
Households with reduced flood risk (number)	9,671,000	9,673,000	4,438,000	5,667,000
Finance				
23. Trade finance supported (\$ million per year)	14,000	15,000	14,000	14,000
24. Microfinance loan accounts opened or end borrowers reached (number)	2,702,000	2,661,000	4,415,000	5,720,000
Female	2,177,000	2,146,000	1,456,000	2,389,000
Male	525,000	515,000	160,000	531,000
25. Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)	58,000	94,000	78,000	91,000
Education				
26. Students benefiting from new or improved educational facilities (number)	17,599,000	17,277,000	23,781,000	20,215,000
Female	8,641,000	8,489,000	11,942,000	10,100,000
Male	8,958,000	8,787,000	11,837,000	10,114,000
27. Students educated and trained under improved quality assurance systems (number)	20,120,000	28,319,000	35,015,000	38,330,000
Female	10,117,000	14,445,000	18,068,000	19,670,000
Male	9,957,000	13,828,000	16,901,000	18,614,000
Technical and vocational education and training	6,000	21,000	20,000	399,000
28. Teachers trained with quality or competency standards (number)	719,000	1,666,000	2,099,000	2,351,000
Female	316,000	659,000	801,000	929,000
Male	403,000	1,007,000	1,298,000	1,421,000
Technical and vocational education and training	2,400	3,000	2,200	12,000

Level 2: Results Achieved through Completed Operations, 2010–2016

ADF Operations (continued)

Indicator	2010–2013	2011–2014	2012–2015	2013–2016
19. Households with new or improved sanitation (number)	289,000	291,000	243,000	142,000
20. Wastewater treatment capacity added or improved (m ³ per day)	762,000	763,000	600,000	23,000
21. Water supply pipes installed or upgraded (length of network in km)	16,000	15,000	13,000	9,700
22. Land improved through irrigation, drainage, and/or flood management (ha)	2,026,000	1,915,000	1,871,000	511,000
Households with reduced flood risk (number)	2,748,000	2,750,000	3,375,000	1,132,000
Finance				
23. Trade finance supported (\$ million per year)				
24. Microfinance loan accounts opened or end borrowers reached (number)	2,084,000	2,042,000	3,905,000	5,701,000
Female	1,668,000	1,636,000	1,006,000	2,382,000
Male	416,000	406,000	99,000	519,000
25. Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)	9,800	38,000	50,000	50,000
Education				
26. Students benefiting from new or improved educational facilities (number)	17,164,000	17,277,000	23,751,000	20,185,000
Female	8,431,000	8,489,000	11,927,000	10,085,000
Male	8,734,000	8,787,000	11,822,000	10,099,000
27. Students educated and trained under improved quality assurance systems (number)	20,120,000	28,319,000	34,985,000	38,300,000
Female	10,117,000	14,445,000	18,053,000	19,655,000
Male	9,957,000	13,828,000	16,886,000	18,599,000
Technical and vocational education and training	6,000	21,000	20,000	399,000
28. Teachers trained with quality or competency standards (number)	703,000	1,666,000	2,099,000	2,351,000
Female	312,000	659,000	801,000	929,000
Male	391,000	1,007,000	1,298,000	1,421,000
Technical and vocational education and training	2,400	3,000	2,200	12,000

Level 2: Results Achieved through Completed Operations, 2010–2016

ADB Operations Overall (continued)

Indicator	2010–2013	2011–2014	2012–2015	2013–2016
Regional Cooperation and Integration				
29. Cross-border transmission of electricity (gigawatt-hours per year)	250	1,000	790	4,300
30. Cross-border cargo volume facilitated (tons per year)	58,507,000	68,777,000	50,627,000	42,602,000

ADB = Asian Development Bank, ADF = Asian Development Fund, ha = hectare, km = kilometer, m³ = cubic meter, tCO₂-equiv/yr = tons of carbon dioxide equivalent per year.

Notes:

1. Results achieved are aggregate amounts of outputs and outcomes from operations reported in PCRs and XARRs circulated for the calendar years indicated.
2. Results achieved are rounded to the nearest 1,000. Values smaller than 10,000 are rounded to the nearest 100. Values smaller than 1,000 are rounded to the nearest 10. Values smaller than 99 are not rounded.
3. Gray shading in cells indicates the column heading does not apply.

Sources: ADB project and/or program completion reports and extended annual review reports issued in 2010–2016; eOperations; staff estimates; and ADB Strategy, Policy and Review Department.

Level 2: Results Achieved through Completed Operations, 2010–2016

ADF Operations (continued)

Indicator	2010–2013	2011–2014	2012–2015	2013–2016
Regional Cooperation and Integration				
29. Cross-border transmission of electricity (gigawatt-hours per year)	0	790	790	4,300
30. Cross-border cargo volume facilitated (tons per year)	7,841,000	16,441,000	14,370,000	15,624,000

Level 2: Results Expected to Be Delivered, 2016–2022

ADB Operations Overall

Indicator	2016–2019	2017–2020	2018–2021	2019–2022
Core Operational Results				
Energy				
8. Greenhouse gas emission reduction (tCO ₂ -equiv/yr)	64,799,000	55,482,000	54,104,000	70,418,000
Energy saved (terawatt-hour equivalent per year)	960	960	1,000	1,000
9. New households connected to electricity (number)	5,913,000	6,487,000	8,256,000	8,489,000
Rural	3,885,000	4,459,000	5,477,000	4,724,000
Urban	2,028,000	2,028,000	2,779,000	3,765,000
10. Installed energy generation capacity (MW equivalent)	28,000	26,000	19,000	19,000
Renewable (MW equivalent)	4,800	7,100	7,000	7,900
11. Transmission lines installed or upgraded (km)	24,000	21,000	26,000	27,000
12. Distribution lines installed or upgraded (km)	154,000	140,000	279,000	162,000
Transport				
13. Use of roads built or upgraded (average daily vehicle-km in the first full year of operation)	71,371,000	69,429,000	65,148,000	66,260,000
14. Use of railways built or upgraded (average daily ton-km in the first full year of operation)	862,805,000	241,644,000	241,644,000	222,028,000
15. Roads built or upgraded (km)	90,000	87,000	82,000	77,000
Expressways and national highways	16,000	15,000	12,000	12,000
Provincial, district, and rural roads	73,000	72,000	70,000	64,000
Rural	42,000	41,000	40,000	35,000
Urban	47,000	44,000	41,000	40,000
16. Railways constructed or upgraded (km)	5,300	5,600	5,600	5,300
17. Urban rail- and bus-based mass transit systems built or upgraded (km)	89	89	13,000	13,000
Passengers on urban rail- and bus-based mass transit systems built or upgraded (average daily number in the first full year of operation)	219,107,000	219,439,000	219,557,000	219,557,000
Water				
18. Households with new or improved water supply (number)	9,529,000	9,958,000	9,583,000	9,725,000
Rural	3,529,000	3,617,000	3,737,000	3,709,000
Urban	5,999,000	6,350,000	5,855,000	6,024,000

Level 2: Results Expected to Be Delivered, 2016–2022

ADF Operations

Indicator	2016–2019	2017–2020	2018–2021	2019–2022
Core Operational Results				
Energy				
8. Greenhouse gas emission reduction (tCO ₂ -equiv/yr)	3,450,000	3,461,000	3,057,000	2,700,000
Energy saved (terawatt-hour equivalent per year)	6	6	0	0
9. New households connected to electricity (number)	394,000	374,000	285,000	187,000
Rural	254,000	245,000	228,000	154,000
Urban	139,000	129,000	57,000	33,000
10. Installed energy generation capacity (MW equivalent)	2,100	2,100	1,700	1,000
Renewable (MW equivalent)	13	80	170	170
11. Transmission lines installed or upgraded (km)	2,600	2,500	1,700	1,100
12. Distribution lines installed or upgraded (km)	9,700	9,700	6,800	6,800
Transport				
13. Use of roads built or upgraded (average daily vehicle-km in the first full year of operation)	16,899,000	14,637,000	10,357,000	13,262,000
14. Use of railways built or upgraded (average daily ton-km in the first full year of operation)	620,095,000	1,095,000	1,095,000	1,095,000
15. Roads built or upgraded (km)	14,000	14,000	13,000	14,000
Expressways and national highways	4,200	3,400	3,800	3,400
Provincial, district, and rural roads	9,200	10,000	9,300	11,000
Rural	8,400	10,000	10,000	12,000
Urban	5,000	4,000	2,800	2,400
16. Railways constructed or upgraded (km)	490	490	490	490
17. Urban rail- and bus-based mass transit systems built or upgraded (km)	10	10	13,000	13,000
Passengers on urban rail- and bus-based mass transit systems built or upgraded (average daily number in the first full year of operation)	4,543,000	4,574,000	4,622,000	4,622,000
Water				
18. Households with new or improved water supply (number)	1,559,000	1,676,000	1,044,000	1,001,000
Rural	277,000	338,000	376,000	273,000
Urban	1,282,000	1,348,000	677,000	737,000

Level 2: Results Expected to Be Delivered, 2016–2022

ADB Operations Overall (continued)

Indicator	2016–2019	2017–2020	2018–2021	2019–2022
19. Households with new or improved sanitation (number)	2,778,000	3,495,000	3,660,000	2,763,000
20. Wastewater treatment capacity added or improved (m ³ per day)	26,818,000	27,650,000	27,958,000	28,367,000
21. Water supply pipes installed or upgraded (length of network in km)	21,000	24,000	26,000	28,000
22. Land improved through irrigation, drainage, and/or flood management (ha)	8,320,000	8,394,000	6,204,000	7,751,000
Households with reduced flood risk (number)	1,989,000	2,909,000	2,823,000	2,621,000
Finance				
23. Trade finance supported (\$ million per year)	10,000	10,000	10,000	10,000
24. Microfinance loan accounts opened or end borrowers reached (number)	1,803,000	3,106,000	4,590,000	26,910,000
Female	1,301,000	2,832,000	3,668,000	25,774,000
Male	502,000	272,000	920,000	1,132,000
25. Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)	347,000	409,000	811,000	901,000
Education				
26. Students benefiting from new or improved educational facilities (number)	30,256,000	33,080,000	34,120,000	36,928,000
Female	15,060,000	16,611,000	17,230,000	18,521,000
Male	15,040,000	16,469,000	16,890,000	18,407,000
27. Students educated and trained under improved quality assurance systems (number)	64,206,000	64,748,000	64,777,000	65,030,000
Female	32,855,000	33,073,000	33,084,000	33,195,000
Male	31,351,000	31,545,000	31,563,000	31,705,000
Technical and vocational education and training	621,000	1,264,000	1,264,000	1,396,000
28. Teachers trained with quality or competency standards (number)	1,009,000	611,000	649,000	665,000
Female	508,000	250,000	266,000	276,000
Male	500,000	360,000	383,000	389,000
Technical and vocational education and training	4,800	7,200	7,200	13,000

Level 2: Results Expected to Be Delivered, 2016–2022

ADF Operations (continued)

Indicator	2016–2019	2017–2020	2018–2021	2019–2022
19. Households with new or improved sanitation (number)	807,000	1,221,000	1,107,000	1,074,000
20. Wastewater treatment capacity added or improved (m ³ per day)	767,000	950,000	959,000	963,000
21. Water supply pipes installed or upgraded (length of network in km)	11,000	12,000	11,000	12,000
22. Land improved through irrigation, drainage, and/or flood management (ha)	2,020,000	2,260,000	2,247,000	3,307,000
Households with reduced flood risk (number)	636,000	1,556,000	1,593,000	1,693,000
Finance				
23. Trade finance supported (\$ million per year)				
24. Microfinance loan accounts opened or end borrowers reached (number)	1,572,000	370,000	370,000	331,000
Female	1,210,000	167,000	167,000	146,000
Male	362,000	203,000	203,000	182,000
25. Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)	59,000	3,400	1,900	1,900
Education				
26. Students benefiting from new or improved educational facilities (number)	30,241,000	31,565,000	32,581,000	32,671,000
Female	15,053,000	15,815,000	16,425,000	16,466,000
Male	15,032,000	15,749,000	16,156,000	16,206,000
27. Students educated and trained under improved quality assurance systems (number)	64,108,000	63,850,000	63,850,000	63,986,000
Female	32,812,000	32,681,000	32,681,000	32,745,000
Male	31,297,000	31,169,000	31,169,000	31,241,000
Technical and vocational education and training	527,000	1,105,000	1,105,000	1,119,000
28. Teachers trained with quality or competency standards (number)	1,008,000	569,000	607,000	618,000
Female	508,000	226,000	241,000	249,000
Male	500,000	343,000	365,000	368,000
Technical and vocational education and training	4,100	4,100	4,100	5,100

Level 2: Results Expected to Be Delivered, 2016–2022

ADB Operations Overall (continued)

Indicator	2016–2019	2017–2020	2018–2021	2019–2022
Regional Cooperation and Integration				
29. Cross-border transmission of electricity (gigawatt-hours per year)	8,800	8,300	4,800	4,800
30. Cross-border cargo volume facilitated (tons per year)	175,000	6,000,181,000	6,000,181,000	6,001,582,000

ADB = Asian Development Bank, ADF = Asian Development Fund, ha = hectare, km = kilometer, MW = megawatt, m³ = cubic meter, tCO₂-equiv/yr = tons of carbon dioxide equivalent per year.

Notes:

1. Results are aggregate amounts of outputs and outcomes from operations that are expected to close during the calendar year indicated. Aggregate outputs and outcomes are based on estimates and should not be understood as precise targets to be delivered.
2. Results are rounded to the nearest 1,000. Values smaller than 10,000 are rounded to the nearest 100. Values smaller than 1,000 are rounded to the nearest 10. Values smaller than 99 are not rounded.
3. Gray shading in cells indicates the column heading does not apply.

Sources: ADB reports and recommendations of the President issued in 2008–2016; eOperations; and ADB Strategy, Policy and Review Department.

Level 2: Results Expected to Be Delivered, 2016–2022

ADF Operations (continued)

Indicator	2016–2019	2017–2020	2018–2021	2019–2022
Regional Cooperation and Integration				
29. Cross-border transmission of electricity (gigawatt-hours per year)	7,900	5,600	2,100	2,100
30. Cross-border cargo volume facilitated (tons per year)	175,000	6,000,181,000	6,000,181,000	6,000,182,000

Level 3: ADB's Operational Management

ADB Operations Overall

Indicator	Period	2012	2013	2014	2015	2016
Implementation Quality						
1. Performance of sovereign operations at implementation rated <i>satisfactory</i> per sector (%)	Annual	89	93	95	93	95
Agriculture, natural resources, and rural development	Annual	87	90	92	95	93
Education	Annual	90	92	93	95	95
Energy	Annual	86	95	94	92	97
Finance	Annual	75	100	95	100	95
Health	Annual	88	100	93	90	94
Industry and trade	Annual	100	100	100	100	89
Multisector	Annual	93	96	100	86	100
Public sector management	Annual	56	100	89	84	92
Transport and Information and communication technology	Annual	89	89			
Transport	Annual			97	94	96
Information and communication technology	Annual			100	100	100
Water and other urban infrastructure and services	Annual	94	92	97	91	96
2. Sovereign operations performance at implementation per rating criteria (%):	Annual	89	93	95	93	95
Technical	Annual	98	99	98	97	97
Procurement	Annual	83	80	84	79	82
Disbursement	Annual	79	75	79	76	82
Financial management	Annual	99	99	99	99	99
Safeguards	Annual	99	100	100	100	100
Quality at Entry						
3. Quality at entry of country partnership strategies rated <i>satisfactory</i> (%):	2-year	100		100		
Country diagnostics	2-year	100		100		
Identification of lessons	2-year	100		86		
Strategy formulation	2-year	100		100		
Program preparation	2-year	100		100		
Performance indicators and results framework	2-year	84		71		
Risk assessment and mitigation	2-year	63		86		
Country partnership strategies preparation process	2-year	88		86		

Level 3: ADB's Operational Management

ADF Operations

Indicator	Period	2012	2013	2014	2015	2016
Implementation Quality						
1. Performance of sovereign operations at implementation rated <i>satisfactory</i> per sector (%)	Annual	89	94	96	95	96
Agriculture, natural resources, and rural development	Annual	91	98	100	98	96
Education	Annual	88	91	94	97	100
Energy	Annual	78	97	92	92	96
Finance	Annual	86	100	100	100	100
Health	Annual	100	100	94	92	91
Industry and trade	Annual	100	100	100	100	88
Multisector	Annual	83	93	0	0	0
Public sector management	Annual	60	100	100	100	91
Transport and Information and communication technology	Annual	92	90			
Transport	Annual			95	93	96
Information and communication technology	Annual			100	100	100
Water and other urban infrastructure and services	Annual	92	91	96	95	97
2. Sovereign operations performance at implementation per rating criteria (%):	Annual	89	94	96	95	96
Technical	Annual	98	99	97	97	96
Procurement	Annual	71	79	85	84	82
Disbursement	Annual	80	77	80	81	85
Financial management	Annual	99	100	100	99	99
Safeguards	Annual	100	100	99	99	100
Quality at Entry						
3. Quality at entry of country partnership strategies rated <i>satisfactory</i> (%):	2-year	100		100		
Country diagnostics	2-year	100		100		
Identification of lessons	2-year	100		75		
Strategy formulation	2-year	100		100		
Program preparation	2-year	100		100		
Performance indicators and results framework	2-year	86		50		
Risk assessment and mitigation	2-year	57		75		
Country partnership strategies preparation process	2-year	86		100		

Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Period	2012	2013	2014	2015	2016
Quality at entry of country partnership strategies in integrating:						
4. Climate change concerns (%)	2-year					
5. Gender equality concerns (%)	2-year	54	55	63		
6. Knowledge plans (%)	2-year					
<hr/>						
7. Quality at entry of sovereign projects rated <i>satisfactory</i> (%):	2-year	85		95		
Development outcomes and impacts	2-year	55		49		
Strategic relevance and approach	2-year	92		80		
Design and monitoring frameworks	2-year	82	82	49		
Technical and economic aspects	2-year	78		80		
Poverty, social, and environmental aspects	2-year	87		59		
Fiduciary aspects	2-year	67		44		
Policy and institutional aspects	2-year	70		73		
Implementation arrangements	2-year	80		56		
Risk assessment and management	2-year	68		41		
Achievability and sustainability of development objectives	2-year	58		34		
<hr/>						
8. Quality at entry of nonsovereign projects rated <i>satisfactory</i> (%):	2-year	84		94		
Development objectives, outcomes, and impacts	2-year	58		65		
Enabling environment impact	2-year	68		71		
Strategic alignment and project design	2-year	74		82		
Design monitoring frameworks	2-year	77	82	65		
ADB additionality and complementarity	2-year	68		82		
Market, financial, economic, and technical feasibility	2-year	42		82		
Environmental and social responsibility	2-year	100		88		
Implementation, monitoring, and evaluation arrangements	2-year	58		71		
ADB profitability and investment management	2-year	74		71		
Risk assessment and management	2-year	58		76		
Achievability of development objectives	2-year	74		71		

Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Period	2012	2013	2014	2015	2016
Quality at entry of country partnership strategies in integrating:						
4. Climate change concerns (%)	2-year					
5. Gender equality concerns (%)	2-year	63	50	75		
6. Knowledge plans (%)	2-year					
7. Quality at entry of sovereign projects rated <i>satisfactory</i> (%):	2-year	84		92		
Development outcomes and impacts	2-year	47		38		
Strategic relevance and approach	2-year	91		77		
Design and monitoring frameworks	2-year	81	83	42		
Technical and economic aspects	2-year	75		77		
Poverty, social, and environmental aspects	2-year	94		54		
Fiduciary aspects	2-year	59		38		
Policy and institutional aspects	2-year	63		73		
Implementation arrangements	2-year	81		54		
Risk assessment and management	2-year	63		31		
Achievability and sustainability of development objectives	2-year	41		38		
8. Quality at entry of nonsovereign projects rated <i>satisfactory</i> (%):	...					
Development objectives, outcomes, and impacts	...					
Enabling environment impact	...					
Strategic alignment and project design	...					
Design monitoring frameworks	...					
ADB additionality and complementarity	...					
Market, financial, economic, and technical feasibility	...					
Environmental and social responsibility	...					
Implementation, monitoring, and evaluation arrangements	...					
ADB profitability and investment management	...					
Risk assessment and management	...					
Achievability of development objectives	...					

Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Period	2012	2013	2014	2015	2016
9. Infrastructure projects that are design-ready (%)	Annual	53	63	65	62	75
Development Finance						
10. Disbursement ratio for policy-based operations (%)	Annual	168.0	77.0	135.7	211.9	179.9
11. Official direct value-added and other concessional cofinancing (% of ADB financing approved)	Annual	15.4	25.1	31.7	37.1	47.6
12. Commercial net DVA cofinancing (% of ADB financing approved):	Annual	46.4	19.7	35.5	28.0	32.0
Parallel loans	Annual	25.4	0.8	11.1	6.9	18.6
B loans	Annual	1.5	1.5	6.4	6.7	1.2
Uncovered portion of loans guaranteed by ADB	Annual	0.7	0.5	0.1	0.7	0.8
Trade Finance Program	Annual	17.8	16.0	15.1	8.7	10.1
Parallel equity	Annual	0.0	0.0	2.5	2.4	0.0
Supply Chain Finance Program	Annual				0.3	0.6
Risk transfer arrangements	Annual	1.0	0.8	0.4	2.4	0.8
Strategy 2020 Development Agenda and Operations						
13. Operations contributing to inclusive economic growth focusing on social protection (%):	3-year	4.8	5.0	5.4	6.0	5.2
Stand-alone social protection operations	3-year	0.8	1.1	0.5	0.8	1.3
Focus on inclusive access to jobs and opportunities with integrated social protection components	3-year	2.7	3.3	4.3	4.7	3.6
Focus on growth and creation of jobs and opportunities with integrated social protection components	3-year	1.3	0.6	0.5	0.5	0.3
14. Financing for inclusive economic growth focusing on social protection (%):	3-year	4.3	4.3	4.4	4.7	4.7
Stand-alone social protection operations	3-year	1.9	2.0	1.1	1.4	2.5
Focus on inclusive access to jobs and opportunities with integrated social protection components	3-year	1.7	2.2	3.0	3.1	2.0
Focus on growth and creation of jobs and opportunities with integrated social protection components	3-year	0.7	0.1	0.3	0.3	0.2

Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Period	2012	2013	2014	2015	2016
9. Infrastructure projects that are design-ready (%)	...					
Development Finance						
10. Disbursement ratio for policy-based operations (%)	Annual	71.4	151.1	183.2	213.5	115.2
11. Official direct value-added and other concessional cofinancing (% of ADB financing approved)	Annual	14.3	27.4	55.7	72.8	84.4
12. Commercial net DVA cofinancing (% of ADB financing approved):	...					
Parallel loans	...					
B loans	...					
Uncovered portion of loans guaranteed by ADB	...					
Trade Finance Program	...					
Parallel equity	...					
Supply Chain Finance Program	...					
Risk transfer arrangements	...					
Strategy 2020 Development Agenda and Operations						
13. Operations contributing to inclusive economic growth focusing on social protection (%):	3-year	8.0	7.7	7.3	8.5	7.2
Stand-alone social protection operations	3-year	1.1	2.4	1.1	1.2	0.6
Focus on inclusive access to jobs and opportunities with integrated social protection components	3-year	4.5	4.2	5.1	6.1	6.0
Focus on growth and creation of jobs and opportunities with integrated social protection components	3-year	2.3	1.2	1.1	1.2	0.6
14. Financing for inclusive economic growth focusing on social protection (%):	3-year	11.1	11.9	9.4	10.0	7.1
Stand-alone social protection operations	3-year	4.2	8.7	4.5	4.6	2.5
Focus on inclusive access to jobs and opportunities with integrated social protection components	3-year	5.7	2.7	3.8	4.3	4.0
Focus on growth and creation of jobs and opportunities with integrated social protection components	3-year	1.2	0.6	1.0	1.1	0.7

Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Period	2012	2013	2014	2015	2016
15. Operations or transactions supporting inclusive business (number)	Annual			6	7	8
16. Infrastructure operations benefiting lagging areas (%)	3-year	63	62	55	50	46
17. Financing for environmental sustainability (%)	3-year	46	52	52	50	54
18. Financing for climate change mitigation and/or adaptation (%)	3-year	21	21	21	19	19
19. Operations supporting climate change (%):	3-year	42	44	44	45	45
Mitigation	3-year	29	30	26	26	20
Adaptation	3-year	12	12	16	18	23
Mitigation and adaptation	3-year	1	2	1	2	3
20. Financing for climate change from global and regional funds (\$ million)	Annual	364	390	572	224	642
21. Financing for clean energy including energy efficiency (\$ billion)	Annual	2.4	2.6	2.4	2.5	2.5
22. Financing for urban transport (% of transport financing)	Annual	28	21	10	14	9
23. Financing for railways (% of transport financing)	Annual	0	7	18	7	9
24. Financing disaster risk management (\$ billion)	3-year	1.5	2.6	3.7	4.7	5.0
25. Financing for regional cooperation and integration (%)	3-year	22	20	21	22	27
26. Operations supporting second generation regional cooperation and integration (number)	3-year			28	30	45
27. Technical assistance supporting second generation regional cooperation and integration (number)	3-year			177	157	139

Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Period	2012	2013	2014	2015	2016
15. Operations or transactions supporting inclusive business (number)	...					
16. Infrastructure operations benefiting lagging areas (%)	3-year	67	70	61	50	46
17. Financing for environmental sustainability (%)	3-year	36	37	43	43	48
18. Financing for climate change mitigation and/or adaptation (%)	3-year	10	19	22	21	14
19. Operations supporting climate change (%):	3-year	27	32	38	43	44
Mitigation	3-year	12	15	16	16	11
Adaptation	3-year	15	14	20	25	30
Mitigation and adaptation	3-year	0	2	2	2	4
20. Financing for climate change from global and regional funds (\$ million)	...					
21. Financing for clean energy including energy efficiency (\$ billion)	...					
22. Financing for urban transport (% of transport financing)	Annual	20	18	8	8	2
23. Financing for railways (% of transport financing)	Annual	0	0	13	0	12
24. Financing disaster risk management (\$ billion)	3-year	0.4	0.7	1.1	1.4	1.4
25. Financing for regional cooperation and integration (%)	3-year	32	31	33	29	35
26. Operations supporting second generation regional cooperation and integration (number)	3-year			23	20	30
27. Technical assistance supporting second generation regional cooperation and integration (number)	...					

Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Period	2012	2013	2014	2015	2016
28. Operations supporting Strategy 2020 core operational areas (%):	Annual	85	90	91	93	88
Energy	Annual	16	22	16	17	16
Transport	Annual	19	22	26	19	22
Water and other urban infrastructure and services	Annual	14	16	14	17	12
Information and communication technology	Annual	1	0	1	2	1
Other infrastructure	Annual	4	1	3	3	2
Irrigation	Annual	4	3	5	3	4
Finance	Annual	10	13	8	15	12
Education	Annual	4	5	8	5	5
Environmental sustainability	3-year	45	49	53	56	58
Regional cooperation and integration	3-year	21	20	22	23	26
29. Operations supporting other operational areas (%):	Annual	27	18	19	19	25
Agriculture, natural resources, and rural development	Annual	12	8	9	8	8
Health	Annual	2	3	1	3	2
Industry and trade	Annual	4	1	3	3	4
Public sector management	Annual	9	5	7	5	11
30. Financing for other operational areas (%):	Annual	22	16	17	16	23
Agriculture, natural resources, and rural development	Annual	6	2	3	4	5
Industry and trade	Annual	4	0	3	0	5
Public sector management	Annual	11	13	11	10	11
31. Financing for food security (\$ billion)	3-year	2.3	2.1	2.2	2.1	2.1
Strategy 2020 Drivers Change						
32. Financing for private sector development and private sector operations (%)	3-year	34	35	42	51	59
33. Total number of private sector operations or transactions approval in ADF countries (%)	...					
34. Financing for governance and/or capacity development (%)	3-year	57	54	59	66	71
35. Financing for gender mainstreaming (%)	3-year	37	43	45	43	41

Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Period	2012	2013	2014	2015	2016
28. Operations supporting Strategy 2020 core operational areas (%):	Annual	79	85	87	92	85
Energy	Annual	9	21	13	11	11
Transport	Annual	20	16	26	22	30
Water and other urban infrastructure and services	Annual	11	15	12	19	8
Information and communication technology	Annual	1	0	0	3	0
Other infrastructure	Annual	4	1	2	2	1
Irrigation	Annual	5	7	8	3	4
Finance	Annual	9	10	5	8	7
Education	Annual	8	6	11	10	12
Environmental sustainability	3-year	39	43	49	55	55
Regional cooperation and integration	3-year	27	27	29	27	31
29. Operations supporting other operational areas (%):	Annual	34	22	23	22	27
Agriculture, natural resources, and rural development	Annual	10	7	8	6	4
Health	Annual	5	4	0	3	3
Industry and trade	Annual	6	1	5	6	5
Public sector management	Annual	13	9	10	6	15
30. Financing for other operational areas (%):	Annual	17	32	12	10	20
Agriculture, natural resources, and rural development	Annual	4	2	4	4	3
Industry and trade	Annual	2	1	1	3	2
Public sector management	Annual	6	27	7	2	10
31. Financing for food security (\$ billion)	3-year	0.6	0.8	0.8	0.7	0.4
Strategy 2020 Drivers Change						
32. Financing for private sector development and private sector operations (%)	3-year	22	27	33	38	44
33. Total number of private sector operations or transactions approval in ADF countries (%)	Annual	28	27	33	42	42
34. Financing for governance and/or capacity development (%)	3-year	75	76	81	85	86
35. Financing for gender mainstreaming (%)	3-year	56	57	54	56	57

Level 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	Period	2012	2013	2014	2015	2016
36. ADB perceived externally as excellent source of knowledge on development issues (% strongly agreeing)	Annual	90				
37. Level of engagement on social media (number):						
Subscribers and followers	Annual	40,000	133,000	158,000	297,000	410,000
Active engagement	Annual	77	189	36,000	332,000	1,833,000
38. Country partnership strategies with civil society organizations action plan approved (number)	Annual		3	4	2	6
39. Planned civil society organizations participation in sovereign operations (% of approved operations):	Annual	98	92	100	94	96
Design stage	Annual		71	58	66	69
Implementation stage	Annual		92	100	66	88
Design and implementation stages	Annual		63	58	38	63
40. Cofinancing of ADB operations and technical assistance projects with civil society organizations (%)	Annual	0	2	4	0	10
41. Actual civil society organization participation in the design of sovereign operations (%):						
Information generation and sharing	Annual			83	81	87
Consultation	Annual			85	85	88
Collaboration	Annual			60	67	60
Partnerships	Annual			42	48	46

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund, DVA = direct value-added.

Sources: ADB Controller's Department; Central and West Asia Department; Department of External Relations; East Asia Department; Economic Research and Regional Cooperation Department; Pacific Department; Private Sector Department; Office of Cofinancing Operations; Office of Public-Private Partnership; Office of Risk Management; Operations Services and Financial Management Department; South Asia Department; Southeast Asia Department; Sustainable Development and Climate Change Department; and Strategy, Policy and Review Department.

Level 3: ADB's Operational Management

ADF Operations (continued)

Indicator	Period	2012	2013	2014	2015	2016
36. ADB perceived externally as excellent source of knowledge on development issues (% strongly agreeing)	...					
37. Level of engagement on social media (number):						
Subscribers and followers	...					
Active engagement	...					
38. Country partnership strategies with civil society organizations action plan approved (number)	Annual		2	2	2	3
39. Planned civil society organizations participation in sovereign operations (% of approved operations):	Annual	98	89	100	94	98
Design stage	Annual		74	52	63	69
Implementation stage	Annual		96	100	76	90
Design and implementation stages	Annual		70	52	47	63
40. Cofinancing of ADB operations and technical assistance projects with civil society organizations (%)	...					
41. Actual civil society organization participation in the design of sovereign operations (%):						
Information generation and sharing	Annual			85	83	83
Consultation	Annual			87	83	86
Collaboration	Annual			67	73	60
Partnerships	Annual			50	50	50

Level 4: ADB's Organizational Management

ADB Operations Overall

Indicator	Period	2012	2013	2014	2015	2016
Human Resources						
1. Representation of women in the international staff category at senior level (%)	Annual	27	28	26	26	25
2. Staff engagement survey results (index)	Annual	73			66	
3. Hiring time – International staff (days)	Annual	110	114	97	93	117
4. Hiring time – National staff (days)	Annual	75	82	77	91	90
5. Hiring time – Administrative staff (days)	Annual	97	88	80	94	88
6. Budgeted international and national staff in resident missions (% of staff in regional departments)	Annual	49	49	50	51	54
Process Efficiency and Client Orientation						
7. Sovereign operations administered by resident missions (%)	Annual	48	47	47	46	56
8. Sovereign operations administered by headquarters staff with resident mission staff participation in review mission(s) in the year (%)	Annual	4	5	5	3	12
9. Sovereign operations administered through joint venture approach (%)	Annual	17	19	18	25	11
Sovereign operations processing time (from start of loan fact-finding to Board approval, months):	Annual	8.0	7.0	7.4	6.5	7.1
10. Sovereign projects	Annual	8.2	8.4	7.4	6.8	7.5
11. Policy-based operations	Annual	6.9	5.1	7.5	5.3	5.8
12. Approval to effectiveness for sovereign operations (months)	Annual	6.1	6.4	6.1	6.2	5.2
13. Number of contracts approved by country directors as the final approving authority (% of total number of contracts up to \$20 million) ^a	Annual			10	55	73
14. Amount of contracts approved by country directors as the final approving authority (% of total number of contracts up to \$20 million) ^a	Annual			18	57	62
15. Sovereign operations procurement time (from advertisement to contract signing, days)	Annual			359	404	367
16. Consulting services recruitment time for ADB-administered contracts for sovereign operations (from consulting services recruitment notice to consultant mobilization, days)	Annual			200	190	154

... = not applicable, ADB = Asian Development Bank, ADF = Asian Development Fund.

Notes: Joint ventures refer to an arrangement where staff from headquarters and resident missions closely work together on all operations. Under this approach, projects are jointly managed by staff at both headquarters and resident missions. Sector directors are accountable for the entire project portfolio performance, while country directors oversee the client relationships. All review missions are participated by both headquarters and resident mission staff. See page 44 of the 2009 DEFR for details. <http://www.adb.org/sites/default/files/institutional-document/31371/2009-development-effectiveness.pdf>

^a Country directors can approve procurement up to \$20 million (Project Administration Instruction 3.02). This change was fully implemented in 2016.

Sources: ADB Budget, Personnel, and Management Systems Department; Operations Services and Financial Management Department; operations departments; and Strategy, Policy and Review Department.

Level 4: ADB's Organizational Management ADF Operations

Indicator	Period	2012	2013	2014	2015	2016
Human Resources						
1. Representation of women in the international staff category at senior level (%)	...					
2. Staff engagement survey results (index)	...					
3. Hiring time – International staff (days)	...					
4. Hiring time – National staff (days)	...					
5. Hiring time – Administrative staff (days)	...					
6. Budgeted international and national staff in resident missions (% of staff in regional departments)	...					
Process Efficiency and Client Orientation						
7. Sovereign operations administered by resident missions (%)	Annual	45	43	44	44	58
8. Sovereign operations administered by headquarters staff with resident mission staff participation in review mission(s) in the year (%)	Annual	8	9	10	4	13
9. Sovereign operations administered through joint venture approach (%)	Annual	21	21	20	27	14
Sovereign operations processing time (from start of loan fact-finding to Board approval, months):	Annual	6.8	5.8	7.3	6.6	5.6
10. Sovereign projects	Annual	6.7	6.4	7.6	7.2	5.5
11. Policy-based operations	Annual	7.1	5.1	6.2	4.6	6.1
12. Approval to effectiveness for sovereign operations (months)	Annual	5.0	5.6	5.4	5.5	4.8
13. Number of contracts approved by country directors as the final approving authority (% of total number of contracts up to \$20 million) ^a	Annual			18	39	72
14. Amount of contracts approved by country directors as the final approving authority (% of total number of contracts up to \$20 million) ^a	Annual			38	41	61
15. Sovereign operations procurement time (from advertisement to contract signing, days)	Annual			363	505	437
16. Consulting services recruitment time for ADB-administered contracts for sovereign operations (from consulting services recruitment notice to consultant mobilization, days)	...					