



Completion Report

PUBLIC

Project Number: 50324-001
Technical Assistance Number: 9358
September 2022

Enhancing Operational Results Delivery

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TECHNICAL ASSISTANCE COMPLETION REPORT

TA Number, Country, and Name: TA 9358-REG: Enhancing Operational Results Delivery		Amount Approved: \$750,000	
		Revised Amount: Not applicable	
Executing Agency: Asian Development Bank	Source of Funding: TASF-other sources	Amount Undisbursed: \$87,726.11	Amount Used: \$662,273.89
TA Approval Date: 22 August 2017	TA Signing Date: 22 August 2017	TA Completion Date	31 December 2021
		Original Date: 31 March 2020	Latest Revised Date: 31 December 2021
		Financial Closing Date: 11 April 2022	Number of Extensions: 3
TA Type: Knowledge and Support Technical Assistance (KSTA)	Nature of Activity: Capacity development	TA Arrangement: Regional	

Description

The technical assistance (TA) was designed to contribute to the improvement of development results delivery for developing member countries (DMCs) operations supported by Asian Development Bank (ADB). It sought to: improve the quality of results-based project design through ADB's design and monitoring frameworks (DMFs); examine key operational issues that affected the delivery of project results through operational research; capture and communicate beneficiary level transformations from ADB-supported operations through knowledge products; and benchmark performance and results measurement through harmonized, evidence-based approaches with multilateral development banks.

Expected Impact, Outcome, and Outputs

The TA was aligned with the following impact: effective and sustainable delivery of development results in developing member countries increased. The expected outcome was quality of project design and implementation improved. This was achieved through the delivery of four outputs: (i) capacity in preparing design and using design and monitoring frameworks developed; (ii) lessons from operations documented and disseminated; (iii) DMC experiences documented and disseminated; and (iv) multilateral development bank performance benchmarked and disseminated.

Implementation Arrangements

The TA was administered by ADB and implemented by the Results Management and Aid Effectiveness Division of ADB's Strategy, Policy, and Partnerships Department (SPD), in collaboration with other departments (operational departments, Sustainable Development and Climate Change Department (SDCC), Economic Research and Regional Coordination Department (ERCD), Department of Communications (DOC), Corporate Services Department (CSD), technical experts engaged as international consultants, administrative and research support provided by national consultants, and suppliers.

Minor Change in Scope, Implementation Arrangements, and Extension of Completion Dates. The original TA implementation period was from 22 August 2017 to 31 March 2020 but was extended until 31 December 2021. The TA underwent one minor change in scope and implementation arrangements, and three closing date extensions as follows: (i) 15 October 2019: The first extension until 30 September 2020 was approved and entailed (a) minor change in scope to postpone the eLearning course (output 1), to reduce the number of operations studies conducted to one report (output 2), to add virtual results experience exhibits (output 3), and to produce a joint report on indicator harmonization, rather than the previously published Common Performance Assessment System (COMPAS) report series (output 4); and (b) minor change in implementation arrangement to procure equipment for the delivery of outputs 1 and 3 by reallocating \$8,000 from 'Training/Seminars' to a new budget category, 'Equipment'; (ii) 7 May 2020: A second extension until 31 March 2021 was approved as Technical Assistance Supervising Unit (TASU) reoriented its work to prioritize coronavirus disease (COVID-19) pandemic response. Implementation delays were encountered due to (a) mobility restrictions caused by COVID-19 pandemic which affected the intended delivery of the virtual reality experience exhibit, and (b) early contract termination of the eLearning expert due to breach of contract; and (iii) 24 March 2021: The final extension to 31 December 2021 was approved to continue the TA activities affected by the prolonged lockdown and country restrictions brought on by the COVID-19 pandemic. The TA was completed on 31 December 2021 and financially closed on 11 April 2022.

Consulting Services. A total of 29 person-months of international consultants, and 30 person-months of national consultants were engaged through individual consulting selection, and one person-month of international firm was engaged through quality-and cost-based selection.¹ These consultants were hired using ADB's Guidelines on the Use of Consultants. The international eLearning firm's

¹ Of the 11 consultants hired, 2 received ratings of generally satisfactory, 3 received ratings of satisfactory, and 2 received ratings of excellent, while the remaining 4 were not rated.

engagement, however, was terminated earlier than its completion date due to breach of contract in one of its key team members outlined in the personnel list. TASU no longer replaced this position, and instead put together its own team comprised of a DMF training module national consultant and an eLearning developer contracted under Budget, People, and Management Systems Department (BPMSD) umbrella contract.

Non-consulting Services. ADB hired a total of 14 service providers to support eLearning development (output 1), Together We Deliver publication, and ADB results reality (output 3). All claims from the consultant, recipient, travel agency supplier, and departments have been fully disbursed. Disbursements were made in accordance with ADB's Technical Assistance Disbursement Handbook (2010, as amended from time to time).

Procurement. ADB purchased equipment to support the results reality exhibit.² The consultant turned over the equipment to SPD, who processed the transfer of ownership to ADB on 11 May 2021. Procurement was carried out in accordance with ADB's Procurement Guidelines (2015, as amended from time to time). The procurement method used for the equipment was based on price quotations comparison obtained from at least three suppliers or service providers.

Conduct of Activities

Output 1: Capacity in preparing design and monitoring frameworks developed

The TA enabled SPD to establish a holistic approach to delivering the design and monitoring framework trainings. The program has two components: (i) face-to-face, and (ii) online or eLearning. SPD with support from regional departments, held in-person trainings on results-focused project design and monitoring in Bhutan, Mongolia, Nepal, Pakistan, Uzbekistan, and the People's Republic of China (PRC) from October 2018 to September 2019. A total of 173 participants from government agencies attended the workshops. TASU planned to do a tracer study following the workshops but was postponed because of the COVID-19 pandemic. The tracer study was later conducted in June to July 2022 which reported that almost all respondents noticed an improvement in how they prepare DMFs for ADB-funded projects since the workshop.³ Additionally, SPD initiated the development of an online learning course on the design and monitoring framework to cater to different knowledge levels, as well as on-demand learning opportunities. The course content was guided by the results of the training needs assessment that was conducted in December 2017 and by [ADB's Guidelines in Preparing and Using the Design and Monitoring Framework](#). A total of 6-module storyboards and two alpha versions were completed at the time of TA completion, but the final package of the entire course is still underway as this output became a joint initiative of SPD and BPMSD.⁴ The course is on track for completion by end of 2022, and will be accessible through [ADB's eLearn platform](#).⁵ SPD also updated its [external site](#) which contains key references and information related to the development effectiveness and results, and is accessible to ADB staff and DMC clients.

Output 2: Lessons from operations documented and disseminated

To delve deeper into issues identified by analyses of ADB's completed operations reported in ADB's annual DEFIR, SPD initiated ADB's first replication study: Replication in ADB Operations – A Case in the People's Republic of China (PRC): An Operations Research Study (2019). The study found four important drivers of, and three main barriers to, the replication of unique features of ADB operations. It identified three key elements a demonstration project should contain, and seven levers ADB can use, to increase the odds of replication.⁶ Key findings were shared with ADB staff and management via information sessions held in September to October 2019 and was featured in ADB's [2019 DEFIR](#).

Output 3: DMC experiences documented and disseminated

SPD, in conjunction with DOC and regional departments, showcased how ADB projects have helped beneficiaries and respond to the varied needs of each country through a publication series and multimedia channels. The TA supported two publications of Together We Deliver, which documented 34 stories of successful partnership between ADB and its member countries in Asia and the Pacific, and 10 stories on how Asian Development Fund (ADF) grants are uplifting the lives of millions of the most vulnerable people in Asia and the Pacific. These stories were published in Together We Deliver [2018](#) and [2019](#). In addition, SPD also produced an immersive and interactive multimedia showcase of water supply and sanitation projects in Nepal called 'Results Reality', which was intended to be

² Two Oculus Quest All-in-one VR Gaming Headset, and one portable hard disk drive.

³ A tracer study conducted after the DMF workshops show that 96% of respondents indicated they improved how they prepare DMFs for ADB-funded projects and have applied the knowledge gained from the workshop in their daily work. Post-completion workshop survey responses also offer leading evidence of this outcome among a higher number of participants: of the 6 DMF trainings conducted, as 95% (170 out of 179) of participants reported increased skills and knowledge in DMF formulation.

⁴ The Design and Monitoring Framework eLearning course will be offered to both ADB staff and DMC executing and implementing agency staff. This ensures that all parties involved in the results-focused project design have the same level of foundational knowledge.

⁵ The ADB eLearn platform is a learning management system maintained by Sustainable Development and Climate Change Department, Knowledge Sharing and Services Center (SDCC-KS).

⁶ A demonstration project is an ADB operation with the design intended to showcase and make future projects aware of one or more distinctive components, features, or approaches for use in other projects.

exhibited at the 2020 ADB Annual Meeting.⁷ However, due to physical restrictions brought about by the COVID-19 pandemic, the annual meeting was held virtually. SPD participated and launched an online version of the Results Reality exhibit, which was included in the virtual exhibit page of the Annual Meeting's website.

Output 4: Multilateral development bank performance benchmarked and disseminated

In 2017, ADB assumed the role of chair of the MDB Managing for Development Results working group and took over the secretariat and coordination functions.⁸ On 6–8 December 2017, the working group met in Frankfurt, Germany, where they agreed to postpone discussion on how to move forward on the Common Performance Assessment System (COMPAS) report and agreed on developing a joint report on a common framework on value for money (VfM), a core tenet of development effectiveness, under the auspices of the G7/ G20.⁹ The VfM report was presented to the G7 Finance Ministers and to the G20 Leaders in 2018, who requested (i) further harmonization of indicators relating to sustainable development goals, financial capacity and resources, and (ii) explore new areas for harmonization such as infrastructure, regional cooperation integration, technical assistance, knowledge, and domestic resource mobilization. The TA supported subsequent working group meetings that formulated next steps and responses to these additional requests.¹⁰

Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The TA directly contributed to ADB's response towards improving DMCs results delivery. The design and results chain were appropriate and supported the TA's outcome. Starting from the project design stage, the activities implemented to improve the knowledge of DMCs in enhancing the quality of project DMFs helped drive project success and encouraged DMC ownership. The TA was guided by the findings from the annual development effectiveness reviews (DEFr) as it identified recurring problem areas that require attention and corrective actions. To improve results delivery of operations, the TA undertook additional research and looked at issues affecting ADB's completed operations. Through documenting and disseminating DMC experiences, there was greater awareness among all stakeholders of the difference ADB projects make, which could also further improve design and delivery of projects.	Relevant
Effectiveness	At the outcome level, the TA results were attained with one partially achieved and two fully achieved targets (Appendix 1). However, at the output level 44% of the targets (or four out of the nine indicators) were fully achieved. One TA output was not achieved, one was delivered without the support of the TA, and three outputs were partially achieved. Shortcomings that hindered the TA results achievement were largely attributed to the effects of the prolonged country lockdowns during COVID-19 pandemic and receipt of financing from other sources to produce some TA outputs. For example, one operational research study on sustainability was funded through ADB's own funds outside of the TA, the MDB report (VfM) was funded externally by the MDB working group, and production of eLearning modules is partially funded by BPMSD. As such, these outputs could not be counted as part of the TA's results.	Less than effective
Efficiency	The TA was extended three times, for a total of 21 months, from the original completion date of 31 March 2020 to 31 December 2021. Delivery of project outputs was heavily impacted by the COVID-19 pandemic as it restricted mobility to carry out project activities, and staff time and effort prioritized pandemic response. Despite some delays in the implementation, the targets were generally achieved and within the budget. The TA resources were utilized at 88% (\$662,273.89 out of \$750,000), while the remaining 12% (\$87,726.11), including contingency costs, were no longer needed.	Efficient
Overall Assessment	The project was successful ¹¹ in helping mainstream results-based approaches in DMCs through capacity building initiatives and disseminating robust evidence of development effectiveness and lessons. The outcome was largely achieved, owing fully and directly to the achievement of crucial output targets. More people could have benefitted if all outputs had been delivered.	Successful

⁷ Results Reality had physical, online interactive and virtual reality components, which featured augmented reality panels with embedded codes that visitors could scan to view data for ongoing projects, including geographic information, charts, and full video interviews with beneficiaries. With the help of Oculus VR hardware, users could immerse themselves in a 360-degree view of the locations of the target beneficiaries. The VR experience included full views of homes, existing water supply sources, and surrounding environment to build a complete picture of the dire need for clean water supply.

⁸ The Managing for Development Framework working group consists of the Asian Development Bank (ADB) with five other MDBs: the African Development Bank Group (AfDB); the European Bank for Reconstruction and Development (EBRD); the European Investment Bank Group (EIB Group), including the European Investment Fund (EIF); the Inter-American Development Bank Group (IDBG), including IDB Invest and the Multilateral Investment Fund; and the World Bank Group (WBG), including the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA).

⁹ The report included harmonized VfM tools, definitions, methodologies and metrics, taking account of different MDB business models, contexts and types of decisions for which a VfM perspective is sought.

¹⁰ [Multilateral Development Banks' Final Report on Value for Money](#) (2019).

¹¹ The project was relevant (score=0.70), less than effective (score=0.35), and efficient (score = 0.60). The project's overall weighted score is 1.65.

Criterion	Assessment	Rating
Sustainability	There is clear evidence of sustainability to expand and sustain the TA's outcomes. To illustrate, ADB approved a KSTA in 2022 titled Advancing the 2030 Agenda for Sustainable Development , where two of its three outputs will increase DMC knowledge of good practices and lessons from operations, and strengthen DMC capacity for results-based project design and management. ADB also uses a systemic approach and has developed and updated tools such as guidance notes, revised instructions and templates that will continue strengthen and improve the quality of project design implementation of DMC operations supported by ADB. Despite the high staff turnover in the DMC executing agencies (EAs)/ implementing agencies (IAs), as well as introduction of new ADB clients and stakeholders, the mechanisms supported under this TA would enable ADB to sustain the results beyond this TA's lifecycle.	Most likely sustainable

Lessons Learned and Recommendations

Implementation and/or delivery	TA implementation could have benefitted from better monitoring and management of project risks, i.e., shifting priorities, travel restrictions and contracting issue. Swift actions to address unforeseen circumstances should have been made not only as a stop-gap measure but should also have sustainability in mind. A specific case was the Results Reality website, the hosting of which ended with the closing of the TA. Challenges were encountered in the measurement of outcome indicators, specifically since they used surveys. It is unrealistic to expect a good response rate to email based tracer studies following short workshops. The survey could have been complemented by phone calls to selected respondents that would have likely increased the response rate. It is important to contemplate and design alternative data collection methods when originally considered methods cannot be implemented as planned.
Knowledge building	By design, knowledge-related outputs aim to reach wide audiences to enable organizational transformation. However, there may be instances where a knowledge product, such as operations research, may require additional consultation and engagement with concerned stakeholders to green-light publication. Several reasons, including potential sensitivities and classified information can present challenges to wider dissemination, which in turn, limits the potential benefit, to a smaller group. Continuous engagement is recommended to ensure knowledge reaches those that will benefit from it. Despite key stakeholders' reluctance to publish findings from the operations research, through the process of preparing them, both ADB and DMC counterparts learn. These knowledge products provide an opportunity to delve deeper into issues that affect project success in closer collaboration with DMC counterparts.
Stakeholder participation	For training workshops, close and active collaboration of staff in regional department front offices and resident mission is recommended to ensure the relevance of the content and delivery approach to participants' and ADB's needs, including supporting gender equality. For DMF workshops, regional departments were each asked to nominate 2-3 DMCs that would benefit most from the workshop. Then, to ensure that appropriate IA/EA officials were nominated, TASU did not offer payment for per-diem and travel/ accommodation upfront. This approach reduced the risk that IA/EA officials would be selected to participate primarily based on the financial and other perks of attending the workshop, rather than on the relevance of the workshop topic to their role and responsibilities. TASU worked with project administration units (PAUs) to ensure the right participants were selected with a gender balance to the degree possible.
Post-TA financial resource	Measures to address continuity and mainstreaming of project outputs post-TA should carefully be planned by the project by coordinating with units within ADB who can continue to move forward the initial gains produced under the TA, for wider dissemination and utility, i.e., hosting of the Results Reality website, availability of eLearning modules to ADB staff under eLearn, etc.

Follow-up Actions

- (1) Complete the development of the eLearning course. In collaboration with BPMDS, the eLearning aims to further strengthen capacities of ADB staff, EA/IA staff, and ensure both have same level of foundational knowledge. Launch and roll-out of the DMF eLearning course is expected in Q4 2022–Q1 2023.
- (2) The DMF trainings can be informed by lessons learned from operations research as well as findings from the sustainability working group's efforts to analyze issues surrounding project sustainability. Also, pursue opportunities for joint learning and capacity building in selected DMCs based on findings from training needs assessments.
- (3) Update the original augmented and virtual reality exhibit format of Results Reality for upcoming Annual Governors' Meeting in 2022 and international conventions ('roadshow').
- (4) Find opportunities to crosslink or integrate hosting arrangements of the Results Reality website (resultsreality.adb.org) in existing adb.org webpages.

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DESIGN AND MONITORING FRAMEWORK

Impact		
Effective and sustainable delivery of development results in developing member countries increased (project defined)		
Results Chain	Performance Indicators with Targets and Baselines	Achievements
Outcome Quality of project design and implementation improved	By 2021 a. At least 80% of survey respondents producing DMFs report improved DMF formulation (2017 baseline: not applicable) b. At least two Operations <i>Research Series</i> recommendations implemented (2017 baseline: 0) c. At least 50% of <i>Together We Deliver</i> (TWD) surveyed stakeholders reporting use of the stories in their outreach program (2017 baseline: not applicable)	a. Achieved. 96% of tracer study respondents (25 of 26 EA/IA staff in Pakistan, Uzbekistan, Bhutan, Nepal, PRC, and Mongolia) indicated they noticed an improvement in how they prepare DMFs for ADB-funded projects since the workshop and have applied the knowledge from the workshop on preparing DMFs in their daily work. b. Partially achieved. One operations research recommendation implemented. Replication in ADB Operations Phase 1 - The People's Republic of China (PRC): An Operations Research Study (2019): the necessary factors and levers for demonstration projects to lead to replication were incorporated in PRC demonstration projects, via efforts by EARD staff supported by SPD's advice during the quality review process. This includes designing and monitoring targeted outreach activities to communicate demonstration projects' results and experiences and including outcome-level indicators in the DMF when appropriate to measure whether replication has or is expected to occur. The planned second study on project sustainability was completed but was funded by ADB's staff consulting budget, instead of under this TA, as it was prepared by ADB staff with support from a consultant contract already ongoing with ADB at that time. c. Achieved. In 2022, 17 colleagues from resident missions were surveyed. Among them, 13 respondents, including external relations officers (76%) used the stories in their outreach program.
Outputs 1. Capacity in preparing DMFs developed	By September 2020 1a. At least 80% of participants (at least 50% of whom are women) who completed face-to-face and eLearning courses report increased skills and knowledge in DMF formulation (2017 baseline: not applicable)	1a. Achieved. About 95% of participants who completed face-to-face and eLearning courses, of which 37% women) reported increased skills and knowledge in DMF formulation in end of workshop surveys. Personal data, including gender, was not collected during the survey to ensure anonymity. Of the 6 DMF trainings conducted in Pakistan, Uzbekistan, Bhutan, Nepal, PRC, and Mongolia, 95% (170 out of 179) of participants reported increased knowledge of results-focused project design process.

Results Chain	Performance Indicators with Targets and Baselines	Achievements
2. Lessons from operations documented and disseminated	<p>1b. At least one eLearning course on results-focused project design and management (featuring inclusiveness examples, including gender equality) launched (2017 baseline: 0)</p> <p>2a. At least one study with specific and actionable recommendations completed (2017 baseline: 1)</p> <p>2b. At least 100 stakeholders (at least 50% of whom are women) have increased knowledge of operations research findings, conclusions, and recommendations (2016 baseline: 0, 0%)</p>	<p>1b. Partially achieved. Storyboards for one full eLearning course on results focused project design and management developed.</p> <p>A total of 6-module storyboards of the DMF eLearning course and the alpha version of 2 modules were completed by 31 December 2021.</p> <p>2a. Achieved. One study with specific and actionable recommendations completed and disseminated to relevant DMC stakeholders: Replication in ADB Operations Phase 1 - The People's Republic of China (PRC): An Operations Research Study (2019). TASU published a summary of study's findings in ADB's 2019 Development Effectiveness Review.</p> <p>2b. Partially achieved. At least 25 stakeholders (48% of whom are women) are estimated to have gained an increased knowledge of operations research findings, conclusions, and recommendations based on the number of Government of the People's Republic of China staff to whom TASU presented the study.</p> <p>The replication study was presented to EARD management who recommended presenting it to Ministry of Finance, National Development and Reform Commission, Center for International Knowledge on Development and National Audit Office of the People's Republic of China. The dissemination intended to improve ADB-PRC partnership in generating best practices and lessons learned that can be applied to strengthen future programming. ADB project teams of the approximately 20 projects covered in the study also received the report.</p>
3. DMC experiences documented and disseminated	<p>3a. At least two new editions of TWD completed (2017 baseline: 0)</p> <p>3b. Number of interactions^b (likes, retweets) on ADB's social media related to TWD increased to 30,000 per year (2016 baseline: 23,800 interactions)</p>	<p>3a. Achieved. Two TWD editions completed and published.</p> <p>The TA supported two editions of the series: Together We Deliver: Results Achieved, Lives Improved (2018); Together We Deliver: Grants for a Brighter Future (2019). In addition, an immersive multimedia experience show, Results Reality, was developed to showcase the benefits of ADB's water operations in Nepal.</p> <p>3b. Not Achieved. In 2018, the social media promotion for TWD gained 109 interactions, plus 20,237 impressions and 101 link clicks. In 2019, the social media promotion for TWD received 180 interactions, plus 45,131 impressions and 638 link clicks.</p> <p>Additional metrics, impressions and link clicks, were included in this indicator's achievement reporting because the original design of this indicator's baseline and target value included impressions and link clicks but was not included in the definition (footnote b) submitted in the DMF. Impressions refer to the number of times a social media post is seen, whether a user interacts with the content or not. Link clicks refer to the</p>

Results Chain	Performance Indicators with Targets and Baselines	Achievements
4. MDB performance benchmarked and disseminated	<p>3c. The share of TWD stories that feature gender equality or women maintained or increased (2016 baseline: 36%)</p> <p>3d. At least 500 people participate in TWD results reality exhibit (Baseline 2016:0)</p> <p>4a. At least one new joint-MDB report produced and published (2016 baseline: 0)</p>	<p>number of clicks on the hyperlink attached to the social media content, which is the TWD publication.</p> <p>3c. Achieved. 88% of TWD stories featured gender equality for women. Together We Deliver: Results Achieved, Lives Improved 2018: 7 out of 10 projects featured were categorized as GEN or EGM. All 15 projects featured in Together We Deliver: Grants for a Brighter Future are categorized as GEN or EGM.</p> <p>3d. Partially achieved. A virtual results reality exhibit was launched online instead of the in-person exhibit originally planned to be showcased in the Annual Meeting, as a direct consequence of lockdowns and travel restrictions triggered by the COVID-19 pandemic.</p> <p>The site is currently being migrated to a new platform and hosting agreement as the current hosting arrangements ended on 31 December 2021.</p> <p>4a. Achieved outside of TA support. MDB WG jointly produced and published the Multilateral Development Banks' Final Report on Value for Money in October 2018.</p>
		<p>Additional outputs:</p> <p>a. The production of the CRF explainer video in 2021 provided the Board and other DMC stakeholders with an understanding of the purpose and content of the CRF, which shapes ADB's results management architecture including the design and use of the DMF. Though this output was not planned during TA design, it was developed in response to stakeholder requests, and supports the TA's outcome on the basis that increasing DMC officials' understanding of the utility of the DMF and importance of quality results monitoring, and reporting is a motivator for them to invest their time and resources into DMF quality. Furthermore, the collaboration with the learning team from ADB's human resource department enabled use of ADB's existing public eLearning website to improve ease-of-access for participants and cost-effectiveness.</p> <p>b. ADB participated in and hosted continued discussions with the MDB working group to explore approaches and methodologies for further harmonization and alignment.</p>

Actual Key Activities with Milestones**1. Capacity in preparing DMFs developed**

- 1.1. Conduct needs assessment and functionality analysis for intermediate and advanced classroom-based and eLearning training modules (completed in December 2017)
- 1.2. Develop content for eLearning modules (completed storyboard and 2 alpha versions in December 2021)
- 1.3. Develop and/or update an online learning website for DMFs (completed in December 2021)
- 1.4. Pilot test eLearning courses and finalize them (not completed, ongoing)
- 1.5. Launch the final online courses (not completed, ongoing)
- 1.6. Undertake tracer studies to track improved DMF formulation among course participants (completed in July 2022)

2. Lessons from operations documented and disseminated

- 2.1. Identify topics for the studies based on DEfR findings and ADB Management discussions (completed in May 2019)
- 2.2. Engage international and national consultants and resource persons (completed in December 2019)
- 2.3. Conduct the studies (completed in December 2019)
- 2.4. Consult within ADB and with selected DMCs on studies' findings and recommendations (completed in October 2019)
- 2.5. Disseminate findings and recommend improvements to ADB business processes (partially completed in December 2019)

3. DMC experiences documented and disseminated

- 3.1. Coordinate with DMCs and ADB operations departments on the selection of projects and gather project data, including interviews with stakeholders (completed in July 2019)
- 3.2. Write, edit, and produce stories for publication in both print and electronic formats (completed in August 2019)
- 3.3. Produce and present a book to ADB stakeholders and the general public (completed in November 2019)
- 3.4. Disseminate project success stories including via results reality exhibit with exhibit displayed until September 2020 (not completed, exhibit cancelled due to COVID-19 pandemic restrictions).

4. MDB performance benchmarked and disseminated

- 4.1. MDB Working Group endorses joint MDB report (completed in December 2017)
- 4.2. MDB report on VfM prepared and disseminated (completed in April 2018)
- 4.3. Summary of agreements on collaboration among MDB Working Group members produced and endorsed (completed in October 2018)

Actual Inputs

Asian Development Bank: \$662,273.89 (grant)

Assumptions for Partner Financing

Not applicable

ADB = Asian Development Bank; COVID-19 = coronavirus disease; CRF = corporate results framework; DMC = developing member country; DMF = design and monitoring framework; EA = executing agency; DEfR = development effectiveness review; EARD = East Asia Department; EGM = effective gender mainstreaming; GEN = gender equity theme; GDI = Global Delivery Initiative; IA = implementing agency; MDB WG = Multilateral Development Bank Working Group; MfDR = Managing for Development Results; PRC = People's Republic of China; SDCC-KS = Sustainable Development and Climate Change Department, Knowledge Sharing and Services Center; SPD = Strategy, Policy, and Partnerships Department; SPRA = SPD, Results Management and Aid Effectiveness Division; TASU = technical assistance supervising unit; TWD = Together We Deliver; VfM = value for money.

^a TASU sent a 3-question tracer study via email in June-July 2022 to the 101 IA and EA officials from Pakistan, Uzbekistan, Bhutan, Nepal, PRC, and Mongolia who participated in one of the 2-day DMF workshops delivered in 2018 and 2019. The response rate was 26% (26 out of 101). Many of the participants who did not respond were no longer working in the IA or EA when the tracer study was conducted.

^b Interactions include likes, shares, retweets, and comments on ADB's social media platforms.

Source: Asian Development Bank.

TECHNICAL ASSISTANCE COST

Table A2.1: Technical Assistance Cost by Activity
(\$'000)

Item	Amount		
	Original ^a	Revised ^b	Actual
1. Consultants	460.0	460.0	390.4
2. Training, seminars, and/or conferences	163.0	155.0	114.9
3. Equipment	0.0	8.0	37.1
4. Miscellaneous TA administration	52.0	52.0	119.9
5. Contingency	75.0	75.0	0.0
Total	750.0	750.0	662.3

^a Technical Assistance Special Fund-other sources.

^b Second estimated cost as reflected in the TA change in scope memo approved on 15 October 2019, re-allocation of \$8,000 from 'Training, seminars, and/or conferences' to 'Equipment' cost category.

Source: Asian Development Bank estimates.

Table A2.2: Technical Assistance Cost by Fund
(\$'000)

Item	Technical Assistance Special Fund-other sources	Total Cost
1. Original	750.0	750.0
2. Revised	750.0	750.0
3. Actual	662.3	662.3
4. Unused	87.7	87.7

Source: Asian Development Bank estimates.