



Technical Assistance Report

Project Number: 55177-001
Knowledge and Support Technical Assistance Cluster (C-KSTA)
July 2021

Advancing the 2030 Agenda for Sustainable Development, 2021–2024

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
COVID-19	–	coronavirus disease
DMC	–	developing member country
DMF	–	design and monitoring framework
ESCAP	–	Economic and Social Commission for Asia and the Pacific
SDG	–	Sustainable Development Goal
SPD	–	Strategy, Policy, and Partnerships Department
SPRA	–	Results Management and Aid Effectiveness Division
STG	–	sector and thematic group
TA	–	technical assistance
TASF	–	Technical Assistance Special Fund
UNDP	–	United Nations Development Programme

NOTE

In this report, "\$" refers to United States dollars.

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 55177-001
Project Name	Advancing the 2030 Agenda for Sustainable Development, 2021-2024	Department/Division SPD/SPRA
Nature of Activity	Capacity Development, Research and Development	Executing Agency Asian Development Bank
Modality	Cluster	
Country	Regional	
2. Sector	Subsector(s)	ADB Financing (\$ million)
✓ Multisector	ADB's corporate management, policy and strategy development	3.00
	Total	3.00
3. Operational Priorities		Climate Change Information
✓ Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum) 0.00
✓ Accelerating progress in gender equality		Climate Change impact on the Project Low
✓ Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability		ADB Financing
✓ Strengthening governance and institutional capacity		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
		Cofinancing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
Sustainable Development Goals		Gender Equity and Mainstreaming
SDG 1.b		Effective gender mainstreaming (EGM) ✓
SDG 5.c		
SDG 10.2		Poverty Targeting
SDG 12.1		General Intervention on Poverty ✓
SDG 17.9		
4. Risk Categorization	Complex	
5. Safeguard Categorization	Safeguard Policy Statement does not apply	
6. Financing		
Modality and Sources		Amount (\$ million)
ADB		3.00
Knowledge and Support technical assistance: Technical Assistance Special Fund		3.00
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		3.00
Currency of ADB Financing: US Dollar		

I. INTRODUCTION

1. The Asia and the Pacific region is off-track in achieving every one of the 17 Sustainable Development Goals (SDGs) by 2030. The coronavirus disease (COVID-19) pandemic has set the region back even further, especially for women, exacerbating vulnerabilities related to socially focused SDGs particularly poverty and inequality, health, and education.¹ Progress against environmental SDGs (e.g., taking action on climate change, promoting responsible consumption and production, and protecting life on land and below water) has been particularly slow.² Fiscal constraints compounded by COVID-19 further impede the ability of developing member countries (DMCs) to address the SDGs in a holistic manner alongside short-term crisis-response measures.

2. Achieving the 17 SDGs is a focus of the Asian Development Bank (ADB) Strategy 2030.³ ADB has articulated its theory of change⁴ for supporting its DMCs to make progress on the 2030 Agenda for Sustainable Development.⁵ The knowledge and support technical assistance (TA) cluster will—through practical research and analysis, policy advice, and capacity building—support DMCs to advance SDG implementation by enabling them to develop and deliver more effective results-based programming.

II. ISSUES

3. The emphasis on the SDGs in DMC national development planning and financing processes is uneven. Under past TA projects, ADB has established unique partnerships with the United Nations Economic and Social Commission for Asia Pacific (ESCAP) and the United Nations Development Programme (UNDP), which have addressed some of the gaps in SDG data in the region and assessed DMC progress toward attaining the SDGs and to identify opportunities to accelerate this progress.⁶ ADB has also supported SDG coordination and knowledge at the country level. Ongoing work has highlighted that, although most DMCs have established SDG coordination institutions and are reporting on their efforts to achieve the SDGs, integration of the SDGs into critical national systems remains uneven. Significant gaps remain when it comes to integrating the SDGs into planning, budgeting, financing, and developing SDG-targeted programs.⁷ Surveys of stakeholders in ADB DMCs suggest that there is a strong need and strong demand for continued work on these issues, including through sustaining, expanding, and ramping up partnerships.⁸

4. Good practices and lessons for ensuring that development partner and national government operations are effective in achieving the SDGs are not collected, disseminated, or applied regularly. Gaps remain in (i) understanding lessons related to strengthened project design

¹ Economic and Social Commission for Asia and the Pacific (UN ESCAP), Asian Development Bank and United Nations Development Programme. 2021. *Recovering from the COVID 19 Pandemic – Leaving No Country Behind*; ESCAP. 2021. *SDG Progress Report*. Bangkok.

² ESCAP. 2021. *Asia and the Pacific SDG Progress Report*. Bangkok.

³ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, and Sustainable Asia and the Pacific*. Manila.

⁴ ADB's Theory of Change on its Institutional Approach to the SDGs (available from the list of linked documents in Appendix 3).

⁵ United Nations. 2015. *Transforming our World: the 2030 Agenda for Sustainable Development*. <https://sdgs.un.org/2030agenda>.

⁶ The ESCAP ADB UNDP Asia Pacific SDG Partnership and its outputs are showcased on the joint web-based portal <https://sdgasiapacific.net>.

⁷ ADB. 2021. *ADB's Support for the Sustainable Development Goals: Enabling the 2030 Agenda for Sustainable Development*. Manila.

⁸ Independent Evaluation Department. 2021. *2021 Annual Evaluation Review: Supporting the Sustainable Development Goals*. Manila: ADB.

and results management from previous projects; (ii) ensuring that projects are effective and sustainable; and (iii) strengthening projects' contribution to the SDGs.⁹ Knowledge and information should be disseminated in a way that is more accessible and easier to apply.

5. DMCs' capacity to better manage results by designing and monitoring programs that will support progress in achieving the SDGs also remains limited. Weaknesses in results-focused project design and monitoring have impinged on project success rates, signaling a need to help DMC counterparts develop and use more effective design and monitoring frameworks (DMFs).¹⁰ Past TA projects have provided training, tools, and knowledge exchange to help DMCs improve results-focused project design and implementation. DMC officials, through consultations held to prepare ADB country partnership strategies (CPS) and through post-workshop feedback surveys, have indicated that this support needs to continue.¹¹

6. The TA will emphasize the cross-cutting and interlinked challenges of reducing poverty (SDG 1) and inequality (SDG 10) and promoting gender equality (SDG 5), environmental sustainability (SDG 12), and climate action (SDG 13). It will focus on national and regional institutions, complementing in-depth work on specific SDGs led by ADB sector and thematic groups (STGs).

III. JUSTIFICATION FOR CLUSTER MODALITY

7. The TA cluster modality enables flexibility in design, implementation, allocation of funds, and sequencing of TA activities to respond to expressed demand through the TA project's four subprojects (Appendix 2). Each of the four subprojects will support all three outputs of the TA cluster in an integrated manner. Specific activities under each output will be tailored to enhance integration of SDGs into DMC programming, financing, and knowledge (para. 17). The TA cluster builds on the work of three previous related TA projects and enables ADB to establish a long-term program of responsive support for the SDGs and strengthened results management, while allowing for more efficient and integrated delivery of policy advice, knowledge and capacity building support to DMCs.¹² It will support implementation of ADB Management's response to the 2021 Annual Evaluation Review of ADB's Independent Evaluation Department (footnote 8), which recommended that ADB sustain and deepen its support for country level action to implement the SDGs in the context of COVID-19 recovery, and to assess SDG financing needs and opportunities in a context of fiscal stress.

⁹ ADB. 2017. Knowledge and Support Technical Assistance for Enhancing Operational Results Delivery. Manila.

¹⁰ The success rate of ADB-financed operations continues to remain below target. This is due in part to DMF-related issues, which were a major factor in projects rated *less than effective*. Many projects lacked sufficient data to verify the achievement of all DMF targets. These issues point to a need to support more effective DMFs and associated results management capacity in DMCs. ADB. 2021. *2020 Development Effectiveness Review*. Manila.

¹¹ For example, the large majority of officials from the eight DMCs that participated in the results-focused design and monitoring workshops delivered to date under the ongoing Enhancing Operational Results Delivery TA project (TA 9358-REG) indicated in feedback surveys that the training was "very useful," and most indicated that they and their colleagues would benefit from access to more regular training and support to help them effectively apply good practices to strengthen results management. ADB. 2017. *Knowledge and Support Technical Assistance for Enhancing Operational Results Delivery*. Manila.

¹² ADB. 2016. *Research and Development Technical Assistance for Agenda 2030: Supporting the Sustainable Development Goals through Strategic Partnerships and Preparedness*. Manila; ADB. 2017. *Knowledge and Support Technical Assistance for Enhancing Operational Results Delivery*. Manila; and ADB. 2020. Small-Scale Knowledge and Support Technical Assistance for Client Perceptions Survey. Memorandum. 17 June 2020.

IV. THE TECHNICAL ASSISTANCE CLUSTER

A. Impact, Outcome, and Outputs

8. The TA cluster is aligned with the following impact: DMCs' effective achievement of the SDGs increased.¹³ The TA will have the following outcome: Higher-quality programs and projects that advance the SDGs developed and delivered by ADB DMCs.¹⁴ It will achieve this by providing a diverse suite of knowledge products and platforms, including data analysis tools, interactive web-based learning, and practical research. The TA cluster incorporates lessons from previous related TA projects and will support deliverables and activities for three outputs.

9. **Output 1: Developing member countries' knowledge and capacity to align planned programs and financing with the SDGs strengthened.** Under output 1, ADB will provide policy advice to DMCs to strengthen the alignment of their programming, financing incentives, and practices with the SDGs. ADB's partnerships with UNDP and UN ESCAP on the SDGs will play a key role in delivery of output 1. Key activities of the partnership include: (i) maintaining a joint web-based portal compiling available SDG Data and enabling diverse analysis of national and goal-level SDG progress; (ii) producing an annual joint report and associated knowledge products on distinct dimensions of SDG progress in the region; and (iii) convening policy makers and other stakeholders in Asia and the Pacific to reflect on opportunities to accelerate progress on the SDGs.¹⁵ Through this TA project, ADB and its partners will sustain and expand such initiatives.

10. The output will also support country-focused knowledge and policy advice on SDG implementation and financing strategies, including in the context of COVID-19 recovery. This will build on work done under past TA projects¹⁶ to develop and pilot country level SDG implementation assessment methodologies; it may also include support for related initiatives, such as DMC efforts to develop Integrated National Financing Frameworks¹⁷ and/or integration of the SDGs into regional cooperation programs. ADB will make a concerted effort to include and engage government institutions responsible for women's empowerment and gender equality. In addition, it will produce synthesis knowledge and policy advice, drawing on country studies, or focusing on specific themes such as private sector investment for the SDGs.

11. Activities will be undertaken in at least 16 DMCs and aim for regional balance. Selection will occur in consultation with regional departments and STGs through ADB's SDG Working Group on a rolling basis, and prioritize countries where ADB will be working with the government to update a CPS. The TA may also support DMCs that identified SDG implementation knowledge needs during CPS or country knowledge program preparation; or countries who will be undertaking voluntary national reporting to the international community through the High-Level Political Forum.¹⁸

¹³ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient and Sustainable Asia and the Pacific*. Manila; and United Nations General Assembly. 2015. *Transforming our World: The 2030 Agenda for Sustainable Development A/RES/70/1*.

¹⁴ The DMF is in Appendix 1.

¹⁵ The Asia Pacific SDG Partnership and its outputs to date are showcased on the joint web-based portal <https://sdgasiapacific.net>.

¹⁶ ADB. 2016. *Research and Development Technical Assistance for Agenda 2030: Supporting the Sustainable Development Goals through Strategic Partnerships and Preparedness*. Manila.

¹⁷ Integrated National Financing Frameworks are a development financing tool identified in the [Addis Ababa Action Agenda](#) to help countries develop a strategy to increase investment, manage risks, and achieve sustainable development priorities, as identified in country national sustainable development strategies.

¹⁸ The [High Level Political Forum](#) on the SDGs is the intergovernmental process through which progress on the SDGs is reviewed, informed by Voluntary National Reviews on SDG implementation.

12. **Output 2: Developing member countries' knowledge of good practices and lessons from operations increased.** Output 2 will support documentation, analysis, and dissemination of experiences and lessons from DMC programming—particularly from ADB-financed projects—and that has advanced the SDGs. Activities under this output comprise: (i) disseminating practical and actionable good practices and recommendations on managing for sustainable development results, which DMCs and other development partners can apply to strengthen future programs that contribute to the SDGs; (ii) supporting research on factors that impede development effectiveness and success rates, such as poor project sustainability and replicability, building on work initiated under prior TA programs;¹⁹ (iii) analyzing approaches to results management and to measuring project contributions against the cross-cutting SDGs on zero poverty, reduced inequalities, gender equality, climate action, and responsible consumption and production; and (iv) sustaining work initiated under past related TA projects to develop and apply tools that assess the quality of infrastructure investments and their contributions to the SDGs.

13. Planned knowledge work streams will be designed to be accessible to the target audience of DMC executing and implementing agencies, ADB staff, civil society, and other development partners. Activities will actively engage ADB STGs and subject matter specialists in ADB DMCs. They may include tailored interactive events and short written briefs drawing out key messages.²⁰ The focus areas will be elaborated in the TA subprojects in a phased approach over the duration of the TA. Work that builds on lessons in developing quality infrastructure that supports the SDGs will leverage ADB's ongoing partnership with the SOURCE infrastructure project preparation platform managed by the Sustainable Infrastructure Foundation.²¹

14. **Output 3: Developing member countries' capacity for SDG aligned results-based project design and management strengthened.** Output 3 will focus on building capacity in DMCs for effective results management in SDG aligned and ADB-financed operations. Activities will develop the capacity of government counterparts—particularly executing and implementing agency staff, focusing on good practices for using the DMF throughout the project cycle. The DMF supports a structured approach to designing development projects by requiring a focus on achievable and measurable results from project identification until completion.

15. ADB will expand the provision of E-learning and advisory services focused on results-based project design and management, including project preparation and the use of DMFs. E-learning will explain basic results management practices, provide practical guidance, and make use of participatory and interactive approaches, including coaching sessions, to provide experiential learning and encourage participants to apply these practices on the job. The knowledge, skills, and tools that participants gain from the E-learning courses are expected to build institutional capacity within their agencies and advance their individual professional development. Under Output 3, ADB will also develop and disseminate guidance notes and other tools for SDG aligned, results-based project design and management. These will target project directors, planners, implementers, and monitoring staff, including gender focal points, from executing and implementing agencies of ADB-financed projects.²² ADB operational

¹⁹ ADB. 2017. *Knowledge and Support Technical Assistance for Enhancing Operational Results Delivery*. Manila.

²⁰ ADB. 2015. *Capacity Development Technical Assistance for Enhancing Results Delivery in Operations II*. Manila.

²¹ [SOURCE](#) is a multilateral platform for sustainable infrastructure and provides a web-based tool to support infrastructure project preparation. It is supported by all multilateral development banks.

²² The E-learning curriculum will center on tools and techniques to identify, select, design, and monitor projects that effectively address development problems. ADB will prioritize inviting departments and agencies involved in forthcoming ADB-financed operations based on indicative project pipelines, and in projects under development or in early stages of implementation. To incentivize participation, participants will receive certificates of completion upon successfully completing a course.

departments, resident missions, and DMC partners will help (i) identify participants for training programs, considering the roles and responsibilities of DMC officials and ADB’s project pipeline; (ii) analyze DMCs’ existing project monitoring and evaluation arrangements, systems, and tools, and identify ways to build on and improve these; and (iii) identify common results-based management challenges for ADB-financed operations in DMCs, and ensure that solutions to these are emphasized in the curriculum.²³

B. Cost and Financing

16. The TA is estimated to cost \$3,000,000, which will be financed on a grant basis by ADB’s Technical Assistance Special Fund (TASF-other sources). Detailed cost estimates and financing arrangements will be presented in each TA subproject proposal submitted for approval.

C. Implementation Arrangements

17. ADB will administer the TA cluster and the Results Management and Aid Effectiveness Division (SPRA) of the Strategy, Policy and Partnerships Department will be the executing agency. Implementation of the TA will make use of existing structures and mechanisms that allow SPRA to work with STGs, operational departments, resident missions, and subregional offices on the planned outputs. Key mechanisms include (i) the SDG Working Group²⁴ and its designated focal points from operational departments (including PSOD), STGs, and knowledge departments; (ii) designated focal points for managing for development results and DMFs in operational departments; and (iii) existing working groups that focus on operational research themes (e.g., the Sustainability Working Group formed in 2020). All country-focused activities will actively engage regional departments and resident missions. Activities will be reflected in country knowledge plans as appropriate. Each TA subproject proposal will be submitted for approval to the director general of the Strategy, Policy and Partnerships Department. Subproject activities will start only after approval of the subproject reports. Implementation arrangements are summarized in Table 1.

Table 1: Implementation Arrangements for the Technical Assistance Cluster

Aspects	Arrangements		
Indicative implementation period	July 2021–December 2025 ^a		
Executing agency	ADB (Strategy, Policy, and Partnerships Department) will be the sole executing agency for the TA		
Implementing agencies	Results Management and Aid Effectiveness Division, in collaboration with regional departments		
Consultants	Package title	Selection method	Engaged by
	International Firms: SDG and COVID-19 Research ^b	CQS (on the basis of CV fit with TORs)	ADB
	Individual: SDG Financing and Thematic Specialists	International consultants (ICS)	ADB
	Individual: Research Analysts	National consultants (ICS)	ADB
	UNDP Administrative Agreement	Administrative arrangement ^c	

²³ The design of output 3 incorporates lessons from the past TA projects that have offered training for DMC officials, including ongoing TA 9358-REG (footnote 9).

²⁴ ADB’s SDG Working Group was formalized in May 2021 and is chaired by the Results Management and Aid Effectiveness Division of the Strategy, Policy and Partnerships Department in its capacity as the organization’s focal point on the SDGs.

Aspects	Arrangements		
	UN ESCAP Administrative Agreement	Administrative arrangement ^d	
	Individual: Results Communication Specialists	International Consultants (ICS) National Consultants (ICS)	ADB
	Individual: Results Management and E-learning Specialists	International Consultants (ICS) National Consultants (ICS)	ADB
	International Firms: Surveys, Infrastructure Project Preparation, Learning, Data Analysis Services ^b	CQS (on the basis of CV fit with TORs)	ADB
	Individual: Publication and website support specialists	International Consultants National Consultants Framework agreements	ADB
Procurement	Package title	Selection method	Procured by
	Databases, electronic resources (data subscriptions)	Direct Contracting	ADB/ Consultants
	Information and communication technology software and equipment	Procurement will follow the ADB Procurement Policy (2017, as amended from time to time) and associated project administration instructions and/or staff instructions.	ADB/ Consultants
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook (2020, as amended from time to time)</i> .		

ADB = Asian Development Bank, COVID-19 = coronavirus disease, CQS = consultant's qualification selection, CV = curriculum vitae, ICS = individual consultant selection, SDG = Sustainable Development Goal, TA = technical assistance, TOR = terms of reference, UNDP = United Nations Development Programme, UN ESCAP = United Nations Economic and Social Commission for Asia and the Pacific.

^a The implementation period will start on the date of the approval of the TA cluster and the subprojects.

^b The selection of the method for engagement of firms under the TA cluster and its subprojects will be discussed and determined based on the draft TOR, budget availability, and anticipated selection and implementation timelines and should follow the guidance under Table A7.1: Selection Methods for Consulting Firms of the Staff Instructions on Procurement.

^c Memorandum of Understanding (MOU) between UNDP and ADB, 12 April 2019, and associated administrative arrangements. The new Administrative Agreement(s) will be confirmed with the Office of the General Counsel; the Procurement, Portfolio, and Financial Management Department; and the Office of Anticorruption and Integrity with reference to the scope covered by the MOU and associated administrative arrangements and detail the scope of work proposed to be carried out by UNDP under the relevant TA subproject(s).

^d MOU between UN ESCAP and ADB, 10 March 2021, and associated administrative arrangements. The new Administrative Agreement(s) will be confirmed with the Office of the General Counsel; the Procurement, Portfolio, and Financial Management Department; and the Office of Anticorruption and Integrity with reference to the scope covered by the MOU and associated administrative arrangements and detail the scope of work proposed to be carried out by ESCAP under the relevant TA subproject(s).

Source: Strategy, Policy and Partnerships Department.

18. **Subprojects.** The TA cluster will be implemented through four subprojects (Appendix 2). Each subproject will support all three cluster outputs (paras. 8–15) and include the activities set out in the Design and Monitoring Framework.²⁵ Subproject implementation timelines have deliberately been designed to overlap to allow continuity of the cluster program of work and allow sufficient time for robust engagement, response, and outreach with DMCs and other key stakeholders around the completed knowledge outputs. The overlap also allows greater flexibility for ADB to respond to DMC demand by enabling new knowledge work to begin in parallel with dissemination efforts. In addition, the overlap allows adaptation to address lessons from ongoing

²⁵ Detailed implementation arrangements, including consultant terms of reference, will be presented in subproject reports processed under the TA cluster.

subprojects. Each subproject will build on experience from the previous subproject to collectively support the main themes of the TA cluster, including: (i) policy advice to strengthen the alignment of DMC finance and programming with the SDGs; (ii) dissemination and adaptation of knowledge to the DMCs on good practices and lessons from past operations; and (iii) increased DMC capacity for SDG aligned, results-based project design and management.

19. The indicative implementation period and the budget allocation for the subprojects are summarized in Table 2.

Table 2: Indicative Implementation Period and Budget Allocation for Subprojects

Item	Subproject Title	Implementation Period	Budget (\$'000)
Subproject 1	Advancing the 2030 Agenda for Sustainable Development, 2021 – Subproject 1	July 2021– September 2022	500
Subproject 2	Advancing the 2030 Agenda for Sustainable Development, 2022 – Subproject 2	February 2022– September 2023	1,000
Subproject 3	Advancing the 2030 Agenda for Sustainable Development, 2023 – Subproject 3	February 2023– September 2024	1,000
Subproject 4	Advancing the 2030 Agenda for Sustainable Development, 2024 – Subproject 4	July 2024– December 2025	500

ADB = Asian Development Bank.
Source: Asian Development Bank.

20. **Consulting and ADB procurement.** Each of the outputs will require the services of international and national experts including SDG financing and implementation specialists, communication specialists, and research analysts, contracted via consulting firms or as individuals, depending on the scope and requirements of the planned activities. Procurement of databases and information and communications technology software may also be needed. All procurement will be in accordance with ADB's Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. The exact requirement for the type of expertise and the length of inputs will be specified in subproject terms of reference.

21. **Social media and websites.** SPRA, in coordination with Department of Communications and the Information and Technology Department, will ensure that the publications are made available on ADB's external website and on the ADB intranet. Reports will be uploaded to ADB.org and partner organization websites, disseminated using the full range of ADB and partner organization social media and outreach resources, and through respective DMC ministry websites as appropriate.

V. THE PRESIDENT'S DECISION

22. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$3,000,000 on a grant basis for Advancing the 2030 Agenda for Sustainable Development, 2021–2024, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with DMCs' effective achievement of the SDGs increased ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome</p> <p>Higher-quality programs and projects that advance the SDGs developed and delivered by ADB DMCs^b</p>	<p>By March 2026:</p> <p>a. At least 80%^c of surveyed country and regional stakeholders report knowledge products useful in supporting their SDG implementation, and at least 50% report using these products in their work, including in the DMCs supported (2021 baseline: not applicable)</p> <p>b. At least 80%^c of surveyed DMC officials who completed training courses report applying knowledge or skills learned to improve results-based project design and management within their organizations [sex-disaggregated data] (2021 baseline: not applicable) (OP6.1.1)</p>	<p>a. Follow-up surveys or interviews with DMC officials including participants in the Asia Pacific SDG Financing Platform</p> <p>b. Follow-up surveys with DMC official workshop participants</p>	<p>R: High levels of staff turnover within some DMC institutions limits benefits from knowledge or skills gained</p> <p>A: DMC officials have adequate opportunity and resources to apply improved results-based management practices within their organizations</p> <p>R: Changes in the international, regional and/or national economy and political environment that refocus DMC government priorities away from continued commitment to SDGs, and toward coping or recovery-oriented strategies in the short to medium term</p>
<p>Outputs</p> <p>1. DMC knowledge and capacity to align planned programs and financing with the SDGs enhanced</p>	<p>By December 2025:</p> <p>1a. At least 1,000 downloads in Asia and the Pacific of each of the three regional SDG reports (all of which focus on the transformative role of women's empowerment, climate change action, and inclusion) produced through a partnership among ADB, ESCAP, and UNDP (2017–2020 baseline: 980 downloads on average per publication)^d</p>	<p>1a. Analytics from ADB.org and partner organization websites</p>	

	1b. 100% of completed SDG implementation and financing related knowledge products disseminated to relevant officials in at least 16 DMCs, including officials of ministries responsible for women's empowerment and gender equality issues (2020 baseline: not applicable) ^e	1b. Dissemination data from TA supervising unit report	
2. DMC's knowledge of good practices and lessons from operations increased	2a. At least 1,000 users in DMCs on average access each knowledge product on lessons and good practices from operations (2020 baseline: about 1,000 for findings of past similar studies) ^f	2a. Analytics from ADB.org and dissemination data from TA supervising unit report	
3. DMC's capacity for results-based project design and management strengthened	3a. At least 80% ^c of participants completing live or E-learning courses report increased skills and knowledge of results-based project design and management (including the gender focal from at least 70% of the government ministries invited to participate) (2020 baseline: Not applicable) [sex-disaggregated data]	3a. Post-completion survey of workshop participants	R: Despite clear guidance provided on recommended participants, actual DMC workshop participants nominated are not the ideal target audience (they do not have the right background, commitment, or responsibility) R: Participants face internet connectivity limitations that restrict their participation in E-learning courses

Key Activities with Milestones

1. DMC knowledge and capacity to align planned programs and financing with the SDGs enhanced

- 1.1 Support partner countries with knowledge and policy advice to develop SDG implementation and financing strategies (including private investment), including in the context of COVID-19 recovery; and in support of CPSs (Q1–Q4 2022).
- 1.2 Monitor, analyze, and report on DMC and regional progress against the SDGs in partnership with UN system actors, and disseminate outputs to target stakeholders (ongoing until Q4 2024).
- 1.3 Devise scope of work for synthesis knowledge products, and policy advice drawing on country studies and on specific themes such as private investment for the SDGs (ongoing until 2024).
- 1.4 Engage with MDBs, partner countries, private sector investors and other development partners and platforms to advance common approaches to aligning finance and results with the SDGs (Q2 2022–Q4 2024).

<p>2. DMC's knowledge of good practices and lessons from operations increased</p> <p>2.1 Devise scope of work for analysis to be completed in consultation with DMC partners and regional departments (ongoing until Q3 2023).</p> <p>2.2 Conduct DMC outreach and engagement on maximizing the contribution of quality infrastructure to the SDGs (ongoing until Q4 2024).</p> <p>2.3 Based on feedback and lessons from 2.1, develop and execute an updated program of analysis and engagement with DMCs (by Q4 2024).</p> <p>3. DMC's capacity for results-based project design and management strengthened</p> <p>3.1 Expand E-learning and advisory services focused on results-based project design and management, including preparation and use of the DMF (by Q4 2023).</p> <p>3.2 Identify new demands for E-learning and advisory services based on feedback from first subproject and scoping of revised needs of partners (Q3 2023).</p> <p>3.3 Develop and disseminate guidance and tools for results-based project design and management (by Q4 2025).</p> <p>TA Management Activities</p> <p>Conduct follow-up surveys of DMC officials and key stakeholders by Q4 2022, Q4 2023, and Q4 2024.</p> <p>Inputs</p> <p>ADB: \$3,000,000 (TASF-Other sources) Subproject 1: \$500,000 (2021) Subproject 2: \$1,000,000 (2022) Subproject 3: \$1,000,000 (2023) Subproject 4: \$500,000 (2024)</p>

A = assumption, ADB = Asian Development Bank, COVID-19 = coronavirus disease, DMC = developing member country, DMF = design and monitoring framework, MDB = multilateral development bank, OP = operational priority, Q = quarter, R = risk, SDG = Sustainable Development Goal, TA = technical assistance, TASF = technical assistance special fund, UN = United Nations, UNDP = United Nations Development Programme, UN ESCAP = United Nations Economic and Social Commission for Asia and the Pacific.

^a ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient and Sustainable Asia and the Pacific*. Manila; and United Nations General Assembly. 2015. *Transforming our World: The 2030 Agenda for Sustainable Development A/RES/70/1*.

^b To comprehensively measure the benefits of the TA project's demand-driven outputs early on, the DMF includes two key leading indicators of the outcome focused on measuring use of project outputs by DMCs and their perceived usefulness. As specific knowledge products are designed and delivered during subproject implementation, additional data collection methods that help more fully and directly measure the intended outcome will be developed and applied as appropriate, such as the success case method. Findings from these will be reported in the TA completion report.

^c The 80% target is consistent with the target for ADB's corporate results framework indicator "clients satisfied with the use of ADB knowledge products." Indicator b is also informed by findings from post-workshop surveys of participants in workshops on the same topic delivered under ADB's ongoing Enhancing Operational Results Delivery TA project (TA 9358-REG) from 2017 to 2019.

^d The baseline is based on the past five SDG reports (published from 2017 to 2021), each of which received 460–1,600 downloads during the year following their publication, for an average of 980 downloads.

^e There is no relevant baseline for these knowledge products because they will be identified and tailored during TA implementation based on client needs, and have varied target audiences.

^f Findings from operational research studies prepared under TA 9358-REG were published in ADB. 2020. 2019 Development Effectiveness Review. Manila. This review had 3,647 downloads within the first year of publication, of which about 1,000 are estimated to have been downloaded in ADB DMCs.

Contribution to Strategy 2030 Operational Priorities:

The expected values and methodological details for all OP indicators to which this TA will contribute results are detailed in the Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents in Appendix 3). Source: Asian Development Bank.

SUBPROJECT DESCRIPTIONS

1. The proposed knowledge and support technical assistance cluster is divided into four subprojects. Subproject 1 will support the three outputs from July 2021 to September 2022; subprojects 2, 3, and 4 will be structured along the same lines, but will build on lessons from prior subprojects, and include different DMCs in each subproject.

Subproject 1	Advancing the 2030 Agenda for Sustainable Development, 2021—Subproject 1
Indicative outputs and activities	<p>Output 1: DMC knowledge and capacity to align planned programs and financing with the SDGs enhanced.</p> <p>1.1 Engage SDG working group and MFDR focals to select 3–4 DMCs where work on SDG implementation, financing and costing, or data could be supported.</p> <p>1.2 Mobilize experts including ADB staff and external consultants, to support the preparation of research and analysis on SDG implementation and financing strategies (including private investment), in the context of COVID-19 recovery; and in support of CPSs.</p> <p>1.3 Monitor, analyze, and report on DMC and regional progress against the SDGs in partnership with the key actors in the UN system.</p> <p>1.4 Publish and disseminate regional SDG report on cross-cutting SDG challenges (collaboration among ADB, ESCAP, and UNDP).</p> <p>1.5 Devise scope of work for synthesis knowledge products, and policy advice, drawing on country studies and on specific themes such as private investment in support of the SDGs.</p> <p>1.6 Engage with MDBs, partner countries, other development partners, CSOs, and platforms to advance common approaches to aligning finance and results with the SDGs.</p> <p>Output 2: DMC’s knowledge of good practices and lessons from operations increased.</p> <p>2.1 Develop new analysis of key lessons related to MFDR, based on inputs from STGs, operations departments, and DMCs.</p> <p>2.2 Disseminate knowledge resulting from 2.1.</p> <p>2.3 Conduct follow-up surveys.</p> <p>Output 3: DMC’s capacity for results-based project design and management strengthened.</p> <p>3.1 Engage ADB DMC counterparts to scope learning needs and demands to strengthen results-based project design and management to inform activities under subproject 2.</p>
Indicative implementation arrangements	Individual consultants will be recruited for the duration of the TA subproject. The specific number of person-months needed for national and international consultants will be elaborated in the subproject proposal. A team from SPD will oversee and manage the implementation of the TA cluster. One international staff will be the lead project leader and will lead the consultants. The TA cluster team includes four international results management specialists, three national results management officers, and two results management assistants.
Implementation schedule	July 2021–September 2022

Subproject 2	Advancing the 2030 Agenda for Sustainable Development, 2022—Subproject 2
Indicative outputs and activities	<p>Subsequent TA subprojects will be structured similar to, and will incorporate feedback from, TA subproject 1.</p> <p>Output 1: DMC knowledge and capacity to align planned programs and financing with the SDGs enhanced.</p> <p>This output will support activities listed under Output 1 of the DMF in 5–7 DMCs and will be informed by the previous subproject.</p> <p>Output 2: DMC’s knowledge of good practices and lessons from operations increased.</p> <p>This output will support activities listed under Output 2 of the DMF and will be informed by the previous subproject.</p> <p>Output 3: DMC’s capacity for results-based project design and management strengthened.</p> <p>3.1 Develop a revised program of training, analysis, and engagement with DMCs based on demand identified under subproject 1 and lessons from preceding TA subprojects.</p>
Indicative implementation arrangements	Same as subproject 1
Implementation schedule	February 2022–September 2023
Subproject 3	Advancing the 2030 Agenda for Sustainable Development, 2023—Subproject 3
Indicative outputs and activities	<p>Subsequent TA subprojects will be structured similar to, and will be incorporate feedback from, subprojects 1 and 2.</p> <p>Output 1: DMC knowledge and capacity to align planned programs and financing with the SDGs enhanced.</p> <p>This output will support activities listed under Output 1 of the DMF in 5–7 DMCs and will be further informed by the earlier subprojects.</p> <p>Output 2: DMC’s knowledge of good practices and lessons from operations increased.</p> <p>This output will support activities listed under Output 2 of the DMF and will be further informed by the earlier subprojects.</p> <p>Output 3: DMC’s capacity for results-based project design and management strengthened.</p> <p>3.1 Develop additional training, analysis, and engagement programs with DMC counterparts based on lessons from preceding TA subprojects.</p> <p>3.2 Develop initial guidance notes and materials based on lessons.</p>
Indicative implementation arrangements	Same as previous subprojects
Implementation schedule	February 2023–September 2024

Subproject 4	Advancing the 2030 Agenda for Sustainable Development, 2024—Subproject 4
Indicative outputs and activities	<p>Output 1: DMC knowledge and capacity to align planned programs and financing with the SDGs enhanced.</p> <p>This output will support activities listed under Output 1 of the DMF in 3–4 DMCs and will be further informed by the work in the earlier subprojects.</p> <p>Output 2: DMC’s knowledge of good practices and lessons from operations increased.</p> <p>This output will support activities listed under Output 2 of the DMF and will be further informed by the work in the earlier subprojects.</p> <p>Output 3: DMC’s capacity for results-based project design and management strengthened.</p> <p>3.1 Develop final guidance notes and lessons.</p> <p>3.2 Disseminate and communicate learning materials.</p> <p>3.3 Conduct follow-up surveys.</p>
Indicative implementation arrangements	Same as previous subprojects
Implementation schedule	July 2024–December 2025

ADB = Asian Development Bank; COVID-19 = coronavirus disease; DMC = developing member country; MDB = multilateral development bank; MFDR = managing for development results; SDG = Sustainable Development Goal; SPD = Strategy, Policy, and Partnerships Department; STG = sector and thematic group; TA = technical assistance; UN = United Nations; UNDP = United Nations Development Programme; UN ESCAP = United Nations Economic and Social Commission for Asia and the Pacific.

Source: Asian Development Bank.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=2021-KSTARreport>

1. Contribution to Strategy 2030 Operational Priorities
2. ADB's Theory of Change on its Institutional Approach to the SDGs
3. Memorandum of Understanding between the United Nations Economic and Social Commission for Asia and the Pacific and the Asian Development Bank (18 March 2021)
4. Memorandum of Understanding between United Nations Development Programme and Asian Development Bank (12 April 2019)