



Completion Report

PUBLIC

Project Number: 51374-001
Technical Assistance Number: 9505
August 2022

Consultations for a Strategy 2030-Aligned Corporate Results Framework

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TECHNICAL ASSISTANCE COMPLETION REPORT

TA Number, Country, and Name: TA 9505-REG: Consultations for a Strategy 2030-Aligned Corporate Results Framework		Amount Approved: \$400,000.00	
		Revised Amount: \$500,000.00	
Executing Agency: Asian Development Bank	Sources of Funding: Technical Assistance Special Fund (TASF 6 and TASF-other sources)	Amount Undisbursed: \$7,720.59	Amount Used: \$492,279.41
TA Approval Date: 9 March 2018	TA Signing Date: 9 March 2018	TA Completion Date	
		Original Date: 31 December 2019	Latest Revised Date: 31 December 2021
		Financial Closing Date: 25 March 2022	Number of Extensions: 4
TA Type: Knowledge and Support Technical Assistance (KSTA)	Nature of Activity: Policy advice	TA Arrangement: Regional	

Description

The technical assistance (TA) was designed to support stakeholder consultations in Asia and the Pacific for a new corporate results framework (CRF) aligned with ADB Strategy 2030 and to enhance the effective monitoring of ADB's corporate performance under the Strategy. The results from consultations determined the structure, scope, and indicators that formulated the new CRF, 2019–2024. The TA also supported the measurement, tracking and reporting of key thematic areas under the CRF, namely: (i) poverty reduction, job creation, and disability and inclusion of ADB operations, (ii) poverty tagging at project design to capture efforts in poverty reduction, (iii) results of the seven operational priorities, and (iv) quality infrastructure operations that are green, resilient, inclusive, and sustainable (GRIS).

Expected Impact, Outcome, and Outputs

The TA was aligned with the following impact: effective monitoring of ADB's corporate performance under Strategy 2030 (S2030) carried out. The expected outcome was measurement priorities of stakeholders integrated into S2030-aligned CRF which was approved by the Board in September 2019. This was achieved through the delivery of two outputs: (i) consultations conducted and consultation materials prepared for the new results framework and (ii) stakeholder views and recommendations documented, reflected, and implemented.

Implementation Arrangements

The TA was administered by ADB and implemented by the Results Management and Aid Effectiveness Division (SPRA) of ADB's Strategy, Policy, and Partnerships Department (SPD) in collaboration with other departments (operations departments, sector and thematic groups of Sustainable Development and Climate Change Department (SDCC), technical experts engaged as international consultants, and administrative and research support provided by national consultants.

Extension of TA completion dates, minor change in scope, and minor changes in implementation arrangements. The TA was extended from 31 December 2019 to December 2021 to (i) expand the scope of work under the CRF; (ii) meet the request from the Board of Directors to enhance the measurement and reporting of key thematic areas; (iii) accommodate for the disruption caused by the coronavirus disease (COVID-19) pandemic.

The TA underwent four extensions of completion date, one minor change in scope, and three minor changes in implementation: (i) 14 December 2018: first minor change in implementation to engage a theory of change expert to ensure the robustness of cause-effect pathways in levels 1 and 2 of the CRF, and a quality infrastructure expert to include a measure of quality infrastructure investments in the CRF; (ii) 28 June 2019: completion date extended to 31 March 2020 and an increase of \$100,000 (TASF-other sources) granted to support delivery of the additional outputs, i.e., methodologies and guidelines for measuring and reporting direct and indirect jobs created by ADB-financed operations, disability and inclusion at project level, and approaches to capture poverty reduction efforts in ADB-financed operations and guidelines for an improved poverty tagging system; (iii) 22 October 2019: a second extension of the completion date to 30 September 2020 to incorporate the additional activities, i.e., tracking and reporting results from seven operational priorities and on quality infrastructure operations that are green, resilient, inclusive, and sustainable (GRIS); (iv) 15 April 2020: a third extension of completion date to 30 September 2021 to continue the TA activities that were disrupted by the COVID-19 pandemic; and (v) 17 September 2021: completion date was extended for the fourth and final time to 31 December 2021 which allowed sufficient time to fully deliver all TA outputs. The TA was completed on 31 December 2021 and financially closed on 25 March 2022.

Consulting services. A total of 31 person-months of international consultants and 22 person-months of national consultants were engaged through individual consulting selection and supported the TA activities. These consultants were hired using ADB's Guidelines on the Use of Consultants.¹ All consultants were rated between satisfactory and excellent.

Procurement. To support the TA outputs and activities, series of consultations were carried out from August to November 2018 in Bangkok, Fiji, Frankfurt, Jakarta, and Tashkent. Procurement was carried out in accordance with ADB's Procurement Guidelines (2015, as amended from time to time). The procurement method used for meeting venues, simultaneous interpretation equipment and services, and audio visual system was based on price quotations comparison obtained from at least three suppliers or service providers. Participants' per diem and miscellaneous travel allowance were based on Procurement, Portfolio, and Financial Management Department-prescribed rates. Procurement of flight itineraries for development member countries (DMC) participants was based on 2018 Business Travel Cost Standard.

Conduct of Activities

Output 1: Consultations conducted and consultation materials prepared for the new corporate results framework. SPRA organized the stakeholder consultations in two phases. The first phase was in close collaboration with the regional departments, resident missions, and representative offices where four subregional consultations were organized between August and November 2018 in Bangkok, Fiji, Jakarta, and Tashkent, and another one in Frankfurt attended by ADB non-borrowing member countries in Europe. A total of 97 representatives from the 29 DMCs and 20 non-borrowing member countries² participated and provided extensive feedback on the CRF structure, key areas of measurement, and for some indicators that are relevant to them, e.g., measure the potential and actual development impact and additionality of nonsovereign operations to capture the effect on quality jobs, and raise the target for gender mainstreaming in ADB operations. The second phase of consultations were conducted in early 2019 with other stakeholders including ADB Board of Directors (BOD), Asian Development Fund (ADF) Deputies, civil society organizations, and ADB Management and staff.³ Most of the consultations in phase 2 centered on alignment with S2030 and OneADB approach, e.g., indicators and targets for climate change, gender, nonsovereign operations and the seven operational priorities; and budget and operational efficiency.

Output 2: Stakeholder views and recommendations documented, reflected, and implemented. Inputs collected from the consultations were carefully reviewed and incorporated into the working paper (W-paper) and the recommendation paper (R-paper) of the CRF, as relevant. A theory of change expert was engaged to assess the robustness of linkages between levels 1 and 2 of the CRF, as well as provide guidance to SDCC's sector and thematic groups in developing the operational plans for the seven operational priorities of S2030.

The W-paper and the R-paper were approved by BOD on 31 May 2019 and 13 September 2019 respectively. BOD made suggestions to enhance the CRF by strengthening measurement of poverty, disability and inclusion, linkages to the seven operational priorities under Strategy 2030 and GRIS. On poverty measurement: Developed and prepared (i) a background paper on addressing inclusive growth under ADB's Strategy 2030, (ii) approaches for poverty tagging at project design stage, and (iii) guidance notes on improved poverty tagging system, all of which were used in the preparation of 2019 Development Effectiveness Review (DEfR). On disability and inclusion measurement: Developed and prepared: (i) guidance notes on ADB's Disability Inclusion indicator and Marker system, and (ii) report on project review of committed ADB operations supporting disability inclusion as input to DEfR report, and organized (iii) information session on mainstreaming disability inclusion in ADB results measurement. The guidance note together with the road map for strengthening disability-inclusive development for 2021–2025 was approved in November 2021. Final disability marker system was fully implemented during the 2021 DEfR. On the seven operational priorities: guidance notes on mapping of ADB operations to the S2030 operational priorities results were rolled out and will be used in the 2022 DEfR reporting. On GRIS: a GRIS indicator to assess the quality of ADB's infrastructure investments, which built on background work completed by SPRA on maximizing infrastructure's contributions to the Sustainable Development Goals (SDGs). The TA enabled the indicator to be piloted on more than 10 projects selected in collaboration with energy, water and transport sector leads, refined in consultation with sector and thematic group leads and project officers to reflect feedback from this piloting. The indicator has been applied to projects related to these three sectors in the 2019 DEfR and subsequent reports.

¹ Results framework support and communications expert, disability and inclusion expert, results management consultant and analysts, statistician, quality infrastructure expert, and GRIS infrastructure experts specializing in transport, energy, water and sanitation.

² This include Australia, Canada, Japan, New Zealand, the People's Republic of China, the Republic of Korea, the United States, Austria, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, Norway, Spain, Sweden, Switzerland, Türkiye, and the United Kingdom.

³ Consultations with government officials of ADB member countries were held online. Civil society organizations were consulted through a webinar. Fifty ADB staff, consisting of senior technical specialists, sector and division directors, and national officers in different departments.

Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The TA supported the development and implementation of the ADB CRF 2019–2024, a key management tool that allows ADB to monitor and improve its performance in implementing S2030. The CRF reflects the main directions, operational priorities, and key principles of S2030, as well as the SDGs. The TA design and results chain were sound. The TA enabled ADB to: (i) ensure that the new CRF's structure, scope, and indicators reflect the feedback, insights, and recommendations provided by external and internal stakeholders, and (ii) promptly and effectively respond to the Board's recommendations to enhance the measurement of some important indicators, which was beyond the intended scope of the TA.	Highly relevant
Effectiveness	The intended outcome was achieved ahead of the target Q4 2019, as the Board approved the S2030-aligned CRF on 13 September 2019 reflecting the measurement priorities of external and internal stakeholders. All the outputs, including improved measurements methodologies of new indicators were completed and delivered during the TA period. It reflects the main directions, operational priorities, and key principles of Strategy 2030. The CRF brings the highest tier of ADB's results management architecture in line with ADB's vision and strategic directions, global developments, and latest thinking on managing for development results. Six sets of consultations were prepared, exceeding the target of "at least four" identified in the design and monitoring framework (DMF). Feedback, insights, and recommendations were collected from 97 representatives from 29 DMCs and 20 non-borrowing member countries achieving the target of "at least 80 participants". Consultations included representatives of DMC governments, five civil society organizations, ADF Deputies, the ADB BOD, and ADB Management and staff.	Highly effective
Efficiency	The TA was extended four times, or a total of 24 months (i.e., from the original completion date of 31 December 2019 to 31 December 2021), to accommodate the additional outputs requested by the Board, and interruptions brought by COVID-19 pandemic. The TA resources were regularly monitored and evaluated to ensure that activities were appropriately funded, and resource efficiency was maximized. For example, after the first change of scope, the budget saved from the subregional consultations amounting to \$20,000 was reallocated to enable procurement of consulting services to deliver new technical outputs on key areas of measurement for the CRF. As of the TA's financial closing, 8 March 2022, the project has disbursed 98% (\$492,279.41) of the \$500,000 total TA resources, and the remaining 2% (\$7,720.59) was part of the Contingency budget that was no longer needed.	Efficient
Overall Assessment	The TA was highly relevant, highly effective, and efficient. Overall rating is 2.70. The high level of success is attributed to the approval of the ADB CRF that is aligned with Strategy 2030 and reflects the relevant measurement priorities of various ADB stakeholders. The original TA outputs and outcome were achieved three months ahead of its original target schedule. However, since the TA had to expand its scope, it necessitated implementation extensions, to accommodate suggestions from the BOD to help allow ADB to strengthen measurement and reporting on its operational and organizational performance against the goals and priorities set out in S2030. The new CRF continues to facilitate learning and performance improvement, and communication with our stakeholders about the results of ADB-financed operations through the annual DEFIR.	Highly successful
Sustainability	The outcome of the TA is Board-approved S2030-aligned CRF for the period 2019–2024. The indicators in the CRF are used as the yardstick to measure ADB's performance in achieving the priorities of its corporate strategy and reported in the annual development effectiveness review. The CRF is a core part of ADB's corporate results management system and will continue to guide the work planning and performance management of departments, offices, divisions, and individual staff and ensure the close alignment of work priorities with ADB's corporate priorities until a new corporate results framework is developed. Beyond the TA's project life, outputs such as measurement methodologies and technical guidance notes are continuously being strengthened to enable better measurement, tracking and reporting of relevant indicators.	Most likely sustainable

Lessons Learned and Recommendations

Implementation and/or delivery	<p>The TA provided some lessons worthy of consideration when similar projects are designed and implemented:</p> <p>Engage key stakeholders as early as possible. Management's early and frequent engagement with the ADB BOD on the development of the CRF provided strategic guidance. Informal Board meetings and seminars on draft proposals for the CRF were also critical sources of inputs.</p> <p>Find and provide the right incentive. The introduction of corporate targets has fostered a shift toward a results culture and influenced behavior and decision-making. Targets were found to be most effective when they were ambitious enough to drive meaningful change but sufficiently realistic to avoid demoralizing those trying to achieve them. By including the results framework targets in the President's planning directions and the work program and budget framework⁴ (WPBF), managers also incorporate the relevant RFIs and targets in their department work plans, and these cascade down, based on function and responsibilities, into division and individual work plans, making performance expectations clear.</p> <p>Keep results framework formulation flexible. The framework should remain sufficiently flexible to accommodate other indicators and refinements in the future. This is particularly important for areas where (i) global agreements are expected, (ii) self- and independent evaluation studies are planned to generate lessons relevant to target setting, and (iii) provisional indicators need to be tested before they are formally integrated into the CRF.</p>
Management of staff and consultants	<p>To increase relevance and responsiveness of the new CRF, indicators to measure poverty, jobs and disability and inclusiveness were introduced. The TA, however, was faced with the challenge of looking for experts who can immediately undertake the tasks within the original TA duration, necessitating two more extensions. This could have been avoided if ADB had an existing pool or roster of experts with the required expertise, ready to be deployed to support the TA.</p>
Stakeholder participation	<p>It is vital to undertake comprehensive consultations with the DMCs consistent with the principle of country ownership and with other stakeholders on key areas to be monitored under the new CRF. Ensuring ownership of the CRF at all levels of the organization is also essential. Results framework indicators and targets should be selected and set based on a good understanding of what areas are important to measure and what level of performance is both ambitious and achievable, taking into account accurate baseline data, where applicable. It is therefore important to draw upon experts that are most likely to have this knowledge and data early in the indicator-selection and target-setting process. This will also ensure broad ownership by those responsible for successfully meeting the targets.</p>

Follow-up Actions

<p>(i) As measurement methodologies and technical guidance notes developed under the TA are implemented during the development effectiveness review process, these can be updated and refined as needed to enable better measurement, tracking and reporting of results and performance.</p> <p>(ii) Other outputs: Results delivered under each of the seven operational priorities of S2030 by ADB operations completed in 2019, 2020 and 2021 were also reported in the Development Effectiveness Reviews (DEfR) from 2019 onwards. The guidance note on Mapping ADB Operations to S2030 Operational Priorities was circulated for reference in January 2022 and subsequently incorporated in eOps. The GRIS indicator has been applied to infrastructure projects in the energy, water, and transport related subsectors since 2019, 2020 and 2021 using the SOURCE⁵ infrastructure data system supported by the MDBs.</p>

Prepared by:
 Mirza Nadia Bashnin
 Angelita Cortez
 Vivienne Zerrudo

Designation and Division:
 Results Management Specialist, SPRA
 Results Management Officer, SPRA
 Results Management Analyst, SPRA

⁴ The WPBF is essential to guiding the allocation of adequate resources to meet targets.

⁵ Sustainable Infrastructure Foundation's [SOURCE](#) is the multilateral platform for sustainable infrastructure led and funded by multilateral development banks supporting: (i) the development of well-prepared projects to bridge the infrastructure gap and (ii) governments digitalization agenda. It is an online infrastructure project preparation and management software for both traditional procurement and Public-Private Partnerships (PPPs).

DESIGN AND MONITORING FRAMEWORK

Impact Effective monitoring of ADB's corporate performance under Strategy 2030 carried out (project defined).		
Results Chain	Performance Indicators with Targets and Baselines	Achievements
Outcome Measurement priorities of external stakeholders integrated into Strategy 2030-aligned results framework	ADB corporate results framework, aligned with Strategy 2030, approved by ADB Board by Q4 2019 (Baseline: not prepared).	<p>Achieved. ADB CRF 2019–2024 was approved by the Board in Q3 2019 (13 September 2019).</p> <p>The CRF introduced 9 gender-related results indicators in the CRF, including (i) five RFIs under OP2 (accelerating progress in gender equality) in Level 2A with annual corporate target achievement rate; (ii) one RFI with 2024 corporate target in Level 2B; (iii) two RFIs with S2030 targets under Level 3; and (iv) one RFI with corporate 2024 target in Level 4.¹</p> <p>In six existing indicators, S2030 targets were established in the CRF, 2019–2024:</p> <p>For gender equality: (i) gender operations classified gender equity theme and effective gender mainstreaming to reach at least 55% of the total number of ADB's committed sovereign and nonsovereign operations by 2030, (ii) at least 75% of the number of ADB's committed sovereign and nonsovereign operations to promote gender equality by 2030.</p> <p>For climate change: (iii) at least 75% of the number of committed sovereign and nonsovereign operations to support climate change mitigation and adaptation by 2030, and (iv) climate finance from ADB's own resources to reach \$80 billion cumulatively for 2019–2030.</p> <p>For nonsovereign operations: (v) increasing ADB's nonsovereign operations to reach one-third of its total operations in number by 2024; and (vi) increasing commercial cofinancing, with every \$1.00 in financing for its nonsovereign operations matched by \$2.50 of long-term cofinancing from private sources by 2030.</p> <p>The CRF also includes new measurement areas to reflect key aspects of Strategy 2030. These are: outcomes of the seven operational priorities, One ADB sovereign–nonsovereign collaboration, nonsovereign operations in frontier economies and/or in new sectors, ADB's digital transformation, client satisfaction with the use of knowledge, ADB's production of knowledge, and a staff rating of ADB as an effective knowledge and learning organization.</p>

¹ **Level 2A:** (i) Skilled jobs for women generated (number); (ii) Women and girls completing secondary and tertiary education and/or other training (number); (iii) Women represented in decision-making structures and processes (number); (iv) Women and girls with increased time savings (number); and (v) Women and girls with increased resilience to climate change, disasters, and other external shocks (number). **Level 2B:** Completed operations delivering intended gender equality results (%) (sovereign and nonsovereign). **Level 3:** (i) Committed operations classified gender equity theme or effective gender mainstreaming (%) (sovereign and nonsovereign); and (ii) Committed operations classified gender equity theme, effective gender mainstreaming, or some gender elements (%) (sovereign and nonsovereign). **Level 4:** Representation of women in the international staff category (%).

<p>Outputs</p> <p>1. Consultation materials for the new results framework prepared</p> <p>2. Stakeholder views documented</p>	<p>1a. At least four sets of consultation materials produced by Q3 2020 (Baseline: 0)</p> <p>2a. Inputs from at least 80 participants grouped, aggregated, and analyzed by Q3 2020 (Baseline: not applicable)</p>	<p>1a. Achieved. Six sets of consultation materials were prepared by Q3 2019 (19 August 2019) for (i) ADB DMCs, (ii) ADB non-borrowing member countries, (iii) civil society organizations, (iv) Asian Development Fund Deputies, (v) ADB Management and staff, and (vi) ADB Board of Directors.</p> <p>2a. Achieved. Two phases of stakeholder consultation meetings were held, Q3–Q4 2018 and Q4 2018–Q3 2019. First consultation phase was from August to November 2018, with 97 participants comprising senior government officials from 29 DMCs and 20 ADB non-borrowing member countries. Second consultation phase was from December 2018 to August 2019, which was with the ADB Board of Directors, Asian Development Fund Deputies, civil society organizations, and ADB Management and staff.</p> <p>Additional outputs:</p> <ul style="list-style-type: none"> a. Results framework for the seven S2030 operational priorities developed which guided the development of the seven operational plans in SDCC. b. Poverty measurement: <ul style="list-style-type: none"> i. Background paper addressing inclusive growth under S2030 prepared ii. Approaches for poverty tagging at project design and guidance notes for an improved poverty tagging system developed c. Disability and inclusion: <ul style="list-style-type: none"> i. Guidance notes on ADB's Disability Inclusion indicator and Marker system developed; ii. Report on project review of committed ADB operations supporting disability inclusion as input to Development Effectiveness Review prepared; and iii. Information session on mainstreaming disability inclusion in ADB results management organized. d. Quality infrastructure <ul style="list-style-type: none"> i. GRIS indicator framework for assessing the quality of ADB's infrastructure investments developed, piloted and refined. ii. Metrics developed that measure how green, inclusive, sustainable and resilient ADB infrastructure projects are; and applied to ADB's infrastructure projects committed in 2019 e. Guidance note on mapping ADB operations to S2030 operational priorities developed.
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Actual Key Activities with Milestones**1. Consultation material prepared and consultations conducted**

- 1.1 Engage consultants (November 2021)
- 1.2 Supervise and monitor consultants' inputs and provide feedback and comments (October 2021)
- 1.3 Develop detailed technical notes for selected measurement areas (November 2021)

2. Stakeholder views and recommendations documented, reflected, and implemented

- 2.1 Engage facilitators and organizers and finalize venues to hold consultative meetings in developing member countries and other regional and non-regional countries (November 2018)
- 2.2 Prepare presentations and materials for consultative meetings (August 2019)
- 2.3 Organize and carry out consultative meetings (August 2019)

Actual Inputs

Asian Development Bank: \$492,279.41

ADB = Asian Development Bank; CRF = corporate results framework; DMC = developing member country; GRIS = green, resilient, inclusive, and sustainable; OP = Operational Priority; Q = quarter; RFI = results framework indicators; S2030 = Strategy 2030; SDCC = Sustainable Development and Climate Change Department; TA = technical assistance
Source: Asian Development Bank.

TECHNICAL ASSISTANCE COST

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

Item	Amount			
	Original ^a	Revised ^b	Revised ^c	Actual
1. Consultants	228.0	403.0	405.6	414.2
2. Training, seminars, and/or conferences	140.0	77.0	78.2	78.0
3. Contingency	32.0	20.0	16.2	0.0
Total	400.0	500.0	500.0	492.2

^a Technical Assistance Special Fund 6.

^b Second estimated cost in the TA change of scope memo approved on 28 June 2019, increase of \$100,000 sourced from TASF-other sources.

^c Third estimated cost in the TA change of scope memo approved on 17 September 2021.

Source: Asian Development Bank estimates.

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

	TASF 6 and TASF- other Sources	Total Cost
1. Original	400.00	400.00
2. Revised	500.00	500.00
3. Actual	492.20	492.20
4. Unused	7.80	7.80

TASF = Technical Assistance Special Fund

Source: Asian Development Bank estimates.