Strategy 2030 Operational Plans

Overview
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I. INTRODUCTION

1. Strategy 2030 is ADB’s vision for the Asia and Pacific region to achieve prosperity, inclusion, resilience and sustainability. It sets out what ADB should do, and why, and it establishes seven operational priorities. Operational Plans have been prepared for each of the seven operational priorities. The Operational Plans set out how and where those priorities will be operationalized. The Operational Plans have been prepared by members of sector and thematic groups through a collaborative and participatory process that included extensive consultations with key stakeholders inside and external to ADB. All operations and knowledge and support departments have been actively involved in and contributing to their development.

A. Overview of Operational Priorities: Support to S2030 Vision

2. Strategy 2030 sets seven operational priorities, as shown in Table 1. Each of the seven Operational Plans contributes to the four components of Strategy 2030 of prosperity, inclusion, resilience, and sustainability, and is closely aligned with Strategy 2030 principles and approaches.

<p>| Table 1: Operational Plan Alignment to Strategy 2030 goals |
|---------------------------------|-----------------|-----------------|-----------------|
|                               | Prosperous      | Inclusive       | Resilient       | Sustainable     |
| Addressing remaining poverty and reducing inequalities | Human capital and quality jobs | Support SMEs and inclusive business, inclusive finance | Social protection | Lifetime health and learning |
| Accelerate progress in gender equality | Women’s economic empowerment and time poverty reduction | Gender equality in education, health, social protection, and decision making | Targeted assistance for crisis response and preparedness | Country capacity for accelerating gender equality |
| Tackling climate change, disaster resilience, and environment | Invest in natural capital and low carbon, resilient development | Reduced vulnerability of poor and communities | Integrated social, ecological, financial, physical aspects | Optimize multiple benefits in the context of SDGs |
| Making cities more livable | Improved city competitiveness | Equal access to opportunities | Adaptation to reduce risks | More efficient resource use and reuse |
| Promoting rural development and food security | Improved agricultural value chains | Enhance market connectivity for all | Climate-resilient agriculture practice | Increased productivity and resource use efficiency |</p>
<table>
<thead>
<tr>
<th><strong>Prosperous</strong></th>
<th><strong>Inclusive</strong></th>
<th><strong>Resilient</strong></th>
<th><strong>Sustainable</strong></th>
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<tr>
<td>Strengthening governance and institutional capacity</td>
<td>Better public finance and capital markets</td>
<td>Effective service delivery for all</td>
<td>More fiscal space to respond to shocks</td>
</tr>
<tr>
<td>Fostering regional cooperation and integration</td>
<td>Higher volume and value of trade</td>
<td>Connectivity and diverse opportunity</td>
<td>Collective action on standards</td>
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3. The seven Operational Plans are intended to complement and reinforce one another. All of the operational priorities also cut across all 15 of ADB’s major sectors and themes, encompass knowledge management systems and processes, and cut across sovereign and nonsovereign operations to varying degrees. The Operational Plans reflect these interlinkages to ensure optimal interfaces among the priorities and capture the synergies across them.

**B. Structure of the Plans**

4. The Operational Plans build upon the achievements of ADB’s operations departments, and on existing and ongoing sector and thematic operational plans. They all follow the same basic outline, with some variance as needed for the specific priorities:
   - A section on strategic operational priorities, beginning from an overview of ADBs experience and initiatives, key trends, and opportunities and challenges.
   - A section on operational approaches which lays out expected outcomes, strategic directions, likely activities, and the expected linkages across sectors and themes.
   - An section on implementation which describes the implications for programming, interdepartmental cooperation arrangements, strategic partnerships, and monitoring and reporting arrangements.
   - A proposed results framework including indicators with achievement rate targets for expected outcomes.
   - Appendixes including a matrix depicting the contributions of each sector and thematic group, key elements of interdepartmental cooperation, and for some, key knowledge products and services.

**II. STRATEGIC OPERATIONAL PRIORITIES**

5. Each of the seven Operational Plans has identified strategic priorities that will guide ADB’s operations, and new opportunities to implement Strategy 2030 through innovative project designs, knowledge mechanisms, and financing products.

A. Addressing Remaining Poverty and Reducing Inequalities

6. ADB will prioritize support for lagging areas and vulnerable populations to reduce inequalities in access to opportunities; expand investment in human capital through intervention in education, universal health coverage, and social protection; and work to generate quality jobs to support inclusive growth.

7. New opportunities include strengthening One ADB collaboration on cross-cutting topics such as “future of work”, improving service delivery through new technologies, and adapting to
aging societies. ADB will enhance interdepartmental collaboration on jobs to improve diagnostics, develop country and sector strategies, and strengthen monitoring; and strengthen the role of private sector in developing human capital.

B. Accelerating Progress in Gender Equality

8. ADB will support women’s economic empowerment, promote gender equality in human development and in decision-making and leadership, work to reduce women’s time poverty, and help to increase women’s resilience to external shocks.

9. New opportunities include a cross-cutting focus on a transformative gender equality agenda in line with SDG 5 (e.g. equal access to productive and economic resources, gender-based violence, ICT solutions, unpaid care and domestic work), scaled up focus on gender mainstreaming in the private sector enabled by the introduction of the new corporate target for nonsovereign operations, and simultaneously tackling multifaceted gender inequalities through integrated solutions, pilots, and technical assistance. For example, a livable cities program could simultaneously provide women with affordable housing with secure tenure; safer toilets and bright streetlights in slum development; more affordable and safer mobility to work and essential services in public transport investments; and job and business opportunities through SMEs; TVET, and skills support; better health through improved air quality; and opportunities to actively contribute to urban planning and governance.

C. Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability

10. ADB will mainstream climate change, disaster risk, and environmental considerations in its operational strategies, country programming, and projects. Ambitious new targets will drive the delivery of the climate change aspects of this Operational Plan, ensuring that ADB strategies and operations help mitigate greenhouse gas emissions in line with the objectives of the Paris Agreement and a comprehensive approach to building climate and disaster resilience is forged. Integrated approaches will be deployed to enhance environmental sustainability.

11. New opportunities include reducing greenhouse gas emissions from the land use sector; applying a comprehensive approach to strengthening climate and disaster resilience; implementing integrated approaches for air quality, water and waste management; improving resource use efficiency and management of natural capital including healthy marine environments; piloting emerging approaches to climate and green finance; addressing linkages between water, food and energy security needs; and strengthening the role of the private sector and civil society organizations (CSOs).

D. Making Cities more Livable

12. ADB will continue implementing the 3Es (equity, economy, and environment) approach to transform the cities of Asia and the Pacific into competitive, green, inclusive and resilient cities. ADB will work to improve the accessability, quality and reliability of services in urban areas; strengthen urban planning and financial sustainability of cities; and improve the urban environment, climate-resilience and disaster management of cities.

13. New opportunities include supporting integrated city development with multisector projects or programmatic approaches; augmenting infrastructure investments with soft activities including policy reforms, capacity development, institutional strengthening, and knowledge management;
exploring new and expanding existing financing for investment and for operations, promoting high-
level technologies such as intelligent transport systems, preparing integrated urban plans, and
promoting climate-resilient urban infrastructure and service delivery.

E. Promoting Rural Development and Food Security

14. ADB will help transform agriculture and food supply systems to achieve higher incomes
for farmers, provide safe and nutritious food to consumers, and spur economic growth in rural
areas. ADB will support rural development through better connectivity and services, help build
agricultural value chains with market infrastructure, and work to improve food security through
better irrigation, farm inputs, and capacity building.

15. New opportunities include developing modern agricultural value chains; building better
rural-urban connectivity; improving food safety through improved policy and regulatory
frameworks, standards, and certification; promoting climate smart and knowledge-intensive
agriculture; enhancing water service delivery and efficiency; improving access to rural finance;
providing off-grid energy access, and improving rural health and education.

F. Strengthening Governance and Institutional Capacity

16. ADB will help to improve public sector management functions and financial stability
through enhanced domestic resource mobilization and management reforms; enhance
governance with a focus on institutional capacity for service delivery at all levels of government
and support to state owned enterprises; and strengthen country systems and standards to
promote more effective, timely, corruption-free and citizen-centric delivery of public services.

17. New opportunities include promoting the use of digital technology for improved delivery
and accountability of public services, enhancing the capacity of public institutions to deliver quality
public services, enhanced domestic resource mobilization, promoting an enabling environment
for private sector development, enhancing attention to state-owned enterprises, and placing
greater emphasis on country systems and standards. Greater engagement with CSOs and youth
will be sought for the design and implementation of service delivery operations.

G. Regional Cooperation and Integration

18. ADB will help build a region where countries interact with each other and with the rest
of the world by transitioning to the following strategic operational priorities: achieving greater and
higher quality connectivity between economies, expanding global and regional trade and
investment opportunities, and increasing and diversifying regional public goods.

19. New opportunities include fostering the introduction and application of innovation and
newer and greener technology into cross-border development contexts, improving soft
infrastructure for connectivity, focusing on mitigating inequality and climate change across Asia
and the Pacific for addressing cross-border externalities of development, increasing non-
sovereign and inter-subregional operations, and engaging a wider range of RCI initiatives while
maintaining ADB's established RCI subregional programs as the leading mechanism.
III. COMMON OPERATIONAL APPROACHES

20. The seven Operational Plans are all different in many ways, but there are a number of common considerations that cut across each of them.

A. Using a Country Focused Approach

21. When preparing country partnership strategies, regional departments will identify specific areas where ADB can add value and reinforce government, private sector, and CSO activities. The country focused approach is a key principle to ensure proper assessment and understanding of the specific DMC situation; strengthen country ownership through mutually agreed interventions, including knowledge solutions; and build on global, regional, national, and local partnerships. Selectivity will be ensured by analyzing DMC development needs versus ADB’s comparative advantages. Identifying and designing high quality operations that are aligned with strategic priorities and maximize development impact will be a high priority.

B. Applying Differentiated Approaches

22. The Operational Plans identify differentiated approaches across fragile and conflicted affected countries (FCAS), small island developing states (SIDS), lower income and lower middle-income countries, and upper middle income countries (UMICs). ADB will address diverse client needs across these groups of countries where the policy environment and institutional capacity of governments and the private sector differ.

C. Delivering Integrated Solutions

23. The complexity of development challenges in the region requires ADB to bring together expertise and knowledge in a range of areas across the institution, to effectively implement the Operational Plans. ADB’s operational objectives and support for upstream public policies and reforms in DMCs will be aligned with downstream projects and technical assistance that take into consideration the need to create enabling environments and advance against more than one operational priority at a time. Many solutions will require consideration of sovereign and non-sovereign projects and public-private partnerships.

D. Taking Multisectoral Approaches

24. Considering the cross-cutting and complex nature of the priorities, an integrated multi-dimensional approach within ADB will be required to complement the sectoral planning and implementation practices and to counter sector-by-sector ‘silo’ thinking. Based on the specific needs of DMCs, ADB support will include an appropriate mix of interventions in various sectoral and thematic areas. For example, to deliver Operational Plan 4 on Livable Cities, almost all sectors and themes are required to make contributions through multisector projects or programmatic approaches via both physical capital such as transport, water, and energy infrastructure investments and human capital such as social protection, health care, education.

E. Promoting Digital Development and Innovative Technologies

25. ADB will proactively pursue development opportunities arising from the emerging digital economy and will increase the effective use of digital technology in its operations. In line with S2030, ADB’s digital strategy for development will facilitate innovations in operations through knowledge partnerships and capacity building activities, focus on cross-cutting areas to promote
digital technologies, and deliver integrated solutions through cross-sector and cross-thematic collaboration on digital development. As digital technology is cross-cutting in nature, SDCC-DT will support operations in coordination with sector and thematic groups (STGs)\(^1\) by advising how to leverage common digital infrastructure, keeping abreast of new technology trends and solutions, and providing training and knowledge sharing on digital technologies for development.

26. The Operational Plans also focus on ways to identify and accelerate the adoption of advanced technologies across operations and provide policy, institutional, and capacity support to do this. ADB will pilot and scale up the successful use of advanced technologies to enhance efficiencies and improve service delivery.

F. Expanding Private Sector Operations

27. ADB will expand its private sector operations (PSO) to reach one-third of its total operations in number by 2024, with the pursuit of development impact as the key objective. PSO will also ensure long-term profitability and commercial sustainability, in the context of market dynamics. PSO will be expanded and diversified in new and frontier markets, such as FCAS and SIDS.

28. PSOD will continue to have a strategic focus on strengthening the financial sector and capital markets. Crowding in of commercial players and using guarantees to address credit and political risks will be a core theme of PSOD expansion, including close collaboration with regional departments to both identify and execute guarantees on their behalf. Guarantees for project bond issuances is a related but distinct priority. For PSOD to be a leading solutions provider and remain competitive, ADB must provide tailored products and strengthen its local currency offerings in far more markets.

29. Private sector development will be achieved with strong sovereign operations to help create the enabling investment climate and to finance areas of the economy beyond the means or interest of the private sector. ADB will develop sovereign and non-sovereign solutions jointly and seamlessly under a “One ADB” approach. Regional departments will develop non-sovereign operations in partnership with PSOD and OPPP.

G. Developing Capacity

30. All of the Operational Plans include a focus on capacity development. DMCs require awareness and capacity development, policies, and institutions to prioritize actions and make appropriate choices about innovations and new technologies. ADB will provide proactive support through technical assistance and policy dialogue to translate latent needs into explicit demands for support.

H. Adding Value

31. To effectively implement the Operational Plans, ADB will add value through catalytic finance and resource mobilization, build knowledge that focuses on practical value and fits local conditions, replicate best practices, and promote dialogue and collaboration with key partners and stakeholders within and outside the region. Knowledge will be more easily shared with DMC stakeholders, and new synergies and innovation will be developed to inform operations in the

\(^1\) Sector groups comprise education, energy, finance, health, transport, urban, and water. Thematic groups comprise climate change and disaster risk management, governance, social development, rural development and food security, environment, regional cooperation and integration, public private partnership, and gender equity.
field. ADB will work to be at the forefront of development thinking, knowledge, and development impact in the region.

IV. IMPLEMENTATION

A. Implications for Programming

32. **Sovereign operations.** All country programs will be fully aligned with Strategy 2030. During country programming, the One ADB approach will be adopted through integrated multi-sectoral analysis, collaboration between sovereign, nonsovereign, and PPP operations, and synergy between knowledge and financing activities. Operations departments through resident missions and country directors will prepare robust pipelines for both concessional assistance and regular ordinary capital resources operations, as well as for technical assistance grants.

33. **Nonsovereign operations.** New operational targets under Strategy 2030 have been introduced to shift the focus of non-sovereign operations towards high development impact, non-traditional markets and sectors, and resource mobilization. PSOD and regional departments will also be able to jointly prepare nonsovereign public financing for state-owned enterprises. PSOD will consider equity investment and local currency lending, and take a One ADB approach to collaboration among OPPP, PSOD, and regional departments.

34. **Public-Private Partnerships.** OPPP and the PPP Thematic Group will continue efforts to promote private sector participation in infrastructure and PPP in support of Operational Plans by building governments’ capacity to plan and develop infrastructure with PPPs, supporting creation of enabling policies and institutional and regulatory frameworks, facilitating project screening and selection to recommend projects for PPP implementation, providing transaction advisory services to help design and structure PPP transactions, and facilitating ADB’s financial support through suitable sovereign and nonsovereign lending and guarantee products such as the PPP stand-by facility and viability gap funding to make projects bankable.

35. The Operational Plans highlight areas where concessionality will be instrumental in delivering support to DMCs. They also highlight the opportunities for resource mobilization. Grants for technical assistance and some project financing from trust funds will be instrumental in some sectors to catalyze borrowing, for example, to incentivize provision of public goods.

B. Interdepartment Cooperation

36. Operations departments will lead on country dialogue and programming, pipeline development, delivery of operations in DMCs and creation of operations-derived knowledge. Operations departments will also continue to perform quality assurance functions at project entry, during implementation and at completion.

37. Interdepartmental cooperation will require deeper cross-sector and cross-thematic collaboration, and closer alignment of the knowledge and support departments with operations. For example, OGC, OAI, and PPFD can continue to support design work and capacity building on governance, anticorruption, and domestic resource mobilization to support project financing, Treasury is supporting green bond issuance, and ERCD and ADBI produce economic research to increase understanding of the country context through relevant macroeconomic studies, analytical sector studies, cross-cutting sector and thematic studies, and just-in-time support for emerging operational needs. Learning from experience is also a core function of the evaluation work conducted by IED and the monitoring enabled by the Corporate Results Framework.
38. Achieving the desired outcomes by 2030 will require following a greater level of cross-sector and cross-thematic collaboration among stakeholders. ADB will succeed in addressing each of the operational priorities to the extent that they are coordinated with the other operational priorities and the sectors and themes, and that there is an enabling environment that allows each of these plans to flourish. Therefore each operational plan will be supported proactively by all relevant STGs in planning and implementing activities. STGs will provide strategic operational support through direct participation in country and project teams, provision of supplementary expertise, and quality assurance through peer reviews. They will serve as centers of leading knowledge through knowledge products, events, and services. STGs will also have a leading role in resource mobilization and management through trust funds and financing partnership facilities.

39. A Private Sector Operations Action Plan is being prepared. The Plan will present PSOD’s strategy, describing the principles that will guide decision making over the operating period and explain why a balanced approach to impact, risk, and profitability is necessary. The Plan will also pursue an integrated approach to contribute to the seven operational priorities in Strategy 2030. The sector, product, and thematic priorities, and special initiatives will be identified and connected to the overarching aims of contributing to ADB’s Strategy 2030 objectives.

40. Operationalizing the One ADB principle will also mean strengthening systems for interdepartmental coordination to optimize synergies across and within departments, and incentivizing teams to be formed and work together across departments. As ADB pursues its own digital transformation through the implementation of Digital Agenda 2030, data quality and access throughout the organization will be improved to enable efficient and effective sharing of data and information and collaboration. Enhanced quality and access will enable staff to use common data more widely, which will in turn further contribute to usability. Further improvement of IT systems for sovereign and nonsovereign systems will take into account the need to support timely reporting of the Operational Plans, and ready availability of such data will allow staff to make conscious efforts in the achievement of Operational Plan targets.

C. Strategic Partnerships and Coordination

41. Delivering innovation will require deeper emphasis on becoming a knowledge bank, which will be achieved through collaboration with external organizations. ADB will form partnerships and continue meaningful dialogue with important stakeholders such as universities, think tanks, civil society representatives including nongovernment organizations, media, and bilateral and multilateral agencies. To implement the Operational Plans, ADB will promote relevant networks and coalitions recognizing the multiplier effect they have to support effective delivery of its operations.

42. Strong partnerships will enable ADB to effectively assist DMCs through technical assistance and knowledge products and services program. ADB will seek flexible models to expand diverse knowledge partnerships across various institutions within and outside DMCs. ADB will collaborate to undertake research and analysis on topics relevant to ADB operations that give a new perspective to knowledge solutions. Partnerships will also be focused on building the capacity of technical and managerial staff of all relevant stakeholders including government entities, policy makers, and service providers to strengthen entire ecosystems. ADB will also explore support to national centers of excellence.

43. The Operational Plans highlight the need for ADB to leverage partnerships to share knowledge with DMCs in a more systematic way though knowledge dissemination events and
publications. Coordination and collaboration with other development partners is important to share knowledge and good practices. Existing and new cooperation agreements will be revisited and extended to align with Strategy 2030 to leverage synergies with partners.

44. The Operational Plans also emphasize the desirability for ADB to engage with CSOs throughout various phases of the project cycle. CSOs are vital to ADB as they provide a platform where voices of the most vulnerable can be heard, and act as a conduit between ADB and beneficiaries ensuring their participation. They also provide ADB with valuable knowledge and expertise and a testing ground of innovative approaches that can be piloted. Their participation helps build stronger links with the end users including the poor and vulnerable.

D. Knowledge Work and Expertise

45. ADB aims to provide knowledge services that support DMC operations at both the country level and through a regional perspective. A country-focused approach entails carrying out more knowledge-intensive work and strategic multi-sector and multi-thematic studies to address remaining poverty and reduce inequality, facilitate job creation, identify growth pathways, enhance transformative investment opportunities, and provide robust policy advice to DMCs. Delivering proactive knowledge means exploring more innovative and multi-disciplinary approaches (inherent in, for example, high-level technology, artificial intelligence, smart grids, and smart cities). Upstream knowledge such as strategic vision, comprehensive development reports, and investment plans will drive operations. ADB will also program economic research to increase understanding of the country context through relevant macroeconomic studies, analytical sector studies, cross-cutting sector/thematic studies, and just-in-time support for operational needs.

46. The Operational Plans highlight the importance for ADB to better capture its tacit knowledge about what works and how to guide policy dialogue, operational planning, project performance, and results. ADB must continue to learn from and scale up the emerging good practices, while at the same time learning from and sharing innovative practices in DMCs, and globally. Such knowledge will be taken from actual experience from ADB’s and others’ operations, particularly from field offices, and needs to be forward looking to drive innovations and improvements in quality, equity, and efficiency of plans. Furthermore, enhancing staff learning and skills will reinforce technical know-how and encourage knowledge generation and adoption.

47. From a regional perspective, the Operational Plans will focus on harnessing knowledge from Asia, promoting knowledge on cross-border connectivity, regional public goods, mitigating shocks from climate change, gender equality, livable cities, and others. ADB will step up activities to promote country-to-country knowledge sharing to facilitate cooperation amongst countries in pilot sectors or cross-sector and thematic areas as well as with global knowledge hubs. Such efforts build on ADB’s capability to discuss global issues in the development community and will cement ADB’s reputation as a reliable knowledge provider.

48. Implementation of the Operational Plans will require wider collaboration on knowledge management. The STGs and their committees will identify, support, and assure quality of knowledge products, events and strategic partnerships as part of the annual work program. They will also play an increasing role in ensuring the quality of knowledge products and services that the bank generates and provides. ADB’s ongoing IT reforms will increase internal efficiencies and facilitate collaboration.

49. ADB will promote knowledge delivery through continued collaboration among knowledge departments including ERCD, the Knowledge Service Division within DOC, the Knowledge
Advisory Service Center and Digital Technology Unit within SDCC, IED, OGC, and ADB Institute. All knowledge departments will continue to work closely with operations departments to strengthen knowledge-operation linkages, develop evidence and lessons in support of transformative policies and project designs, and identify innovative approaches and global best practices to improve the ADB project pipeline.

50. Department of Communications will work closely with the operations and knowledge departments, including Sector and Thematic Groups, and ADB’s external business and knowledge partners to support DMC knowledge needs. Services will include guidance on knowledge product formats and platforms, and suggestions on practical tools and channels to capture and share relevant data, information, technical solutions, know-how, and lessons learned from ADB projects and operations. Support from DOC will contribute to the adoption of integrated solutions, innovative approaches, best practices using ICT, and country-to-country sharing of economic and social development experiences from designing and implementing policy.

51. ERCD will continue to undertake policy research to generate and disseminate knowledge critical to fostering economic and social development. Through the flagship publications Asian Development Outlook, Key Indicators, and Asian Economic Integration Report, the department provides rigorous economic analysis that contributes to debates on development issues faced by DMC policy makers. In addition to research work, ERCD will develop and maintain statistical databases for economic development and integration indicators to support evidence-based policy making, as well as carries out statistics capacity building activities.

52. In its efforts directed toward external clients, ERCD coordinates ADB support for regional fora to facilitate regional cooperation and integration (including financial cooperation and integration), and collaborates and networks with international organizations, government agencies, and research institutions for policy research and knowledge generation and dissemination. This helps raise the profile of ADB as a knowledge institution in the region.

53. For internal clients, ERCD supports ADB’s lending operations through economic analysis of projects, bespoke analysis for specific projects (such as debt sustainability assessments backing Countercyclical Support Facilities), and country diagnostic studies that provide analytical support for the lending pipeline. ERCD regularly briefs Management on economic issues to support corporate decision making, and delivers capacity building programs to strengthen project economic analysis and macroeconomic monitoring.

54. ADBI will continue to conduct high quality research and capacity building activities that support the adoption of innovative policy solutions in DMCs. ADBI knowledge products will include open access books, working papers, policy briefs, blogs, and other publications based on empirical analysis, and conduct related activities including research conferences. ADBI will build capacity through conferences, workshops, roundtables, public-private dialogues and other events that promote experience and best practice sharing between stakeholders, drive new policy ideas, and encourage implementation. ADBI will also develop online, multimedia lectures and courses to further widen learning and engagement opportunities among DMC officials and public and private sector partners.

55. Each operational plan discusses the emerging areas requiring expertise and knowledge to achieve the Operational Plans.
E. Monitoring and Reporting

56. Results frameworks and indicators have been developed for each Operational Plan. A two-level results architecture is proposed where each Operational Plan will have several main pillars, contributed to by a number of sub-pillars. Performance in pillars and sub-pillars will be measured by indicators. Indicators for pillars will have achievement rate targets to determine if expected quantities of results planned at the commitment stage, are achieved by project completion. Sub-pillars will have tracking indicators without targets.

57. Pillar indicators are proposed to be integrated in level two of the Strategy 2030-aligned Corporate Results Framework to measure progress in achieving results across the seven Operational Plans, as well as help monitor and improve ADB’s performance in effective implementation of the Operational Plans.

58. The Operational Plan results frameworks will cover the period of 2019–2024, to coincide with the timeframe of the corporate results framework. Midterm reviews and adjustments of the indicators are expected to be conducted in 2024.