What is the Corporate Results Framework?
The corporate results framework is a management tool that helps the Asian Development Bank (ADB) monitor and improve its business to achieve the long-term development goals laid out under Strategy 2020.

Strategy 2020—which targets inclusive and environmentally sustainable growth and regional integration—is the framework ADB has put in place to pursue its mission of reducing poverty in Asia and the Pacific.

ADB is the first multilateral development bank to adopt a corporate-wide results framework, and this tool is central to its efforts to mainstream the Managing for Development Results process across its business.

What does the Corporate Results Framework do for ADB?
The framework allows ADB to improve its focus on delivering tangible benefits to clients and has strengthened accountability to stakeholders.

It clarifies how ADB should manage its business activities to maximize their contribution to development in the region.

It also helps ADB to better plan its work, to objectively monitor progress, and to make informed decisions that result in improved performance.

The framework forms the basis of the Development Effectiveness Review, an annual report card that shows where ADB has been successful, where challenges remain, and where remedial action is required.

How does the Results Framework affect me?
The framework provides the rationale for all ADB activities, both operational and non-operational, and so affects ALL staff.

At the operational level, it provides the mechanism for linking our activities with measurable country and region development outcomes. For example, staff efforts to improve project quality, partnerships, and client responsiveness contribute tangibly to improving people’s lives.

At the non-operational level, the framework ensures our administrative work fully supports our business aims. For example, carefully targeted budgeting and human resource management is vital for achieving our strategic goals.

“To measure is to know.”
Lord Kelvin (1824–1907)
How does the Framework actually measure results?

Using 77 performance indicators, ADB is able to compare its achievements against baseline data and quantified targets. Over time, these indicators highlight trends, successes, and areas of weakness that require further attention.

The indicators are divided into four levels.

### Level 1: Asia and the Pacific development outcomes
Twenty-two indicators track the development progress of the region through selected outcomes to which ADB contributes. These include indicators of poverty and human development, while another group tracks gross domestic product per capita, regional cooperation and integration, access to basic infrastructure, finance, governance, and the environment.

### Level 2: Core outputs and outcomes
Nineteen indicators track ADB’s outputs in core sectors (infrastructure, finance sector development, and education) and the contribution of completed ADB operations to their intended sector outcomes.

### Level 3: Operational effectiveness
Twenty-three indicators measure how effectively ADB is managing its operations. These are classified into six main categories: quality of completed operations, quality at entry and portfolio performance, finance transfer and mobilization, financing for Strategy 2020 core operational areas, knowledge management, and partnerships.

### Level 4: Organizational effectiveness
Thirteen indicators measure how efficient ADB is as an organization. The indicators provide a snapshot of how well ADB is doing in managing its internal resources and processes, and in implementing reforms to improve internal efficiency.
## ADB Results Framework at a Glance

### Level 1: Asia and Pacific Development Outcomes

### Indicators

#### Poverty and Human Development

- Population living on less than $1.25 (PPP) a day (%)
- Primary education completion rate, both sexes (%)
- Ratio of girls to boys in
  - Primary education
  - Secondary education
  - Tertiary education
- Women in nonagricultural wage employment (%)
- Under-5 child mortality (per 1,000 live births)
- Women (aged 15 and above) living with HIV (number, million)
- Population with sustainable access to improved water source (%)
  - Urban
  - Rural
- Population with sustainable access to improved sanitation (%)
  - Urban
  - Rural

PPP = purchasing power parity.

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### Other Development Outcomes

#### Other Development Outcomes

- Gross domestic product per capita (at constant 2000 prices, $)
- Regional cooperation and integration
- Intraregional trade in total Asia and Pacific trade (%)
- Access to basic infrastructure
  - Telecommunications: fixed lines and mobile telephone subscribers (per 1,000 people)
  - Roads: paved roads for every 10,000 people (km)
  - Electricity: household electrification rate (%)
- Finance
  - Banking assets to gross domestic product (%)
- Governance
  - Cost to start business (% of gross national income per capita)
  - Time to start business (days)
  - Governance and public sector management assessment from country performance assessments
- Environment
  - Carbon dioxide emissions (metric tons per capita)

km = kilometer.

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Afghan students benefit from electricity in their classrooms due to ADB-financed power infrastructure projects.
Level 2: Core Outputs and Outcomes

Indicators

Education
- Classrooms built or upgraded (number)
- Teachers trained (number)
- Students benefiting from school improvement programs or direct support (number)

Energy
- Installed energy generation capacity (MW equivalent)
- Transmission lines installed or upgraded (km)
- Distribution lines installed or upgraded (km)
- New households connected to electricity (number)
- Greenhouse gas emission reduction (tCO₂-equiv/yr)

Finance
- Microfinance accounts opened or end borrowers reached (number)
- Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)

Transport
- Expressways built or upgraded (km)
- National highways and provincial, district, and rural roads built or upgraded (km)
- Railways constructed and/or upgraded (km)
- Beneficiaries from road projects (number)

Water
- Water supply pipes installed or upgraded: length of network (km)
- New households served with water supply (number)
- Wastewater treatment capacity added (m³/day)
- New households served with sanitation (number)
- Land improved through irrigation services, drainage, and flood management (hectares)

MW = megawatt, km = kilometer, m³/day = cubic meter per day, tCO₂-equiv/yr = tons of carbon dioxide equivalent per year.

Level 3: Operational Effectiveness

Indicators

Quality of Completed Operations
- Completed country partnership strategies (CPSs) rated successful (%)
- Completed sovereign operations rated successful (%)
- Completed nonsovereign operations rated successful (%)
- Completed technical assistance projects rated successful (%)
- Positive perceptions of ADB effectiveness in reducing poverty (%)

Quality at Entry and Portfolio Performance
- Quality at entry of CPSs rated satisfactory (%)
- Quality at entry of sovereign projects rated satisfactory (%)
- Quality at entry of nonsovereign projects rated satisfactory (%)
- Performance of sovereign operations during implementation rated satisfactory (%)
- Average time from approval to first disbursement in sovereign operations (months)

Finance Transfer and Mobilization
- Disbursement ratio for sovereign operations (%)
- Disbursement ratio for nonsovereign loans and equity (%)
- DVA cofinancing relative to ADB financing approved annually (%)

Financing for Strategy 2020 Core Operational Areas
- Financing for Strategy 2020 core operational areas (%)
- Projects supporting private sector development (%)
- Projects supporting regional cooperation and integration (%)
- Projects supporting environmental sustainability (%)
- Projects with gender mainstreaming (%)

Knowledge Management
- Annual Most Admired Knowledge Enterprises survey assessment rating (%)
- ADB perceived externally as excellent source of knowledge on development issues (% strongly agreeing)

Partnerships
- Sovereign operations with CSO participation (%)
- New program-based approaches approved (number)
- CPSs and country portfolio review missions conducted jointly with at least one other development partner (% annually)

CPS = country partnership strategy, CSO = civil society organization, DVA = direct value-added.
Level 4: Organizational Effectiveness

Indicators

**Human Resources**
- Budgeted international and national staff in operations departments (%)
- Budgeted international and national staff in resident missions (%)
- Representation of women international staff in total (%)
- Staff engagement survey results (index)

**Budget Adequacy**
- Internal administrative expenses per $1 million of project approval ($’000)
- Internal administrative expenses per project approved ($ million in 2000 constant prices)
- Internal administrative expenses per $1 million disbursement ($’000)
- Internal administrative expenses per project under implementation ($’000 in 2000 constant prices)

**Business Processes and Practices**
- Average sovereign operations processing time (months from fact-finding to effectiveness)
- Sovereign operations administered by resident missions (%)
- Resident missions leading country programming (%)
- Resident missions leading country portfolio review (%)
- Resident missions leading country economic work (%)

ADB-sponsored improvement of Bhutan’s East–West Highway has cut travel times and reduced transport costs
About the Asian Development Bank

ADB’s vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region’s many successes, it remains home to two-thirds of the world’s poor: 1.8 billion people who live on less than $2 a day, with 903 million struggling on less than $1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.