



Policy Paper

August 2019

ADB Corporate Results Framework, 2019–2024

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
CPS	–	country partnership strategy
CRF	–	Corporate Results Framework, 2019–2024
DEfR	–	Development Effectiveness Review
DMC	–	developing member country
IAE	–	internal administrative expense
IFI	–	international finance institution
MDB	–	multilateral development bank
RFI	–	results framework indicator
RPI	–	regional progress indicator
SDG	–	Sustainable Development Goal
TA	–	technical assistance
TRF	–	Transitional Results Framework, 2017–2020
WPBF	–	work program and budget framework

GLOSSARY

ADB operations overall	Asian Development Bank (ADB) operations financed by regular and concessional ordinary capital resources (OCR) and/or Asian Development Fund (ADF) grants
commitment	the financing approved by ADB's Board of Directors or Management for which the legal agreement has been signed by the borrower, recipient, or the investee company and ADB
concessional assistance	the subset of ADB's overall operations financed by concessional OCR loans and ADF grants
concessional assistance countries	countries that have access to ADF grants and/or concessional OCR lending
nonsovereign operation	the provision of any loan, guarantee, equity investment, or other financing arrangement (i) without a government guarantee; or (ii) with a government guarantee, under terms that do not allow ADB, upon default by the guarantor, to accelerate, suspend, or cancel any other loan or guarantee between ADB and the related sovereign
operation	a collective term for the various types of ADB development assistance, guaranteed or not by the government of the recipient country, financed by ADB's OCR and/or ADF resources
operational priorities	the seven thematic areas through which ADB will achieve Strategy 2030's vision

reporting year	1 July–30 June; reporting year (RY) before a calendar year denotes the year in which the reporting year ends, e.g., RY2019 is from 1 July 2018 to 30 June 2019
results framework indicator	a key indicator that (i) tracks progress in the region (Level 1) or (ii) measures ADB's progress toward achieving Strategy 2030's vision (Levels 2–4)
sovereign operation	any financial assistance to a developing member country (DMC) or other financing arrangement that is guaranteed by a DMC under terms that allow ADB, upon default by the guarantor, to accelerate, suspend, or cancel any other loan or guarantee between ADB and the related DMC
tracking indicator	a supplementary indicator that helps ADB track progress in areas of interest

NOTE

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

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EXECUTIVE SUMMARY

This paper presents proposals for an Asian Development Bank (ADB) results framework that is aligned with ADB’s Strategy 2030. The proposed corporate results framework, 2019–2024 (CRF) has been developed based on consultations held from August 2018 to August 2019 with the ADB Board of Directors, Asian Development Fund deputies, officials in ADB member countries, civil society organizations, and ADB Management and staff. ADB intends to adopt the CRF in 2019 and would use it to assess corporate performance from 2019 until it is amended.

ADB’s results framework facilitates learning and performance improvement and provides the basis for reporting on ADB’s operational and organizational performance, and communication with ADB stakeholders about achievement of expected results. Performance against the constituent indicators and targets is reported in the annual Development Effectiveness Review. The CRF brings the highest tier of ADB’s results management architecture in line with ADB’s new vision and strategic directions, global developments, and latest thinking on managing for development results. The CRF’s main characteristics are outlined in the following paragraphs.

Four-level structure retained. The CRF retains the two-section, four-level structure of the Transitional Results Framework, 2017–2020 (TRF). Section I consists of Level 1, which tracks development progress in Asia and the Pacific. Section II assesses ADB’s development effectiveness and is divided into three levels: results from ADB’s completed operations (Level 2), ADB’s operational management (Level 3), and ADB’s organizational effectiveness (Level 4). The structure and revised constituent key performance areas of the CRF are presented in the table.

Structure of the Corporate Results Framework, 2019–2024

Section I: Regional Development Progress (Level 1)		
Level 1: Development Progress in Asia and the Pacific		
	ADB DMCs Overall	ADB Concessional Assistance Countries
Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific	✓	✓
Section II: ADB’s Development Effectiveness (Levels 2–4)		
	ADB Operations	Operations Financed by Concessional OCR Loans and ADF Grants
Level 2: Results from ADB’s Completed Operations		
2A. Strategy 2030 Operational Priority Results	✓	✓
2B. Quality of Completed Operations	✓	✓
Level 3: ADB’s Operational Management		
3A. Design and Implementation Quality	✓	
3B. Development Finance	✓	
3C. Strategic Alignment	✓	
Level 4: ADB’s Organizational Effectiveness		
4A. Organizational Systems and Processes	✓	
4B. Organizational Capacity	✓	

ADB = Asian Development Bank, ADF = Asian Development Fund, DMC = developing member country, OCR = ordinary capital resources.

Note: Check marks (✓) indicate key performance areas for which aggregate results are reported (Level 1) or scored (Levels 2–4). Shading in cells indicates the column head does not apply.

Source: ADB (Strategy, Policy and Partnerships Department).

Fewer indicators. The number of results framework indicators (RFIs) has been reduced from 85 to 60 (25 fewer than in the TRF). These indicators are complemented and reinforced by 158 tracking indicators, 35 fewer than the TRF’s 193. Previously referred to as standard explanatory

data indicators, the tracking indicators are important but supplementary to the CRF in terms of performance measurement and are not formally part of the CRF.

Integration of the Sustainable Development Goals. The CRF continues the TRF’s approach of structuring Level 1 around the Sustainable Development Goals (SDGs) and mapping the integration of indicators at other levels of the framework to the SDGs as appropriate. Level 1 indicators are officially agreed SDG indicators or are aligned with official SDG indicators. The RFIs and tracking indicators at this level cover all 17 SDGs. Official SDG targets are also integrated into Levels 2 and 3 where relevant. In total, 43 RFIs (72%) are mapped to the SDGs.

Harmonization among multilateral development banks. The CRF development process considered the international agenda concerning multilateral development bank (MDB) collaboration and peer learning among MDBs through the MDB Working Group on Managing for Development Results. At Levels 2–4, 11 RFIs (22%) are harmonized with, or are similar or equivalent to, those used by at least three other MDBs and/or international finance institutions.

Time frame and targeting. The CRF has a longer time frame of 6 years: 2019–2024. It has four target types: 2024 targets to be achieved by the end of the CRF period, performance standards to be achieved each time the indicator is measured, achievement rate targets for the seven operational priority plan thematic outcomes, and the “monitor” target type for RFIs that are important but for which it is not appropriate or possible to set corporate targets.

New measurement areas. The CRF includes new measurement areas to reflect key aspects of Strategy 2030. These include 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.

Consistency with Transitional Results Framework. The CRF maintains consistency with the TRF for relevant and appropriate indicators. Of the CRF’s 60 RFIs, 43 are either (i) retained from the TRF as RFIs (15) or (ii) are moved from TRF standard explanatory data indicators to RFIs or modified from TRF RFIs (28). This will ensure that important areas of performance from the TRF continue to be tracked and reported.

Focus on outcomes. Strategy 2030’s emphasis on thematic areas as operational priorities provides the basis for increasing the measurement of outcomes. The CRF fosters a stronger focus on outcome orientation at Level 2 by introducing intermediate outcomes as RFIs and immediate outcomes as tracking indicators.








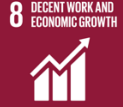












Nonsovereign operations further integrated. In line with Strategy 2030’s focus on expanding ADB’s nonsovereign operations, the CRF embodies greater integration of nonsovereign operations in the results framework. The proposed indicators are of three types: combined sovereign–nonsovereign indicators, nonsovereign operations-only indicators, and twinned indicators for which there are equivalent sovereign and nonsovereign indicators.

Indicators consistent with corporate documents. To engender cohesion and strategic alignment in corporate performance management, RFIs at Levels 2–4 are proposed to be consistent with corporate documents that make up the subsequent tiers of ADB’s results framework architecture, such as the President’s planning directions and the 2030 operational priority plans.

The proposed results framework with targets and baselines is on pp. iii–x.

CORPORATE RESULTS FRAMEWORK, 2019–2024

Table A: Development Progress in Asia and the Pacific (Level 1)

Regional Progress Indicators ^a	Baseline Year	Baseline		ADB Operational Priority ^b	Primary SDG Alignment ^c
		ADB DMCs Overall	ADB Concessional Assistance Countries		
1. Population living on less than \$1.90 a day (% , number)	2015	6.96	8.29	 OP 1	
2. Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference)	2000–2017	(0.12)	0.13	 OP 1	
3. Annual growth rate of real GDP per capita in 2010 constant United States dollars (%)	2017	5.40	4.55	 OP 1	
4. Unemployment rate (%) a. Female b. Male	2018	4.03 4.40 4.01	3.86 5.47 3.32	 OP 2	
5. CO ₂ emissions per unit of GDP (kg per \$ constant 2010 PPP GDP)	2014	1.09	0.77	 OP 3	
6. Deaths attributed to climate-related and geophysical hazards (number) ^d	2018	7,655	1,062	 OP 3	
7. PM2.5 air pollution, mean annual exposure (micrograms per cubic meter)	2016	59.81	65.72	 OP 4	
8. Prevalence of stunting among children under 5 years (%)	2006–2016	28.93	37.05	 OP 5	
9. Worldwide Governance Indicators (average score)	2017	(0.320)	(0.344)	 OP 6	
10. Regional cooperation and integration index (average score) ^e	2010–2015	0.362	0.355	 OP 7	

() = negative, ADB = Asian Development Bank, CO₂ = carbon dioxide, DMC = developing member country, GDP = gross domestic product, kg = kilogram, OP = operational priority, PM2.5 = atmospheric particulate matter with a diameter of less than 2.5 micrometers, PPP = purchasing power parity, SDG = Sustainable Development Goal.

^a Level 1 indicators are renamed “regional progress indicators,” and since ADB reviews regional development progress against baselines, they remain under the umbrella of RFIs.

^b Operational priorities: 1 = addressing remaining poverty and reducing inequalities; 2 = accelerating progress in gender equality; 3 = tackling climate change, building climate and disaster resilience, and enhancing environmental

sustainability; 4 = making cities more livable; 5 = promoting rural development and food security; 6 = strengthening governance and institutional capacity; and 7 = fostering regional cooperation and integration.


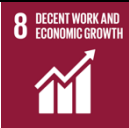

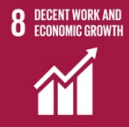


^c SDGs: 1 = no poverty; 2 = zero hunger; 8 = decent work and economic growth; 9 = industry, innovation, and infrastructure; 10 = reduced inequalities; 11 = sustainable cities and communities; 13 = climate action; 16 = peace, justice, and strong institutions; and 17 = partnerships for the goals.

^d Climate-related hazards refer to climatological, hydrological, and meteorological hazards.







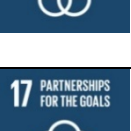

^e A modified version of the regional cooperation and integration index score focused on the five pillars for which there is adequate data for ADB DMCs has been developed as an ADB corporate regional progress indicator.

Source: ADB (Strategy, Policy and Partnerships Department).

Table B: Results from Completed Operations—Strategy 2030 Operational Priority Results (Level 2A)

Results Framework Indicators	ADB Operations Overall			Operations Financed by Concessional OCR Loans and ADF Grants			SDG Alignment ^a
	No. of PCRs/XARRs/TCRs	Results Achieved	Achievement Rate (%)	No. of PCRs/XARRs/TCRs	Results Achieved	Achievement Rate (%)	
OP1: Addressing remaining poverty and reducing inequalities							
1. People benefiting from improved health services, education services, or social protection (number)	
2. Jobs generated (number) ^b	
3. Poor and vulnerable people with improved standards of living (number)	
OP2: Accelerating progress in gender equality							
4. Skilled jobs for women generated (number)	
5. Women and girls completing secondary and tertiary education and/or other training (number)	
6. Women represented in decision-making structures and processes (number)	

Results Framework Indicators	ADB Operations Overall			Operations Financed by Concessional OCR Loans and ADF Grants			SDG Alignment ^a
	No. of PCRs/XARRs/TCRs	Results Achieved	Achievement Rate (%)	No. of PCRs/XARRs/TCRs	Results Achieved	Achievement Rate (%)	
7. Women and girls with increased time savings (number)	
8. Women and girls with increased resilience to climate change, disasters, and other external shocks (number)	
OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability							
9. Total annual greenhouse gas emissions reduction (tCO ₂ e/year) ^b	
10. People with strengthened climate and disaster resilience (number)	
11. People benefiting from strengthened environmental sustainability (number)	
OP4: Making cities more livable							
12. People benefiting from improved services in urban areas (number)	
13. Entities with improved urban planning and financial sustainability (number)	
14. Zones with improved urban environment, climate resilience, and disaster risk management (number)	

Results Framework Indicators	ADB Operations Overall			Operations Financed by Concessional OCR Loans and ADF Grants			SDG Alignment ^a
	No. of PCRs/XARRs/TCRs	Results Achieved	Achievement Rate (%)	No. of PCRs/XARRs/TCRs	Results Achieved	Achievement Rate (%)	
OP5: Promoting rural development and food security							
15. People benefiting from increased rural investment (number)	
16. Farmers with improved market access (number)	
17. Land with higher productivity (hectares)	
OP6: Strengthening governance and institutional capacity							
18. Entities with improved management functions and financial stability (number)	
19. Entities with improved service delivery (number)	
OP7: Fostering regional cooperation and integration							
20. Cargo transported and energy transmitted across borders (\$)	
21. Trade and investment facilitated (\$)	
22. Regional public goods initiatives successfully reducing cross-border environmental or health risks, or providing regional access to education services (number)	


... = 2019 data will be available by 2020, ADB = Asian Development Bank, ADF = Asian Development Fund, No. = number, OCR = ordinary capital resources, OP = operational priority, PCR = project completion report or program completion report, SDG = Sustainable Development Goal, tCO₂e/year = tons of carbon dioxide equivalent per year, TCR = technical assistance completion report, XARR = extended annual review report.

Notes:

1. 2019 results will be reported in the 2019 Development Effectiveness Review.
 2. Level 2A indicators may be aligned with more than one SDG. Precise SDG alignment and mapping will be undertaken during the rollout of the Corporate Results Framework, 2019–2024 and reflected in ADB's project classification system.
 3. "Achievement rate" represents a percentage of total "results achieved" of the total, aggregate planned outputs and outcomes as reported in the reports and recommendations of the President for the same operations. An annual achievement rate of 80% will be used as a benchmark for satisfactory performance.
- ^a SDGs: 1 = no poverty; 2 = zero hunger; 3 = good health and well-being; 4 = quality education; 5 = gender equality; 8 = decent work and economic growth; 11 = sustainable cities and communities; 12 = responsible consumption and production; 13 = climate action; 16 = peace, justice, and strong institutions; and 17 = partnerships for the goals.
- ^b Results framework indicator that is harmonized or for which at least three multilateral development banks and/or international finance institutions have a similar or equivalent indicator.

Source: ADB (Strategy, Policy and Partnerships Department).

Table C: Results from Completed Operations—Quality of Completed Operations (Level 2B)

Results Framework Indicator	Baseline Year ^a	ADB Operations Overall		Operations Financed by Concessional OCR Loans and ADF Grants		SDG Alignment
		Baseline Value	2024 Target	Baseline Value	2024 Target	
1. Completed operations rated <i>successful</i> (%) (sovereign) ^b	RY2016–RY2018	77	80	77	80	
2. Projects closed on time (%) (sovereign)	2016–2018	40	45	39	45	
3. Completed operations rated <i>successful</i> (%) (nonsovereign) ^b	RY2016–RY2018	56	70			
4. Completed operations delivering intended gender equality results (%) (sovereign and nonsovereign)	RY2016–RY2018	75	80	76	80	
5. Clients satisfied with the use of ADB knowledge products (%) ^b	2018	78	80 [⊙]			









⊙ = periodic performance target, ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources, RY = reporting year, SDG = Sustainable Development Goal, SDG 5 = gender equality.



Notes:

1. Indicators with periodic performance targets have minimum and/or maximum threshold values that need to be satisfied every measurement period up to 2024.
 2. Shading in cells indicates that the column head does not apply.
 3. RY is used instead of the calendar year to allow the Independent Evaluation Department an additional 6 months to prepare validation reports on project or program completion reports and extended annual review reports.
 4. Baseline values cover 3-year periods, e.g., RY2016–RY2018 refers to 1 July 2015–30 June 2018.
- ^a RY will cover 1 July–30 June and will be based on the circulation year of the documents reviewed.
- ^b Results framework indicator that is harmonized or for which at least three multilateral development banks and/or international finance institutions have a similar or equivalent indicator.

Source: ADB (Strategy, Policy and Partnerships Department).

Table D: ADB's Operational Management (Level 3)

Results Framework Indicator	Baseline Year	ADB Operations Overall		Operations Financed by Concessional OCR Loans and ADF Grants		SDG Alignment ^a
		Baseline Value	2024 Target	Baseline Value	2024 Target	
3A. Design and Implementation Quality (high-quality operations prepared and satisfactorily implemented)						
1. Infrastructure projects that are design-ready (%) (sovereign)	2018	80.0	Maintain ⊙	76.5	Monitor	
2. Infrastructure projects that are procurement-ready (%) (sovereign)	2018	46	60	37	Monitor	
3. Performance of operations at implementation rated <i>satisfactory</i> (%) (sovereign) ^b			Monitor		Monitor	
4. Operations at risk of not achieving development results (%) (nonsovereign)			Monitor			
3B. Development Finance (development finance mobilized and transferred)						
5. Disbursement rate (%) (sovereign)	2018		90⊙			
6. Cofinancing ratio (%) (nonsovereign)	2018	120	200			
7. Financing for education (%) (sovereign and nonsovereign)	2016–2018	5.43	6–10			
8. Financing for health (%) (sovereign and nonsovereign)	2016–2018	1.75	3–5			
3C. Strategic Alignment (Strategy 2030 priorities promoted)						
9. Committed operations classified <i>gender equity theme</i> or <i>effective gender mainstreaming</i> (%) (sovereign and nonsovereign) ^b	2016–2018	47	50	62	Monitor	
10. Committed operations classified <i>gender equity theme</i> , <i>effective gender mainstreaming</i> , or <i>some gender elements</i> (%) (sovereign and nonsovereign) ^{b, c}	2016–2018	70	71	82	Monitor	
11. Committed operations that support climate change mitigation and adaptation (%) (sovereign and nonsovereign) ^b	2016–2018	56	65	54	Monitor	
12. Financing for climate change mitigation and adaptation (\$ billion, cumulative) (sovereign and nonsovereign) ^b	2016–2018	0	35			
13. Nonsovereign operations as a share of total ADB operations (% number) (nonsovereign) ^d	2018	19.3	33.0			

Results Framework Indicator	Baseline Year	ADB Operations Overall		Operations Financed by Concessional OCR Loans and ADF Grants		SDG Alignment ^a
		Baseline Value	2024 Target	Baseline Value	2024 Target	
14. Operations in frontier economies and/or in new sectors (%) (nonsovereign)	2016–2018	48	55			
15. Operations supporting poverty reduction and inclusiveness (%) (sovereign and nonsovereign)			Monitor			

⊙ = periodic performance target, ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources, SDG = Sustainable Development Goal.

Notes:

1. Shading in cells indicates that the column head does not apply. For indicators 3, 4, and 15, baseline data will be available in 2020.

2. Expected disbursements in 2019, including policy-based lending and nonsovereign operations, totaled \$14.4 billion.

^a SDGs: 1 = no poverty; 3 = good health and well-being; 4 = quality education; 5 = gender equality; 8 = decent work and economic growth; 9 = industry, innovation, and infrastructure; 13 = climate action; and 17 = partnerships for the goals.

^b Results framework indicator that is harmonized or for which at least three multilateral development banks and/or international finance institutions have a similar or equivalent indicator.

^c The performance of this indicator is conditional on the performance of results framework indicator 3C.9. If 3C.9 is rated *on track but watch* or *off track*, 3C.10 will take the same rating. If 3C.9 is rated *on track*, 3C.10 will be rated independently.

^d In this indicator, nonsovereign operations is synonymous with private sector operations, as per Strategy 2030, para. 69 (ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila).

Source: ADB (Strategy, Policy and Partnerships Department).

Table E: ADB's Organizational Effectiveness (Level 4)

Results Framework Indicator	Baseline Year	ADB Operations Overall		Operations Financed by Concessional OCR Loans and ADF Grants		
		Baseline Value	2024 Target	Baseline Value	2024 Target	
4A. Organizational Systems and Processes (organizational systems and processes improved)						
1. Quality of budget management (%)	2018	5.4	5.0 or less ⊙			
2. Procurement contract transactions of \$10 million or more with processing time of 40 days or less (%) (sovereign)	2017–2018	67	80	60	80	
3. Representation of women in the international staff category (%) ^a	2018	36.3	40.0			
4. Projects or transactions with sovereign–nonsovereign collaboration (number, cumulative) (sovereign and nonsovereign)	2016–2018	2	18			
4B. Organizational Capacity (organizational capacity increased)						
5. Staff rating ADB's effectiveness in digital transformation (%)	2018	68	75			
6. Staff rating ADB as providing enabling culture for Strategy 2030 implementation (%)	2018	58	70			
7. Budgeted international and national staff positions in field offices (% of total operations departments)	2018	48	Monitor			

Results Framework Indicator	Baseline Year	ADB Operations Overall		Operations Financed by Concessional OCR Loans and ADF Grants	
		Baseline Value	2024 Target	Baseline Value	2024 Target
8. Staff rating ADB as an effective knowledge and learning organization (%)	2018	63	75		

© = periodic performance target, ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources, TBD = to be determined.

Note: Shading in cells indicates that the column head does not apply.

^a Results framework indicator that is harmonized or for which at least three multilateral development banks and/or international finance institutions have a similar or equivalent indicator.

Source: ADB (Strategy, Policy and Partnerships Department).

I. PURPOSE AND SCOPE

1. This paper presents proposals for an Asian Development Bank (ADB) results framework for 2019–2024 that is aligned with ADB’s Strategy 2030 and explains how ADB will use it for corporate performance management.¹ ADB intends to adopt the proposed Corporate Results Framework, 2019–2024 (CRF) in 2019 to supersede the Transitional Results Framework, 2017–2020 (TRF) (Box 1).² The CRF will be used to assess ADB’s corporate performance from 2019 until it is amended. The CRF with indicators is on pp. iii–x.

2. The CRF will (i) provide the basis for reporting on ADB’s operational and organizational performance, (ii) facilitate learning and performance improvement, and (iii) communicate with ADB stakeholders about the results ADB expects to achieve. Performance against the indicators and targets in the CRF will be reported through ADB’s annual Development Effectiveness Review (DEFr).³

Box 1: ADB Results Framework

The Asian Development Bank (ADB) introduced its first results framework aligned with its long-term strategy, Strategy 2020, in 2008.^a Since then, ADB has periodically revised the results framework to sharpen its focus on intended results. The Transitional Results Framework, 2017–2020 (TRF) was approved in 2017 and consists of 85 performance indicators that track development progress in Asia and the Pacific (Section I, Level 1) and assess ADB’s development effectiveness (Section II, Levels 2–4).^b Section II of the TRF includes results statements to clarify the performance areas being assessed and articulate the objectives ADB intends to achieve.

The 63 results framework indicators in Section II of the TRF are arranged in three levels—Level 2: ADB’s contribution to development results; Level 3: ADB’s operational effectiveness; and Level 4: ADB’s organizational effectiveness. These indicators cover ADB operations overall and those financed by concessional ordinary capital resources loans and Asian Development Fund grants. Annual performance is summarized in a scorecard, which is published each year in the Development Effectiveness Review.

^a ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

^b ADB. 2017. *The Asian Development Bank’s Transitional Results Framework, 2017–2020*. Manila. Source: ADB (Strategy, Policy and Partnerships Department).

II. PROCESS FOR DEVELOPING THE CORPORATE RESULTS FRAMEWORK, 2019–2024

3. The CRF has been developed based on reviews, consultations, and inputs from many sources. It reflects the main directions, operational priorities,⁴ and key principles of Strategy 2030.

¹ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

² ADB. 2017. *The Asian Development Bank’s Transitional Results Framework, 2017–2020*. Manila.

³ The DEFr has been published annually since 2008 (ADB. Development Effectiveness Review. <https://www.adb.org/documents/series/development-effectiveness-review>).

⁴ The seven operational priorities of ADB’s Strategy 2030 are 1: addressing remaining poverty and reducing inequalities; 2: accelerating progress in gender equality; 3: tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability; 4: making cities more livable; 5: promoting rural development and food security; 6: strengthening governance and institutional capacity; and 7: fostering regional cooperation and integration.

4. Management's early and frequent engagement with the ADB Board of Directors 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. This internal dialogue was complemented by detailed and informative in-person discussions with senior developing member country (DMC) officials during consultations that were held from August to November 2018 with strong support from regional departments and resident missions. The DMC officials provided extensive inputs on the CRF's structure and key areas of measurement and made specific indicator proposals. ADB also consulted with government officials of ADB members in Australia, Canada, Japan, New Zealand, the People's Republic of China, the Republic of Korea, the United States, and 14 European countries,⁵ and held online and webinar consultations with civil society organizations.

5. ADB staff were another major source of inputs. A network of CRF focal points consisting of more than 50 senior technical specialists, sector and division directors, and national officers across ADB provided inputs on proposed measurement areas, indicators, definitions, baselines, and targets. The role of ADB's Sustainable Development and Climate Change Department in supporting the preparation of the proposed results architecture and indicators for the seven operational priorities was particularly noteworthy in this regard.

6. The CRF also reflects extensive collaboration with ADB's Private Sector Operations Department. This aimed to harmonize measurement and increase the number of indicators that measure results from sovereign and nonsovereign operations, thereby ensuring greater integration of nonsovereign operations in the CRF.⁶

7. Finally, the CRF considers the international agenda around the Sustainable Development Goals (SDGs) and multilateral development bank (MDB) collaboration, as well as peer learning among MDBs through the MDB Working Group on Managing for Development Results, including the response to the Group of Seven and Group of 20 on value for money.

III. ASSESSMENT OF THE TRANSITIONAL RESULTS FRAMEWORK, 2017–2020

8. By adopting specific performance indicators and targets, the ADB results framework has driven the institutionalization of results-based performance management at ADB, strengthened accountability for results, initiated and incentivized change, and improved reporting on corporate performance. The results framework enabled ADB to assess its performance under Strategy 2020 and its midterm review more systematically and to respond promptly to the findings.⁷ ADB has kept its results framework flexible to allow for occasional refinements based on lessons learned since its adoption in 2008. This periodic reinforcement has enabled ADB to strengthen the results framework as a management tool and increase the relevance and credibility of performance assessment.

9. ADB's experience of implementing a results framework since 2008, including the TRF, has provided ample opportunity to identify and reflect on lessons, as summarized in paras. 10–15.

⁵ European countries consulted were Austria, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, Norway, Spain, Sweden, Switzerland, Turkey, and the United Kingdom. In all, ADB held 12 consultation events involving 97 senior government officials from 49 ADB member countries.

⁶ The CRF uses nonsovereign operations and private sector operations synonymously, in accordance with Strategy 2030 (footnote 1, pp. 20–21).

⁷ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

10. **Considered selection of indicators and targets.** Results framework indicators (RFIs) serve as an important management tool and have been critical in the measurement of strategic areas such as nonsovereign operations and streamlined business processes. The introduction of corporate targets has fostered a shift toward a results culture and influenced behavior and decision-making. For example, the strategic alignment RFI on gender equality mainstreaming played an important role in enhancing the focus on that priority. Assigning strategic importance to this area also helped Management to properly resource it, leading to a steady improvement in performance over time, with the targets revised upward twice. In a survey of ADB managers carried out to take stock of lessons learned since 2008, 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.⁸

11. However, not all indicators need or are suited to having targets. It is important for ADB to consider how useful a proposed target is likely to be, and who will use it and how. Targets may not be appropriate when setting a target becomes too arbitrary. Therefore, the indicators in the CRF should make greater use of the target type “monitor” when setting a numerical target is not appropriate or possible.

12. **Ownership.** Ensuring ownership of the CRF at all levels of the organization is essential. RFIs 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 specialists 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. The inclusion of the operations departments and staff in setting the gender equality target, for example, was identified by the surveyed managers as particularly important in the strong results that followed. Their involvement allowed a high yet attainable target to be agreed on, effective monitoring to be put in place, and staff ownership to be fostered.

13. **Organizational cascading.** Another lesson learned is to continue the current practice of including results framework targets in the President’s planning directions and the work program and budget framework (WPBF). The WPBF is essential to guiding the allocation of adequate resources to meet targets. Guided by the President’s planning directions and the WPBF, managers include 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. The process breaks RFI targets into separate department, division, and individual goals and helps produce a cohesive effort at each level and through ADB overall.

14. **Findings prompt reforms.** ADB’s corporate indicators and targets were useful in identifying performance issues and designing measures to address performance areas. For instance, in response to DEfR findings, ADB initiated business process reforms in 2010, followed by procurement reforms, including placement of procurement experts in resident missions, sector divisions, and regional department front offices, in addition to redeployment of specialists to field offices. Similarly, the introduction of indicators on readiness prior to approval prompted operations departments to introduce measures to improve project readiness.

15. **Manageable number of indicators.** The number of RFIs increased over the Strategy 2020 period from the initial 65 in the 2008 results framework to 87 in the 2013–2016 framework,

⁸ ADB. 2019. *2018 Development Effectiveness Review*. Manila.

91 in the 2014 update to the 2013–2016 framework, and 85 in the TRF.⁹ Many managers believe the TRF has too many indicators and that monitoring and reporting on them takes up a considerable amount of time. Therefore, the CRF should be more concise and focused.

IV. IMPROVEMENT PRINCIPLES

16. The CRF has been formulated taking into account the lessons from the review of the TRF, feedback from consultations, and a review of good practices in results-based management. ADB has applied the following foundational principles and improvement approaches.

A. Foundational Principles

17. **Select indicators focused on ADB priorities.** RFIs should meet several criteria to fulfill the primary purpose of guiding actions to improve performance. Indicators in the CRF should (i) be linked to Strategy 2030 and corporate decision-making, (ii) be expressed in quantitative terms, (iii) capture a sizable portion of ADB interventions, (iv) have a rigorous methodology based on a clear definition and reliable data sources, and (v) be cost-effective in terms of data collection and analysis.

18. **Balance ambition and attainability.** To function as an effective management tool, the CRF should have targets that are ambitious yet realistic. Historic data and Management forecasts, combined with staff assessment of expected ADB performance, should guide the determination of target attainability. The extent of ADB's control over specific performance areas also informs target setting. In general, the more control ADB has over performance, the higher the target should be.

19. **Retain flexibility.** 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.

B. Improvement Approaches

20. **Demonstrate links between results framework levels.** There are two types of links between results framework levels in the CRF: those between CRF levels and results statements and those between groups of indicators.¹⁰ The CRF's two-section, four-level structure is based on the results chain concept. Section I consists of Level 1, which tracks development progress in Asia and the Pacific. Section II assesses ADB's development effectiveness and is divided into three levels: results from ADB's completed operations (Level 2), ADB's operational management (Level 3), and ADB's organizational effectiveness (Level 4). ADB's organizational systems, processes, and capacity determine its performance in managing its internal resources and processes (Level 4). The effective management of internal resources and processes leads to better selection, design, financing, and implementation of operations (Level 3). Efficient and effective operational performance, in turn, leads to achievement of results in Strategy 2030 operational priority areas and increases in the performance of the quality of completed operations (Level 2).

⁹ ADB. 2008. *ADB Results Framework*. Manila; ADB. 2012. *Review of the ADB Results Framework*. Manila; ADB. 2014. *ADB's Results Framework: Interim Update to Align with the Midterm Review of Strategy 2020*. Manila; and footnote 2.

¹⁰ Results statements are broad performance areas under which relevant indicators are clustered.

21. The results from these three levels of Section II—ADB’s Development Effectiveness—are aligned with, and contribute to, the results of Section I—Regional Development Progress. However, the extent of the contribution cannot be determined because of the differences in scale and scope of ADB operations and the development progress of the entire Asia and Pacific region.

22. Groups of RFIs and tracking indicators¹¹ are also linked. Themes such as gender equality, nonsovereign operations, and knowledge have indicators that are linked across levels and are connected through the results chain concept. For example, strategic alignment of operations to gender equality at Level 3 is linked to achievement of gender equality results and performance at Level 2, which in turn contributes to gender equality results at Level 1. Appendix 1 describes these links in more detail.

23. **Align with Strategy 2030 priorities.** The changes to the results framework are driven by the strategic directions outlined in Strategy 2030. The CRF therefore includes (i) measurement of results under the seven operational priorities; (ii) enhanced coverage of nonsovereign operations, catalyzation and mobilization of financial resources, and strengthening of knowledge services; and (iii) measurement of ADB’s progress in implementing a One ADB approach to bring together knowledge and expertise across the organization to effectively implement the strategy.

24. New RFIs and tracking indicators include measurement of the outcomes of the seven operational priorities; sovereign–nonsovereign collaboration; innovative operations; nonsovereign operations in frontier economies and/or in new sectors; ADB’s digital transformation; client satisfaction with use of knowledge; ADB’s production of knowledge; ADB staff’s rating of ADB as an effective knowledge and learning organization; client feedback on ADB’s development effectiveness, responsiveness, and collaboration with development partners; and ADB’s organizational resilience. The indicators and their rationale are described in Appendix 2.

25. **Improved integration of the Sustainable Development Goals.** The SDGs have been integrated into the CRF. The indicators are mapped to the SDGs in four ways: direct use of SDG indicators, indicators derived from SDG indicators, indicators aligned with SDG indicators, and indicators that are proxies for SDG indicators (Box 2).

26. **Refine and rationalize indicators.** In the CRF, the 60 RFIs are reinforced by 158 tracking indicators (footnote 11).¹² The number of RFIs has been reduced from 85 in the TRF to 60 (25 fewer) and the number of tracking indicators has been trimmed from 193 in the TRF to 158 (35 fewer). Appendix 3 shows the changes in relation to the TRF. While not formally part of the CRF, and as such not included for Board approval, tracking indicators enable ADB to systematically monitor progress using a wider set of supplementary information. They include (i) informative indicators that may be important for decision-making but for which target setting is currently not useful (e.g., time from concept approval to first disbursement); (ii) disaggregated data, where RFIs are broken down, for example, by sex or sector, or into rural and urban; (iii) sub-indicators that are the constituent parts of indicators based on composite ratings, such as completed operations rated *successful*; (iv) provisional indicators that are important but currently lack robust data, definitions, or a corporate target but could transition to RFIs in due course, such as innovative operations and technical assistance projects; and (v) legacy indicators that have been retired from the CRF but continue to be tracked for data continuity purposes, such as disbursement ratio.

¹¹ Tracking indicators were known as “standard explanatory data indicators” in previous results frameworks.

¹² Tracking indicators will be further refined during results framework implementation to reflect implementation experience and lessons learned.

Box 2: Typology of Indicator Mapping to the Sustainable Development Goals

Direct use. The Corporate Results Framework, 2019–2024 makes direct use of official Sustainable Development Goal (SDG) indicators wherever possible at Level 1 (development progress in Asia and the Pacific). For example, carbon dioxide emissions per unit of gross domestic product—a Level 1 results framework indicator—is from the official SDG indicator 9.4.1.

Derived. At Levels 2 and 3, indicators that are directly related to an official SDG indicator are classified as “SDG derived.” For example, people enrolled in improved education and/or training—a tracking indicator at Level 2A—is derived from SDG indicator 4.3.1: participation rate of youth and adults in formal and nonformal education and training. In this case, the Asian Development Bank (ADB) indicator uses the number of people and the SDG indicator uses a participation rate (%).

Aligned. Indicators at Levels 1–3 that are closely linked to an official SDG indicator or reflect only certain elements of the indicator are classified as “SDG aligned.” For example, women opening new accounts—a tracking indicator at Level 2A—is aligned with SDG indicator 8.10.2: proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile money service provider. The ADB tracking indicator focuses on a subset of the official SDG indicator, counting women only and using bank account ownership as its measurement.

Proxy. Indicators are considered proxies if they relate to overall SDG objectives but do not expressly relate to an official SDG indicator formulation. For example, total annual greenhouse gas emissions reduction—a results framework indicator at Level 2A—is a proxy indicator for SDG 13 on climate action. Officially agreed SDG 13 indicators do not expressly address greenhouse gas emission reductions, but this objective is central to the Paris Agreement on Climate Change.

Source: ADB (Strategy, Policy and Partnerships Department).

27. **Harmonize as appropriate with multilateral development banks.** The CRF indicators are harmonized as much as possible with those of other MDBs and international finance institutions (IFIs), as indicated in the CRF tables (pp. iii–x) and further described in Appendix 4. At Levels 2–4, 11 RFIs are harmonized with, or are similar or equivalent to, those used by at least three other MDBs and/or IFIs. Common reports and initiatives, such as the MDBs’ response to the Group of Seven and Group of 20 on value for money, provided guidance for harmonization. At the same time, ADB remains mindful of the value of innovation and recognizes that a results framework is primarily a tool to manage strategies and challenges that are specific to ADB.

28. **Indicators consistent with corporate documents.** ADB’s results framework is the apex of the organization’s results architecture. Other monitoring tools and reports contain indicators representing the lower tiers. In this context, it is proposed to cascade RFIs and targets at Levels 2–4 to existing corporate documents, or align them with these documents, to the extent feasible. For example, Level 2 indicators are intended to cascade to the plans for the seven Strategy 2030 operational priorities. The disbursement rate indicator aligns with the disbursement measurement specified in the President’s planning directions and the operational performance metrics introduced in December 2018.¹³ This practice will further foster cohesion and consistency in corporate indicators and targets and will help reinforce their implementation across ADB.

29. Operational performance metrics aim to reflect Strategy 2030-aligned operational targets in annual work plans by cascading them down to departmental and staff work plans. The initiative introduced principles, approaches, and incentives to guide the monitoring and evaluation of performance in achieving key operational targets. The status of actions ADB completed recently

¹³ Disbursement RFIs and tracking indicators will include special funds and other ADB-administered funds, beyond ordinary capital resources and concessional assistance, to ensure consistency with other corporate monitoring reports.

or is currently undertaking to address the challenges identified through the DEfR process will be reported in the following year's DEfR.

30. **Extend use of results framework indicators with "monitor" as a target.** Under the 2013–2016 results framework and the TRF, two RFIs tracking alignment with Strategy 2020's first strategic agenda of inclusive economic growth were monitored without setting a target. This approach is useful where performance areas are important enough to be included as an RFI but where targets are not appropriate. For example, the proposed RFI, performance of sovereign operations at implementation rated *satisfactory*, is suggested to be monitored without a target because the project performance rating system from which it is derived was updated in July 2019 and the changes are not expected to be implemented until the end of 2019. Therefore, historical baseline data will not be available, and it is not possible to set a corporate target before seeing how ADB's portfolio performs for several years against the revised indicator. In other cases, setting a separate concessional assistance target is not appropriate as the target is for ADB operations overall.

31. **Increase outcome orientation.** Strategy 2030's emphasis on thematic areas as operational priorities provides the basis for increasing the measurement of outcomes. The CRF therefore fosters a stronger focus on outcome orientation among indicators at Level 2A (Strategy 2030 operational priority results) by introducing intermediate outcomes as RFIs and immediate outcomes as tracking indicators.

32. **Strengthen measurement of poverty reduction and inclusiveness.** In the CRF, this measurement focuses on the interrelated areas of poverty reduction, support for disadvantaged and vulnerable groups, and gender mainstreaming, and is captured by RFIs and tracking indicators at Levels 1, 2, and 3. In addition to poverty reduction, existing inequalities are addressed by projects that align with the pathways to social inclusiveness. Multiple pathways to inclusiveness, including financial inclusion, jobs and income generation, and non-income dimensions of inclusiveness such as human capital and social protection, use of infrastructure and services, and an enabling environment, all combine to reduce inequality. These indicators will be cascaded down to Operational Priority plans, CPS results frameworks, and project documents as appropriate.

33. A new RFI is added at Level 3 to measure operations supporting poverty reduction and inclusiveness. This will combine measurement of projects that align with direct poverty reduction, with those that encompass the above-mentioned pathways to inclusiveness. The detailed methodology for this indicator is still under development and as such, there is no baseline and a target of "monitor" has been designated. In the future, with data from several years of performance, a target can be considered as appropriate. Since direct alignment to poverty reduction and inclusiveness is intended to increase income and therefore, access to food for the needy, this can be understood as a proxy for projects aligned with access to food. Additional inclusiveness-related RFIs and tracking indicators at Level 3 measure the percentage of disability-inclusive operations; operations contributing to social protection; operations that are green, sustainable, inclusive, and resilient; and the percentage of financing for education and health.

34. Level 2 indicators measure many outcome-level aspects of poverty reduction and inclusiveness, such as the number of poor and vulnerable people with improved standards of living. This is also a proxy for beneficiaries with improved access to food. Other indicators include new financial products and services made available to the poor and vulnerable; public sector management measures for increased inclusiveness supported in implementation; skilled jobs for women generated; women opening new accounts; women and girls with increased time savings;

women and girls enrolled in science, technology, engineering, and math or nontraditional technical and vocational education and training; people benefiting from increased rural investment; rural economic hubs supported; and rural infrastructure assets established or improved.

35. At Level 1, region-level metrics include the population (percentage and absolute number) living in poverty, growth rates of household expenditure or income per capita among the bottom 40% and the total population, unemployment and labor participation rates, countries with high income inequality, access to social protection, and the proportion of the population using basic drinking water and sanitation services. Important dimensions of poverty reduction, such as food security, are measured indirectly in this CRF. For instance, the Level 1 indicator measuring prevalence of stunting among children under 5 years is an indirect measure of household access to food, and is linked to Level 2 indicators focusing on employment generation and financial inclusion.

36. **Solicit clients' views.** To increase responsiveness to its sovereign and nonsovereign DMC clients, ADB will focus on gathering their views on how ADB operates. To this end, a client survey will be introduced to provide data for an RFI that measures client satisfaction with the use of ADB's knowledge products and three tracking indicators measuring client satisfaction with ADB's development effectiveness, responsiveness, and collaboration with development partners.

37. **Better integrate measurement of nonsovereign operations.** In line with Strategy 2030, the CRF includes greater performance measurement of nonsovereign operations. The proposed indicators fall into three categories: (i) combined sovereign–nonsovereign indicators (e.g., completed operations delivering intended gender equality results); (ii) nonsovereign operations-only indicators (e.g., nonsovereign operations in frontier economies and/or new sectors); and (iii) twinned indicators for which there are equivalent sovereign and nonsovereign indicators, such as completed operations rated *successful* (sovereign) and completed operations rated *successful* (nonsovereign).

V. CORPORATE RESULTS FRAMEWORK, 2019–2024

A. Strategy 2030 Key Elements

38. The CRF incorporates key elements of Strategy 2030 by (i) integrating the SDGs into Level 1 and aligning with ADB's seven operational priorities; and (ii) organizing Level 2 results measurement around the seven operational priorities and showing SDG integration, demonstrating clear links between Levels 1 and 2. Additional focus areas of Strategy 2030 are measured through indicators at Levels 3 and 4. For instance, ADB's value addition through finance, knowledge, and partnerships is reflected in indicators relating to cofinancing and knowledge creation and sharing. The CRF also includes indicators and targets sourced directly from the Strategy 2030 text (para. 60). In addition, tracking indicators will measure other Strategy 2030 priorities, including innovative operations; resources and results for fragile and conflict-affected situations and small island developing states; and green, sustainable, inclusive, and resilient infrastructure.

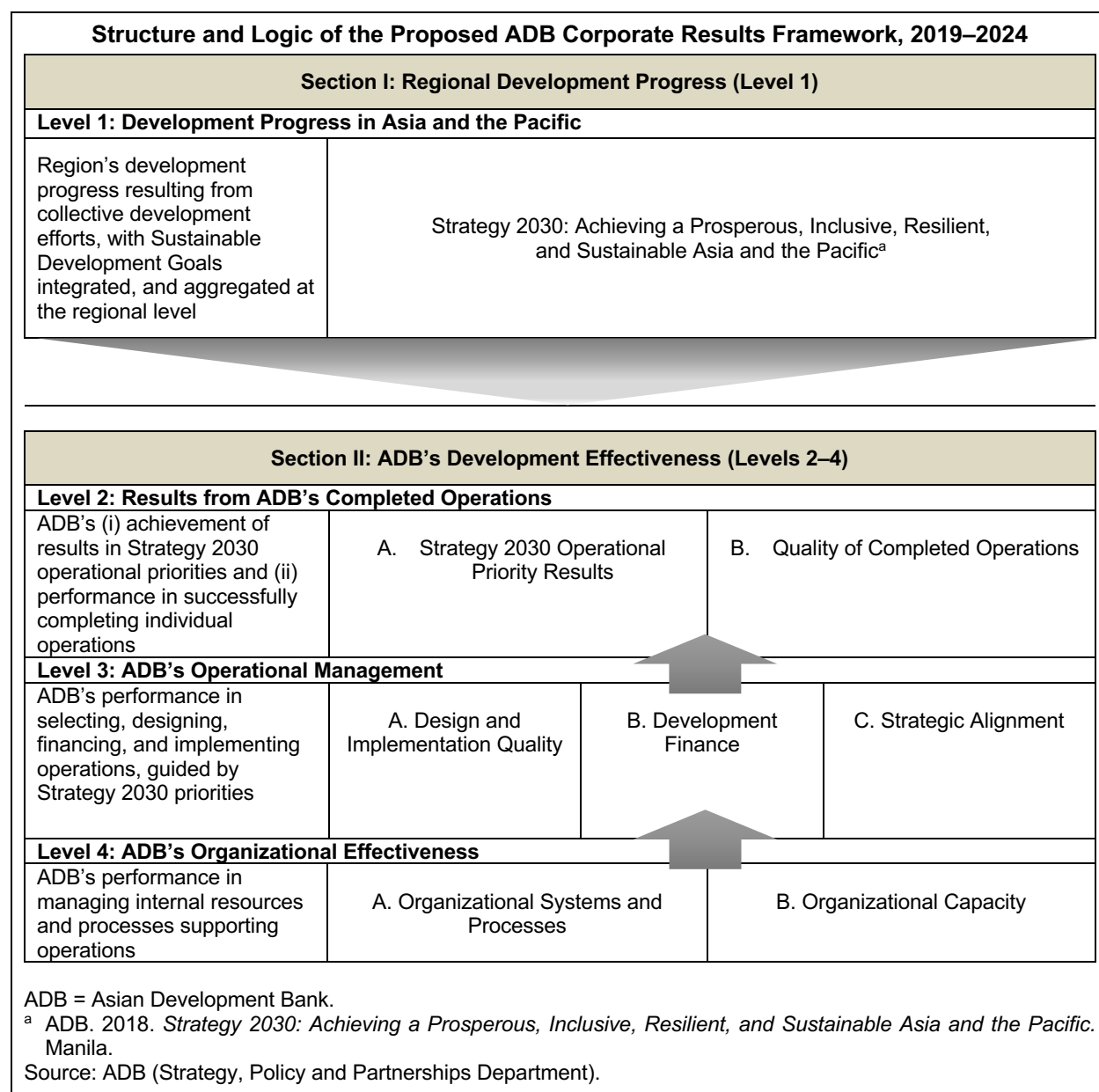
B. Structure

39. It is proposed to retain the TRF's two-section, four-level structure (paras. 20–21). Section I of the CRF tracks development progress in Asia and the Pacific. Section II measures ADB's performance in executing Strategy 2030 and is organized around key measurement areas. These

measurement areas and the overall logic underpinning the CRF are presented in the figure on p. 9.

C. Time Frame and Baselines

40. It is proposed to extend the time frame for assessing performance from 4 years under the previous and current results frameworks to a 6-year cycle. This will reduce the frequency of results framework reviews, enhancing comparability over time and allowing more time to observe changes in performance. The CRF will be in effect from 2019 to 2024. A midterm review is planned for 2021.



41. The baseline values in the CRF are based on the data available when this paper was prepared. They will be revised where appropriate using data available in early 2020 and will be presented in the 2019 DEfR.¹⁴

D. Targets

42. The CRF consists of indicators with four types of targets.
- (i) **2024.** Most indicators have 2024 targets. These indicators are expected to measure gradual progress toward 2030 from the baseline value. Examples include committed sovereign and nonsovereign operations that support climate change mitigation and adaptation (%) (Level 3) and representation of women in the international staff category (%) (Level 4). As the trajectory toward challenging 2030 targets is expected to be gradual in the earlier years of the CRF, ADB performance will be assessed against 2024 targets that are derived with reference to the baseline and the 2030 target.
 - (ii) **Periodic performance.** Indicators with periodic performance targets have minimum and/or maximum threshold values that need to be satisfied every measurement period up to 2024. Examples include disbursement rate (%) (sovereign) (Level 3) and quality of budget management (%) (Level 4). Indicators based on client perception surveys, such as clients satisfied with the use of ADB knowledge products (%) (Level 2B), also have periodic performance targets. Failure to meet the target is cause for immediate concern and will be flagged in the corporate scorecard as *off track*.
 - (iii) **Achievement rate.** An annual achievement rate of 80% will be used for Level 2A indicators that measure the results of the seven operational priority plans (para. 56). The achievement rate is the percentage of the aggregate amount of results reported in project completion reports as having been achieved by ADB-supported operations compared with planned results as reported in reports and recommendations of the President for the same operations.
 - (iv) **Monitor.** A target type "monitor" will be used when a performance area is important enough to be included as an RFI, but setting a target is not appropriate or possible because of lack of performance data. Performance improvement or deterioration will be considered for actions and lessons learned with this target type.
43. ADB considered the following sources in setting targets for the CRF.
- (i) **Strategy 2030.** Long-term targets in Strategy 2030 served as the basis for calculating the 2024 targets for some indicators.
 - (ii) **The Transitional Results Framework.** To ensure continuity and maximum comparability of data, the CRF will retain or extend some of the targets set in the TRF.
 - (iii) **Corporate plans.** Where available, targets set in already adopted corporate plans are used to ensure strategic alignment and cohesion.
44. The proposed indicators, baselines, and targets for the CRF are on pp. iii–x.

¹⁴ Any updates to the data after 13 August 2019 will be reflected in the 2019 DEfR.

E. Indicators

45. The CRF has 60 RFIs: 10 at Level 1, 27 at Level 2, 15 at Level 3, and 8 at Level 4. The complete list of proposed RFIs and tracking indicators is in Appendix 5, and definitions and data sources are in Supplementary Appendixes A and B.

1. Level 1: Development Progress in Asia and the Pacific

46. **Purpose.** Level 1 provides the regional context and information on the long-term development progress of ADB DMCs. ADB uses Level 1 indicators to monitor long-term development progress in the region resulting from collective development efforts, including those of governments, the private sector, civil society organizations, and development partners. As such, indicators at this level do not assess ADB's contribution to regional development progress. For this reason, the Level 1 RFIs are renamed "regional progress indicators" (RPIs) and, since ADB reviews regional development progress against baselines, they remain under the RFI umbrella. The CRF will continue the TRF's approach of assessing whether performance on these indicators has improved, stayed constant, or regressed.

47. **Indicator selection criteria.** The 10 proposed RPIs at Level 1 satisfy the following selection criteria:

- (i) close relationship to Strategy 2030 objectives (prosperous, inclusive, resilient, and sustainable) and, where possible, an officially agreed SDG indicator or closely linked to an official SDG indicator;
- (ii) link to the seven Strategy 2030 operational priorities;
- (iii) data availability for at least two-thirds of ADB DMCs; and
- (iv) broad-based relevance to ADB stakeholders, including member states consulted during the CRF formulation process, the Board, and ADB departments.

48. Of the 10 RPIs at Level 1, 8 are official SDG indicators. Proxy indicators are proposed in the two cases where official SDG indicators are less appropriate. Five RPIs have been carried over from the TRF and five are new or modified. This refined set of indicators is more relevant to Strategy 2030's vision and provides closer vertical alignment with Levels 2 and 3.

49. **All Sustainable Development Goals covered.** Together, the Level 1 RPIs and tracking indicators cover all 17 SDGs. The 23 proposed tracking indicators will complement the 10 RPIs, disaggregating the data as needed (e.g., by rural and urban, female and male), to provide a more complete and nuanced narrative on regional progress toward the SDGs and Strategy 2030 priorities and to maintain a degree of continuity with previous CRFs.¹⁵

2. Level 2: Results from Completed Operations

50. **Structure.** This level assesses ADB's contribution to development results through its completed operations. Operations assessed at this level were typically designed 6–10 years before the assessment year. Level 2 has two clusters of indicators: Level 2A reports the quantity of results achieved by completed operations in Strategy 2030 key operational priority areas; Level 2B provides the success ratings, or quality, of ADB's completed sovereign and nonsovereign operations in delivering their intended development results.

¹⁵ Data availability is lower for some of the tracking indicators. Of the 23 tracking indicators, 18 have data for at least two-thirds of DMCs.

a. **Level 2A: Strategy 2030 Operational Priority Results**

51. **Context.** The seven operational priorities differ in scope and coverage and pose unique challenges for results measurement. First, they embody a shift from sector outputs to thematic outcomes, which are more difficult to measure. Second, results need to be captured from both the active portfolio and future approvals. Third, the CRF should cover the largest possible portion of the portfolio with the smallest number of indicators. Fourth, results in the seven operational priority areas must be attributed to ADB and should embody the theory of change. Finally, the number of targets for alignment of operations at entry must be minimized to avoid constraints that would limit the flexibility of project teams to select priority areas based on DMC demand.

52. **Outcome-focused approach.** Given the cross-cutting, thematic nature of the seven operational priorities, and in response to Board requests and the findings of the regional consultations, the CRF introduces an outcome-centered approach for monitoring and reporting quantitative results of completed operations. Indicators will measure intermediate and immediate outcomes, including the benefit of use or application of outputs or the effect of reforms. Each operational priority area will have several intermediate outcomes (pillars) to which several immediate outcomes (sub-pillars) will contribute. To minimize the number of indicators, one indicator is proposed for each pillar and sub-pillar. The details of measurement and aggregation are in Appendix 6.

53. **Results measurement and aggregation.** Indicator selection must prioritize those that are broad enough to capture a significant portion of the current portfolio and the expected pipeline of projects. To achieve this, the proposed indicators use units of measurement that are common across different sectors and types of projects—loans, programs, and technical assistance (TA). Some intermediate outcomes will be measured using more standard indicators such as the number of people (including women) benefiting, number of jobs created,¹⁶ quantity of greenhouse gas emissions reduction, land with higher productivity, and value of cargo and energy crossing borders. Other intermediate and immediate outcomes will require new units of measurement to aggregate results across varied types of projects using a single indicator. These units of measurement are constructed, created, and defined to measure and aggregate operational priority results. They include entities, zones, infrastructure assets and services, solutions, and measures (Box 3).

54. Design and monitoring frameworks in project completion reports and extended annual review reports will remain the main data source for reporting on achievement of these indicators. This will ensure that all Level 2A results are attributable to ADB operations. Relevant project-specific metrics in the design and monitoring framework will be tagged to a related RFI or tracking indicator to facilitate data collection and reporting. Guidance on tagging will be included in the Guidelines for Preparing a Design and Monitoring Framework.

55. Aggregation is expected to use one of following three methods: (i) for operations using the same Level 2A indicator, such as total annual greenhouse gas emissions reduction, aggregation will involve adding the indicator values; (ii) for indicators that count people as beneficiaries, aggregation will involve adding the numbers of beneficiaries; however, the nature of the benefit will vary from one operation to another; and (iii) for entities, solutions, and infrastructure assets,

¹⁶ During the implementation of the CRF, ADB will measure direct jobs generated under ADB operations. Building on this initial work, it is anticipated that ADB will explore the measurement of indirect jobs generated under ADB operations in the medium term.

aggregation will involve adding these same units; however, the nature and scope of the items being counted may vary considerably.

Box 3: New Units of Measurement for Intermediate and Immediate Outcomes

New units of measurement created to measure and aggregate operational priority results at Level 2A of the Asian Development Bank (ADB) Corporate Results Framework, 2019–2024 are as follows.

Entities. ADB works with a variety of entities, such as national and subnational governments, local authorities, and private clients, to help them improve their functions and performance, including through policy- and results-based lending and other specialized modalities. This type of indicator will count how many entities have delivered specified improvements under ADB projects.

Zones. Projects under operational priority 4, livable cities, often focus on specific, bounded geographic areas or zones in urban areas. This indicator type will measure the number of zones where results such as improvements in climate resilience have been achieved.

Infrastructure assets and services. The creation or improvement of an infrastructure asset (e.g., a road or water supply) or a service (e.g., education or health care) improves living conditions and opportunities for the beneficiaries. This indicator type will measure the delivery of new or improved assets and services and will report the achievement of expected targets as the number of assets or services delivered.

Solutions. This type of indicator will measure the delivery of project features and interventions that promote and achieve an operational priority's objective, such as technologies, models, and approaches.

Measures. All seven operational priority plans recognize the importance of well-functioning regulatory, legal, and institutional frameworks and ADB's role in improving these frameworks to strengthen the delivery of development results. These project-specific indicators are largely qualitative in nature and focus on the successful delivery by governments and other authorities of an improved policy, law, or regulation developed and implemented with ADB support through policy-based lending, technical assistance, and other modalities.

Source: ADB (Strategy, Policy and Partnerships Department).

56. **Achievement rate targets.** It is not deemed feasible to set medium-term targets for operational priority results, as the quantity of achievement depends on country demand and the priorities outlined in the country partnership strategy (CPS). Instead, an 80% target for annual achievement is proposed. In the TRF, the achievement rate was set at 85% because about two-thirds of the indicators measured outputs or outcome proxies. In the CRF, all Level 2A indicators measure outcomes, for which an 80% target is appropriate, consistent with the success rate target. Given the higher-order nature of intermediate and immediate outcomes at this level, information on ADB's contribution to development outcomes will be complemented by Level 2A tracking indicators, impact evaluations, operational priority action plan periodic reports, and country briefs.

b. Level 2B: Quality of Completed Operations

57. The five quality-at-completion indicators are also important sources of information to gauge whether ADB-financed operations are achieving their desired outcomes. The following changes are proposed for indicators at this level.

58. First, the success rates of different modalities would be combined into a single metric to provide a complete picture of sovereign operations success that aligns with reporting by ADB's Independent Evaluation Department. Second, given the importance of timeliness of completion, it is proposed to include an indicator measuring the percentage of projects that are closed on time. Third, a revised target of 70% by 2024 would be introduced for the overall success rate of

completed nonsovereign operations. The proposed target recognizes the operational plans' emphasis on increasing the share of (i) nonsovereign operations in fragile and conflict-affected situations and small island developing states; and (ii) direct equity transactions, which are generally riskier and have a lower likelihood of success. The weighting systems for evaluating completed sovereign and nonsovereign operations are different, leading to a lower success rate for nonsovereign operations for the same performance as sovereign operations. Further, the revision would align ADB's nonsovereign success rate targets more closely with those of comparator organizations.¹⁷ Fourth, the target for completed operations delivering intended gender equality results would be raised from 70% to 80% and would include the contributions of nonsovereign operations as well as those of sovereign operations. This approach is considered ambitious yet realistic as it recognizes that improvements that are underway take time to materialize. Finally, it is proposed to include an indicator measuring the percentage of clients satisfied with the use of ADB knowledge products. Data for this indicator would be based on a client perception survey conducted at least every 2 years that will solicit responses from a variety of sources, including DMC government officials with direct knowledge of ADB operations.¹⁸

3. Level 3: ADB's Operational Management

59. Level 3 tracks how well ADB is managing its new and ongoing operations. The 15 proposed RFIs at this level of the CRF monitor ADB's project design and implementation quality, development finance mobilization, and strategic alignment. Sustained good performance at Level 3 underpins the quality of ADB's completed operations as measured at Level 2.

60. Many of the indicators at this level follow the harmonized definitions of the MDBs. Half of the proposed Level 3 RFIs—five of the seven strategic alignment indicators and one of the four development finance indicators—derive their targets from ADB's long-term strategy.¹⁹

61. The importance of project readiness has been underscored with the upgrading of the quality-at-entry indicator—infrastructure projects that are design-ready—from a standard explanatory data indicator in the TRF to an RFI. This complements the existing indicators—infrastructure projects that are procurement-ready and performance of operations at implementation rated *satisfactory*—that are proposed to be retained. However, the indicator on performance of sovereign operations at implementation rated *satisfactory* has been assigned a target of “monitor” because improvements to the underlying rating system are under discussion (para. 30). These three RFIs measure sovereign operations. For nonsovereign operations, it is proposed to add a new indicator: operations at risk of not achieving development results. This is intended to improve success rates by flagging and prompting measures to address any risk to results achievement early on.

¹⁷ For example, the International Finance Corporation uses a similar methodology and has a success rate target of 65% for nonsovereign operations; the most recently reported success rate is 50%. (Independent Evaluation Group. 2018. *Results and Performance of the World Bank Group 2017*. Washington, DC: World Bank.)

¹⁸ ADB launched the survey in February 2019.

¹⁹ These include 2030 targets for climate change and gender equality that call for (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, (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. The strategy also targets (i) increasing ADB's nonsovereign operations to reach one-third of its total operations in number by 2024; and (ii) 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.

62. Two new development finance RFIs are proposed: disbursement rate, to measure the performance of sovereign operations, and cofinancing ratio, to measure long-term nonsovereign cofinancing. The first is an RFI derived from the new operational performance metrics set out in the President's planning directions; the second is from Strategy 2030. They are complemented by several new tracking indicators to monitor key project processing and implementation metrics.

63. Three strategic alignment RFIs are carried over from the TRF: committed operations classified *gender equity theme* or *effective gender mainstreaming*, committed operations that support climate change mitigation and adaptation, and financing for climate change mitigation and adaptation (which has been modified to measure the cumulative amount). Proposed new RFIs to measure Strategy 2030 priorities include ADB's overall performance in promoting gender equity in sovereign and nonsovereign operations,²⁰ the share of nonsovereign operations in total ADB operations, the expansion of geographic coverage and diversification of ADB's nonsovereign operations, and operations supporting poverty reduction and inclusiveness.

64. Proposed new and improved areas of measurement in the tracking indicators include operations contributing to each of the seven operational priorities; operations mapped to each of the SDGs; use of country procurement systems; innovative operations and TA projects; knowledge products and services delivered; disability-inclusive operations; and operations that are green, sustainable, inclusive, and resilient.

4. Level 4: ADB's Organizational Effectiveness

65. ADB needs to manage its internal resources and processes effectively to successfully support its operations at Level 3, which in turn determines its performance at Level 2. Therefore, Level 4 measures ADB's performance in two results areas: organizational systems and processes, and organizational capacity. Four organizational systems and processes indicators measure budget management, procurement transaction efficiency, the representation of women in the international staff category, and sovereign–nonsovereign collaboration. Organizational capacity indicators include three staff ratings—ADB's success in supporting digital transformation and in providing an enabling culture for Strategy 2030 implementation, and its effectiveness as a knowledge and learning organization—as well as an indicator on field office staffing.

66. Complementary tracking indicators draw on data from the proposed client perception survey to measure client satisfaction with ADB's responsiveness and with its coordination with other development partners.

67. Tracking indicators measuring internal administrative expenses (IAE) per \$1 million disbursement, IAE per project approved, IAE per project under administration, and the share of operational expenses for direct operations support complement the quality of budget management RFI.

5. Summary

68. The table summarizes the proposed changes in the CRF in relation to the TRF.

²⁰ The performance of this indicator is conditional on the performance of RFI 3C.9. If 3C.9 is rated *on track but watch* or *off track*, 3C.10 will take the same rating. If 3C.9 is rated *on track*, 3C.10 will be rated independently.

Summary of Proposed Changes in the Corporate Results Framework, 2019–2024

Level	Type of Change			Total
	Retained from TRF	Moved or Modified from TRF	New	
Level 1 RPIs	5	1	4	10
Level 2 RFIs	3	23	1	27
Level 3 RFIs	6	2	7	15
Level 4 RFIs	1	2	5	8
Total	15	28	17	60

RFI = results framework indicator; RPI = regional performance indicator; TRF = Transitional Results Framework, 2017–2020.

Source: ADB (Strategy, Policy and Partnerships Department).

VI. USE OF THE CORPORATE RESULTS FRAMEWORK, 2019–2024

A. Corporate Performance Management

69. **Continuity of purpose and practice.** The primary purpose of the CRF will remain the management of ADB's corporate performance. ADB will continue to assess its performance using the CRF's indicators and targets. The annual DEfR process will serve as a key platform for analyzing performance trends, identifying underlying issues, and reflecting agreed actions for improving performance. Its findings will inform ADB's operational directions and resource planning through its 3-year corporate WPBF process. Actions undertaken to address DEfR findings in previous years will be reported in subsequent DEfRs.

70. **Work planning and performance management.** The CRF will continue to guide the work planning and performance management of departments, offices, divisions, units, and individual staff. This will promote the close alignment of their work priorities with ADB's corporate priorities. Results-based work plans of departments and offices will continue to play an important role in facilitating this process.

71. **Corporate performance reporting alignment.** Under the CRF, ADB will continue to promote alignment among various corporate performance reports and systems to ensure consistency of metrics and shared accountability for meeting corporate objectives. The CRF aligns with department performance metrics rolled out in 2019.

72. **Country performance.** The CRF information represents a consolidated picture of ADB's corporate performance and is not expected to demonstrate ADB's contribution to specific country outcomes. Performance at the country level will be communicated through CPS monitoring and reporting. ADB will improve the process of cascading CRF indicators to the CPS results framework, including the CPS results framework itself, taking into account the content of the CRF.

B. Results and Performance Reporting

73. ADB Management will continue to use the DEfR to report to the shareholders on progress using the agreed indicators and targets and will seek their feedback.

74. **Concessional assistance reporting.** Under the 2013–2016 results framework, the Asian Development Fund (ADF) results framework was a subset of the ADB results framework, sharing many of the same indicators but applying ADF-specific baselines and targets where appropriate. ADB assessed and reported on the progress the ADF-recipient countries made on Level 1 indicators and used indicators at Levels 2–4 to assess the development effectiveness of operations financed by concessional assistance. Following the merger of ADF lending operations

with the ordinary capital resources balance sheet in January 2017, the TRF reported the results in concessional assistance countries at Level 1 and the results of the operations funded by concessional ordinary capital resources loans and ADF grants under Levels 2–4. To provide general comparability and continuity with previous reporting of concessional assistance results, the CRF will continue this practice. To reduce data volatility because of changing DMC eligibility to receive ADF grants, the country composition will be fixed for 6 years (2019–2024) based on ADF grant eligibility in 2018.

75. **Improved data visualization.** ADB’s continuous work on enhancing data governance is led by the Data Management Subcommittee. Under the digital agenda, information technology initiatives to enhance data visualization are planned. It is anticipated that future editions of the DEfR will use improved data visualization.

VII. RECOMMENDATION

76. The President recommends that the Board approve the ADB Corporate Results Framework, 2019–2024 as described on pp. iii–x of this paper.

LINKS BETWEEN RESULTS FRAMEWORK LEVELS

Table A1.1: Operational Priority 1: Addressing Remaining Poverty and Reducing Inequalities

CRF Level	Pillar 1: Human capital and social protection enhanced for all	Pillar 2: Quality jobs generated	Pillar 3: Opportunities for the most vulnerable increased
Level 1 Development Progress in Asia and the Pacific	<ul style="list-style-type: none"> • Population living on less than \$1.90 a day (% , number) • Population living on less than \$3.20 a day (% , number) • Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference) • Lower secondary education graduation rate (%) a. Female; b. Male • Youth not in education or training (%) a. Female; b. Male • Universal health-care coverage service index (%) • Access to social protection—social assistance (%) 	<ul style="list-style-type: none"> • Unemployment rate (%) a. Female; b. Male • Labor force participation rate (%) a. Female; b. Male • Youth not in education or training (%) a. Female; b. Male • Worldwide Governance Indicators (average score) • Regional cooperation and integration index (average score) 	<ul style="list-style-type: none"> • Population living on less than \$1.90 a day (% , number) • Population living on less than \$3.20 a day (% , number) • Proportion of population with access to electricity (%) • Proportion of population with primary reliance on clean fuels and technology for cooking (%) • Proportion of population using basic drinking water services (%) a. Rural; b. Urban • Proportion of population using basic sanitation services (%) a. Rural; b. Urban • Paved roads (kilometers per 10,000 people) • Proportion of population covered by a mobile network and/or information communication technology (%) • Proportion of adults (15 years and older) with an account at a bank, financial institution, and/or mobile money service provider (%) a. Female; b. Male • Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference) • Countries with high income inequality (% of countries with Gini coefficient exceeding 0.4)

CRF Level	Pillar 1: Human capital and social protection enhanced for all	Pillar 2: Quality jobs generated	Pillar 3: Opportunities for the most vulnerable increased
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> • People benefiting from improved health services, education services, or social protection (number) • People enrolled in improved education and/or training (number) • Health services established or improved (number) • Social protection schemes established or improved (number) 	<ul style="list-style-type: none"> • Jobs generated (number) • Business development and finance sector measures supported in implementation (number) • Models for business development and financing established or improved (number) • Enhanced labor policies or standards implemented (number) 	<ul style="list-style-type: none"> • Poor and vulnerable people with improved standards of living (number) • Infrastructure assets established or improved (number) • New financial products and services made available to the poor and vulnerable (number) • Measures for increased inclusiveness supported in implementation (number)
Level 3 Operations	<ul style="list-style-type: none"> • Operations in frontier economies and/or in new sectors (%) (nonsovereign) • Operations or transactions supporting inclusive business (number) (nonsovereign) • Civil society organization participation (% of committed operations) (sovereign) • Operations contributing to social protection (%) (sovereign and nonsovereign) • Disability-inclusive operations (%) (sovereign and nonsovereign) • Operations supporting poverty reduction and inclusiveness (%) (sovereign and nonsovereign) • Operations that are green, sustainable, inclusive, and resilient (%) (sovereign and nonsovereign) • Financing for education (%) (sovereign and nonsovereign) • Financing for health (%) (sovereign and nonsovereign) • Operations aligned with Sustainable Development Goals: a. %, number; b. %, \$ (sovereign and nonsovereign) 		

CRF = corporate results framework, SME = small and medium-sized enterprise.
 Note: Indicators in bold font are results framework indicators; the rest are tracking indicators.
 Source: ADB (Strategy, Policy and Partnerships Department).

Table A1.2: Operational Priority 2: Accelerating Progress in Gender Equality

CRF Level	Pillar 1: Women's economic empowerment increased	Pillar 2: Gender equality in human capital enhanced	Pillar 3: Women's participation in decision-making and leadership enhanced	Pillar 4: Women's time poverty and drudgery reduced	Pillar 5: Women's resilience to external shocks strengthened
Level 1 Development Progress in Asia and the Pacific	<ul style="list-style-type: none"> • Unemployment rate (%) a. Female; b. Male • Labor force participation rate (%) a. Female; b. Male • Proportion of adults (15 years and older) with an account at a bank, financial institution, and/or mobile money service provider (%) a. Female; b. Male 	<ul style="list-style-type: none"> • Lower secondary education graduation rate (%) a. Female; b. Male • Universal health-care coverage service index (%) 	<ul style="list-style-type: none"> • Worldwide Governance Indicators (average score) 	<ul style="list-style-type: none"> • Proportion of time spent on unpaid domestic and care work (%) a. Female; b. Male • Proportion of population with primary reliance on clean fuels and technology for cooking (%) • Proportion of population using basic drinking water services (%) a. Rural; b. Urban • Proportion of population using basic sanitation services (%) a. Rural; b. Urban • Proportion of population covered by a mobile network and/or information communication technology (%) • Proportion of population with access to electricity (%) 	<ul style="list-style-type: none"> • Deaths attributed to climate-related and geophysical hazards (number) • Access to social protection—social assistance (%)

CRF Level	Pillar 1: Women's economic empowerment increased	Pillar 2: Gender equality in human capital enhanced	Pillar 3: Women's participation in decision-making and leadership enhanced	Pillar 4: Women's time poverty and drudgery reduced	Pillar 5: Women's resilience to external shocks strengthened
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> • Skilled jobs for women generated (number) • Women enrolled in TVET and other job training (number) • Women opening new accounts (number) • Women-owned or -led SME loan accounts opened or women-owned or -led SME end borrowers reached (number) • Women and girls benefiting from new or improved infrastructure (number) 	<ul style="list-style-type: none"> • Women and girls completing secondary and tertiary education and/or other training (number) • Women and girls enrolled in STEM or nontraditional TVET (number) • Health services for women and girls established or improved (number) • Solutions to prevent or address gender-based violence implemented (number) 	<ul style="list-style-type: none"> • Women represented in decision-making structures and processes (number) • Women with strengthened leadership capacities (number) • Measures on gender equality supported in implementation (number) 	<ul style="list-style-type: none"> • Women and girls with increased time savings (number) • Time-saving or gender-responsive infrastructure assets and/or services established or improved (number) • Child and elderly care services established or improved (number) 	<ul style="list-style-type: none"> • Women and girls with increased resilience to climate change, disasters, and other external shocks (number) • Community-based initiatives to build resilience of women and girl to external shocks implemented (number) • Climate- and disaster-resilient infrastructure assets and/or services for women and girls established or improved (number) • Savings and insurance schemes for women implemented or established (number) • Dedicated crisis-responding social assistance schemes for women and girls implemented or established (number)
Level 2B	<ul style="list-style-type: none"> • Completed operations delivering intended gender equality results (%) (sovereign and nonsovereign) 				
Level 3 Operations	<ul style="list-style-type: none"> • Committed operations classified <i>gender equity theme</i> or <i>effective gender mainstreaming</i> (%) (sovereign and nonsovereign) • Committed operations classified <i>gender equity theme, effective gender mainstreaming, or some gender elements</i> (%) (sovereign and nonsovereign) • Committed operations that promote gender equality (%) (sovereign and nonsovereign) • Operations that are green, sustainable, inclusive, and resilient (%) (sovereign and nonsovereign) • Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign) • Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number); b. (% , \$) 				

SME = small and medium-sized enterprise; STEM = science, technology, engineering, and math; TVET = technical and vocational education and training.

Note: indicators in bold font are results framework indicators; the rest are tracking indicators.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A1.3: Operational Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience and Enhancing Environmental Sustainability

Level	Pillar 1: Mitigation of climate change increased	Pillar 2: Climate and disaster resilience built	Pillar 3: Environmental sustainability enhanced
Level 1 Development Progress in Asia and the Pacific	<ul style="list-style-type: none"> CO₂ emissions per unit of GDP (kg per \$ constant 2010 PPP GDP) 	<ul style="list-style-type: none"> Deaths attributed to climate-related and geophysical hazards (number) Deaths attributed to climate-related and geophysical hazards (number) <ol style="list-style-type: none"> Climate-related hazards; Geophysical hazards 	<ul style="list-style-type: none"> PM2.5 air pollution, mean annual exposure (micrograms per cubic meter) Proportion of population with primary reliance on clean fuels and technology for cooking (%) Forest area as a proportion of total land area (%) Coverage of protected areas in relation to marine areas (%) Environmental performance index score (average number)
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> Total annual greenhouse gas emissions reduction (tCO₂e/year) Additional climate finance mobilized (\$) People with increased capacity in implementing mitigation and low-carbon development actions (number) Low-carbon infrastructure assets established or improved (number) Installed renewable energy capacity (megawatts) Low-carbon solutions promoted and implemented (number) 	<ul style="list-style-type: none"> People with strengthened climate and disaster resilience (number) Area with reduced flood risk (hectares) Gender-inclusive climate and disaster resilience capacity development initiatives implemented (number) Financial preparedness instruments provided (number) National and subnational disaster risk reduction and/or management plans supported in implementation (number) New and existing infrastructure assets made climate and disaster resilient (number) 	<ul style="list-style-type: none"> People benefiting from strengthened environmental sustainability (number) Pollution control enhancing infrastructure assets established or improved (number) Solutions to enhance pollution control and resource efficiency implemented (number) Solutions to conserve, restore, and/or enhance terrestrial, coastal, and marine areas implemented (number) Terrestrial, coastal, and marine areas conserved, restored, and/or enhanced (hectares) Sustainable water–food–energy security nexus solutions implemented (number)
Level 3 Operations	<ul style="list-style-type: none"> Committed operations that support climate change mitigation and adaptation (%) (sovereign and nonsovereign) Committed operations supporting climate change (%) (sovereign and nonsovereign) <ol style="list-style-type: none"> Mitigation; b. Adaptation; c. Both Financing for climate change (\$ billion, cumulative) (sovereign and nonsovereign) <ol style="list-style-type: none"> Mitigation; b. Adaptation; c. Both Operations that are green, sustainable, inclusive, and resilient (%) (sovereign and nonsovereign) 		

CO₂ = carbon dioxide, tCO₂e/year = tons of carbon dioxide equivalent per year, DMC = developing member country, GDP = gross domestic product, kg = kilogram, PPP = purchasing power parity.

Note: Indicators in bold font are results framework indicators; the rest are tracking indicators.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A1.4: Operational Priority 4: Making Cities More Livable

Level	Pillar 1: Coverage, quality, efficiency and reliability of services in urban areas improved	Pillar 2: Urban planning and financial sustainability of cities strengthened	Pillar 3: Urban environment, climate resilience and disaster management of cities improved
Level 1 Development Progress in Asia and the Pacific	<ul style="list-style-type: none"> Proportion of population using basic drinking water services (%) a. Rural; b. Urban Proportion of population using basic sanitation services (%) a. Rural; b. Urban Proportion of population with access to electricity (%) Proportion of population with primary reliance on clean fuels and technology for cooking (%) Paved roads (kilometers per 10,000 people) 	<ul style="list-style-type: none"> Worldwide Governance Indicators (average score) Tax revenue (% of GDP) 	<ul style="list-style-type: none"> PM2.5 air pollution, mean annual exposure (micrograms per cubic meter) Deaths attributed to climate-related and geophysical hazards (number) Deaths attributed to climate-related and geophysical hazards (number) <ul style="list-style-type: none"> a. Climate-related hazards; b. Geophysical hazards Environmental performance index score (average number)
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> People benefiting from improved services in urban areas (number) Service providers with improved performance (number) Urban infrastructure assets established or improved (number) 	<ul style="list-style-type: none"> Entities with improved urban planning and financial sustainability (number) Measures to improve regulatory, legal, and institutional environment for better planning supported in implementation (number) Measures to improve financial sustainability supported in implementation (number) 	<ul style="list-style-type: none"> Zones with improved urban environment, climate resilience, and disaster risk management (number) Solutions to enhance urban environment implemented (number) Urban climate and disaster resilience capacity development initiatives implemented (number)
Level 3 Operations	<ul style="list-style-type: none"> Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign) Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number); b. (% , \$) 		

GDP = gross domestic product, PM2.5 = particulate matter less than 2.5 micrometers in diameter.

Note: Indicators in bold font are results framework indicators; the rest are tracking indicators.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A1.5: Operational Priority 5: Promoting Rural Development and Food Security

Level	Pillar 1: Rural development enhanced	Pillar 2: Efficiency of agricultural value chains improved	Pillar 3: Food security increased
Level 1 Development Progress in Asia and the Pacific	<ul style="list-style-type: none"> Proportion of population using basic drinking water services (%) a. Rural; b. Urban Proportion of population using basic sanitation services (%) a. Rural; b. Urban Proportion of population with access to electricity (%) Proportion of population with primary reliance on clean fuels and technology for cooking (%) Paved roads (kilometers per 10,000 people) 	<ul style="list-style-type: none"> Population living on less than \$1.90 a day (% , number) Population living on less than \$3.20 a day (% , number) Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference) Prevalence of stunting among children under 5 years (%) 	<ul style="list-style-type: none"> Prevalence of stunting among children under 5 years (%) Environmental performance index score (average number)
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> People benefiting from increased rural investment (number) Rural infrastructure assets established or improved (number) Companies providing new or improved nonagricultural goods and services (number) Health care, education, and financial services established or improved (number) Rural economic hubs supported (number) 	<ul style="list-style-type: none"> Farmers with improved market access (number) Wholesale markets established or improved (number) Storage, agri-logistics, and modern retail assets established or improved (number) Agribusinesses integrating farmers in efficient value chains (number) Food safety and traceability standards improved (number) 	<ul style="list-style-type: none"> Land with higher productivity (hectares) Land improved through climate-resilient irrigation infrastructure and water delivery services (hectares) Farmers using quality farm inputs and sustainable mechanization (number) Commercial farming land supported (hectares) Modern knowledge-intensive corporate farming models introduced (number)
Level 3 Operations	<ul style="list-style-type: none"> Operations in frontier economies and/or in new sectors (%) (nonsovereign) Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign) Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number); b. (% , \$) 		

Note: Indicators in bold font are results framework indicators; the rest are tracking indicators.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A1.6: Operational Priority 6: Strengthening Governance and Institutional Capacity

Level	Pillar 1: Improved public and corporate sector management functions and financial stability	Pillar 2: More effective, timely, corruption-free and citizen-centric delivery of services
Level 1 Regional Progress	<ul style="list-style-type: none"> • Worldwide Governance Indicators (average score) • Debt sustainability <ul style="list-style-type: none"> a. Present value of debt (% of GNI); b. Total debt service (% of GNI) • Tax revenue (% of GDP) 	<ul style="list-style-type: none"> • Worldwide Governance Indicators (average score) • Proportion of population with access to electricity (%) • Proportion of population using basic drinking water services (%) a. Rural; b. Urban • Proportion of population using basic sanitation services (%) a. Rural; b. Urban • Paved roads (kilometers per 10,000 people) • Proportion of population covered by a mobile network and/or information communication technology (%) • Access to social protection—social assistance (%) • Lower secondary education graduation rate (%) <ul style="list-style-type: none"> a. Female b. Male • Universal health-care coverage service index (%)
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> • Entities with improved management functions and financial stability (number) • Government officials with increased capacity to design, implement, monitor, and evaluate relevant measures (number) • Measures supported in implementation to improve capacity of public organizations to promote the private sector and finance sector (number) • Measures supported in implementation that promote resilience and responsiveness to economic shocks in a timely manner (number) • Transparency and accountability measures in procurement and financial management supported in implementation (number) 	<ul style="list-style-type: none"> • Entities with improved service delivery (number) • Service delivery standards adopted and/or supported in implementation by government and/or private entities (number) • Measures supported in implementation to strengthen subnational entities' ability to better manage their public finances (number) • Measures to strengthen SOE governance supported in implementation (number) • Citizen engagement mechanisms adopted (number)
Level 3 Operations	<ul style="list-style-type: none"> • Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign) • Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number); b. (% , \$) • Operations using country procurement systems (% , \$) (sovereign) • Contracts using government e-procurement systems (\$ billion) (sovereign) • Civil society organization participation (% of committed operations) (sovereign) 	

GDP = gross domestic product, GNI = gross national income, SOE = state-owned enterprise.

Note: Indicators in bold font are results framework indicators; the rest are tracking indicators.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A1.7: Operational Priority 7: Fostering Regional Cooperation and Integration

	Pillar 1: Greater and higher quality connectivity between economies	Pillar 2: Global and regional trade and investment opportunities expanded	Pillar 3: Regional public goods increased and diversified
Level 1 Regional Progress	<ul style="list-style-type: none"> • Regional cooperation and integration index (average score) 		
	<ul style="list-style-type: none"> • Proportion of population with access to electricity (%) • Paved roads (kilometers per 10,000 people) • Proportion of population covered by a mobile network and/or information communication technology (%) 	<ul style="list-style-type: none"> • Regional cooperation and integration index— Money and finance (average score) • Debt sustainability a. Present value of debt (% of GNI); b. Total debt service (% of GNI) • Tax revenue (% of GDP) 	<ul style="list-style-type: none"> • Environmental performance index score (average number) • CO₂ emissions per unit of GDP (kg per \$ constant 2010 PPP GDP) • Deaths attributed to climate-related and geophysical hazards (number) • Deaths attributed to climate-related and geophysical hazards (number) <ul style="list-style-type: none"> a. Climate-related hazards b. Geophysical hazards • Forest area as a proportion of total land area (%) • Youth not in education or training (%) a. Female; b. Male • Lower secondary education graduation rate (%) a. Female; b. Male • Universal health-care coverage service index (%)
Level 2 Outcomes (Proxies) of Completed Projects	<ul style="list-style-type: none"> • Cargo transported and energy transmitted across borders (\$) • Transport and ICT connectivity assets established or improved (number) • Measures to improve the efficiency and/or productivity of cross-border connectivity supported in implementation (number) • Clean energy capacity for power trade installed or improved (megawatt equivalent) • Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in energy, transport, or ICT connectivity (number) 	<ul style="list-style-type: none"> • Trade and investment facilitated (\$) • Measures to improve execution of provisions in existing or new trade or investment agreements supported in implementation (number) • Measures to develop existing and/or new cross-border economic corridors supported in implementation (number) • Measures to improve regional financial cooperation supported in implementation (number) • Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in trade, finance, or multisector economic corridors (number) 	<ul style="list-style-type: none"> • Regional public goods initiatives successfully reducing cross-border environmental or health risks, or providing regional access to education services (number) • Measures to improve shared capacity of DMCs to mitigate or adapt to climate change supported in implementation (number) • Measures to expand cross-border environmental protection and sustainable management of shared natural resources supported in implementation (number) • Measures to improve regional public health and education services supported in implementation (number) • Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs on regional public goods (number)

	Pillar 1: Greater and higher quality connectivity between economies	Pillar 2: Global and regional trade and investment opportunities expanded	Pillar 3: Regional public goods increased and diversified
Level 3 Operations	<ul style="list-style-type: none"> • Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign) • Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number); b. (% , \$) 		

CO₂ = carbon dioxide, DMC = developing member country, GNI = gross national income, ICT = information and communication technology, kg = kilogram, PPP = purchasing power parity.

Note: Indicators in bold font are results framework indicators; the rest are tracking indicators.

Source: ADB (Strategy, Policy and Partnerships Department).

RATIONALE FOR INDICATORS

Table A2.1: Level 1: Development Progress in Asia and the Pacific

Regional Progress Indicators ^a (10 indicators)		Tracking Indicators (23 indicators)	
Indicator	Rationale	Indicator	Rationale
1. Population living on less than \$1.90 a day (% , number)	RETAINED. This pivotal SDG headline indicator is closely related to ensuring inclusiveness and promoting prosperity. The indicator considers those living in extreme poverty beneath the international poverty line.	1. Population living on less than \$3.20 a day (% , number)	RETAINED a tracking indicator to monitor people living close to the poverty line who are vulnerable to external shocks such as natural and economic disasters
		2. Youth not in education or training (%) a. Female b. Male	NEW a tracking indicator related to human capital included to track people's ability to escape poverty and achieve prosperity
		3. Lower secondary education graduation rate (%) a. Female b. Male	RETAINED a tracking indicator related to human capital to track people's ability to escape poverty and achieve prosperity
		4. Universal health-care coverage service index (%)	NEW a tracking indicator related to human capital to track people's ability to escape poverty and achieve prosperity
		5. Proportion of adults (15 years and older) with an account at a bank, financial institution, and/or mobile money service provider (%) a. Female b. Male	MOVED from TRF RFI; a tracking indicator to monitor people's ability to escape poverty and achieve prosperity
2. Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference)	RETAINED. This officially agreed SDG indicator on income inequality considers whether the incomes of the poorest 40% of the population are increasing faster than the total population, in order to identify whether inequality has a chance of decreasing.	6. Countries with high income inequality (% of countries with Gini coefficient exceeding 0.4)	RETAINED to track wealth distribution within a society, which will provide a complementary measure of inequality in the region
3. Annual growth rate of real GDP per capita in 2010 constant United States dollars (%)	RETAINED. This official SDG 8 indicator captures one important dimension of regional prosperity and a high-level objective of ADB projects, which is to support sustained economic growth, along with other tracking indicators to		

Regional Progress Indicators ^a (10 indicators)		Tracking Indicators (23 indicators)	
Indicator	Rationale	Indicator	Rationale
	ensure that development progress in the region considers the quality of growth and its linkages to inclusiveness, environmental sustainability, and resilience.		
4. Unemployment rate (%) a. Female b. Male	NEW. This official SDG 8 indicator highlights one dimension of women's economic empowerment (or lack thereof), as well as wider prosperity.	7. Labor force participation rate (%) a. Female b. Male	NEW to provide a more complete view of women's economic empowerment in the region
		8. Proportion of time spent on unpaid domestic and care work (%) a. Female b. Male	NEW to provide a more complete view of women's economic empowerment in the region
5. CO ₂ emissions per unit of GDP (kg per \$ constant 2010 PPP GDP)	RETAINED. This climate change mitigation and environmental sustainability SDG indicator captures the emissions efficiency of an economy. It will be complemented with additional data points on absolute and per capita greenhouse gas emissions in the region.	9. Forest area as a proportion of total land area (%)	MOVED from TRF RFI to capture wider environmental sustainability issues
		10. Coverage of protected areas in relation to marine areas (%)	RETAINED to capture ocean health issues
		11. Environmental performance index score (average number)	NEW to capture wider environmental sustainability issues
6. Deaths attributed to climate-related and geophysical hazards (number)	NEW. This indicator captures the losses incurred from natural hazards and is an official SDG 1 (Zero Poverty) and SDG 13 (Climate Action) indicator. These losses represent one indicator of resilience. Data on deaths resulting from such hazards are the most reliable.	12. Deaths attributed to climate-related and geophysical hazards (number) a. Climate-related hazards b. Geophysical hazards	NEW to track disaster resilience which is closely related to poverty. Resilience is an integrated concept that is closely related to wider development outcomes. Losses from hazards represent only one narrow measure of a society's resilience to climate change and disasters
		13. Access to social protection—social assistance (%)	RETAINED to track resilience, including disaster resilience, which is closely related to poverty. Resilience is an integrated concept that is closely related to wider development outcomes Losses from hazards represent only one narrow measure of a society's resilience to climate change and disasters

Regional Progress Indicators ^a (10 indicators)		Tracking Indicators (23 indicators)	
Indicator	Rationale	Indicator	Rationale
7. PM2.5 air pollution, mean annual exposure (micrograms per cubic meter)	NEW. Air quality affects human health and is an indicator of environmental sustainability. This official SDG 11 (Sustainable Cities and Communities) indicator is symbolic of the quality of life in a city, providing one critical insight into the livability of the region's cities.	14. Proportion of population with primary reliance on clean fuels and technology for cooking (%)	NEW to capture the concept of making cities more livable as well as promoting rural development in terms of access to basic services
8. Prevalence of stunting among children under 5 years (%)	RETAINED. This SDG 2 (Zero Hunger) indicator captures the effects of malnutrition on child well-being and is a critical indicator of food security.		
9. Worldwide Governance Indicators (average score)	MOVED from TRF SEDI. Data on SDG 16 (Peace and Strong Institutions) indicators are very limited at present. This widely referenced World Bank-produced indicator uses multiple data sources to assess six dimensions of governance, with good ADB DMC coverage.	15. Debt sustainability a. Present value of debt (% of GNI) b. Total debt service (% of GNI)	NEW to complement indicators measuring governance and strong institutions
		16. Tax revenue (% of GDP)	NEW to complement indicators measuring governance and strong institutions
		17. Time to start a business (days)	MOVED from TRF RFI
10. Regional cooperation and integration index (average score)	NEW. ADB's Economic Research and Regional Cooperation Department created an index capturing multiple dimensions of regional integration, including trade. The version used as the RFI in the corporate results framework has been modified to focus on the five pillars for which there is data coverage for two-thirds of ADB DMCs.	18. Regional cooperation and integration index—Money and finance (average score)	NEW to complement the indicator capturing multiple dimensions of regional integration
		Cross-cutting Tracking Indicators	
		19. Proportion of population with access to electricity (%)	MOVED from TRF RFI to capture the concept of making cities more livable as well as promoting rural development in the region in terms of access to basic services
		20. Proportion of population using basic drinking water services (%) a. Rural b. Urban	MOVED from TRF RFI to capture the concept of making cities more livable as well as promoting rural

Regional Progress Indicators ^a (10 indicators)		Tracking Indicators (23 indicators)	
Indicator	Rationale	Indicator	Rationale
			development in the region in terms of access to basic services
		21. Proportion of population using basic sanitation services (%) a. Rural b. Urban	MOVED from TRF RFI to capture the concept of making cities more livable as well as promoting rural development in the region in terms of access to basic services
		22. Paved roads (kilometers per 10,000 people)	RETAINED to track rural development in the region in terms of access to basic services as well as to capture ADB's regional cooperation programs on supporting infrastructure connectivity
		23. Proportion of population covered by a mobile network and/or information and communication technology (%)	NEW to capture ADB's regional cooperation programs on supporting infrastructure connectivity

ADB = Asian Development Bank, CO₂ = carbon dioxide, DMC = developing member country, GDP = gross domestic product, GNI = gross national income, PM2.5 = particulate matter less than 2.5 micrometers in diameter, PPP = purchasing power parity, RFI = results framework indicator, SDG = Sustainable Development Goal, SEDI = standard explanatory data indicator, TRF = Transitional Results Framework, 2017–2020.

^a Level 1 indicators are renamed “regional progress indicators,” and since ADB reviews regional development progress against baselines, they remain under the umbrella of RFIs.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A2.2: Level 2: Results from ADB's Completed Operations

Results Framework Indicators (27 indicators)		Tracking Indicators (88 indicators)	
Indicator	Rationale	Indicator	Rationale
Level 2A. Strategy 2030 Operational Priority Results (22) (results in Strategy 2030 seven operational priorities achieved)		Level 2A. Strategy 2030 Operational Priority Results (77) (operations successfully completed)	
These indicators will aggregate the results across all types of ADB projects including loan grants and TA for operational priority plan pillar indicators. The focus of these indicators is on thematic outcomes.		These indicators will aggregate the results across all types of ADB projects including loan grants and TA for operational priority plan sub-pillar indicators. The focus of these indicators is on thematic outcomes and outcome proxies.	
Level 2B. Quality of Completed Operations (5) (operations successfully completed)		Level 2B. Quality of Completed Operations (11) (operations successfully completed)	
1. Completed operations rated <i>successful</i> (%) (sovereign)	MODIFIED by combining the TRF indicators of (i) project and (ii) policy-based operations, and (iii) rated likely sustainable to reduce the number of RFIs as disaggregation is provided in the tracking indicators	1. Completed operations rated <i>successful</i> (%) (sovereign) a. Projects b. Policy-based lending c. FCAS DMCs d. Small island developing states	NEW to disaggregate success rates for fragile and conflict-affected situations and small island developing states in line with the country differentiation focus of Strategy 2030

Results Framework Indicators (27 indicators)		Tracking Indicators (88 indicators)	
Indicator	Rationale	Indicator	Rationale
	Report on the overall success rate of sovereign operations maintaining consistency with the TRF		
		2. Completed operations rated <i>successful</i> (%) (sovereign) a. Relevance b. Efficiency c. Effectiveness d. Sustainability	RETAINED to disaggregate the overall sovereign success rate to complement the RFI by the four rated criteria from project completion report validation reports and project evaluation reports. Supplement analysis of success rating by providing data on the sovereign operations that were completed on time (within 1 year from financial closure)
2. Projects closed on time (%) (sovereign)	MOVED from TRF SEDI to provide greater emphasis on an area where ADB's performance needs to be improved Enables analysis of success rating by providing data on the sovereign operations that were completed on time (within 1 year from financial closure)	3. Operations completed on budget (%) (sovereign)	RETAINED to supplement RFIs by providing data on budget (within the contracted amounts) at completion
3. Completed operations rated <i>successful</i> (%) (nonsovereign)	RETAINED	4. Completed operations rated <i>successful</i> (%) (nonsovereign) a. Development results b. ADB's additionality c. ADB's investment profitability d. ADB's work quality	NEW to disaggregate the overall nonsovereign success rate to complement the RFI by the four rated criteria from extended annual review validation report and project performance evaluation reports
4. Completed operations delivering intended gender equality results (%) (sovereign and nonsovereign)	RETAINED		
5. Clients satisfied with the use of ADB knowledge products (%)	NEW to measure the use and application of ADB knowledge products by clients	5. Web-distributed knowledge solutions (number of downloads)	MOVED from TRF RFI
		6. Engagement on social media (number) a. Subscribers and followers b. Active engagement	MOVED from TRF SEDI

Results Framework Indicators (27 indicators)		Tracking Indicators (88 indicators)	
Indicator	Rationale	Indicator	Rationale
		7. Event participants reporting increased knowledge and/or skills (number)	NEW to track effectiveness of ADB's delivery of knowledge services
		8. Clients satisfied with ADB's development effectiveness (%)	NEW MDB-harmonized indicator to track client perspectives on ADB's results
		9. Completed technical assistance projects rated <i>successful</i> (%) (sovereign and nonsovereign)	<p>MOVED from TRF RFI as a validation pilot of TA success rates by IED is ongoing</p> <p>This will lead to two different sets of success rates: validated and unvalidated, which should not be combined into a single measurement</p> <p>This tracking indicator will report the unvalidated TA success rate until the completion of the IED pilot at which stage consideration will be given for reporting both validated and unvalidated success rates, separately</p>
		10. Completed country strategies and assistance programs rated <i>successful</i> (%) (sovereign and nonsovereign)	<p>MOVED from TRF RFI as current indicator combines success rates for CPS FRVs and CAPEs</p> <p>Given the difference in scope, level of effort, and time frame, these success rates should not be combined into a single measurement</p> <p>In addition, the scope of any particular CAPE overlaps with previous CPS FRVs in essence double-counting the period covered by the CPS FRV</p> <p>Finally, the CPS results framework is being revisited in 2019, which may lead to substantial changes in the rating methodology for CPS FRVs vs CAPEs</p>
		11. Impact evaluations completed (number)	RETAINED

ADB = Asian Development Bank, CAPE = country assistance program evaluation, CPS = country partnership strategy, DMC = developing member country, FCAS = fragile and conflict-affected situations, FRV = final review validation, IED = Independent Evaluation Department, MDB = multilateral development bank, OP =

operational priority, RFI = results framework indicator, SEDI = standard explanatory data indicator, TA = technical assistance, TRF = Transitional Results Framework, 2017–2020.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A2.3: Level 3: ADB’s Operational Management

Results Framework Indicators (15 indicators)		Tracking Indicators (27 indicators)	
Indicator	Rationale	Indicator	Rationale
Level 3A. Design and Implementation Quality (high-quality operations prepared and satisfactorily implemented)			
1. Infrastructure projects that are design-ready (%) (sovereign)	MOVED from TRF SEDI highlighting the importance of readiness as a measure of quality at entry and determinant of efficient implementation		
2. Infrastructure projects that are procurement-ready (%) (sovereign)	RETAINED		
3. Performance of operations at implementation rated <i>satisfactory</i> (%) (sovereign)	RETAINED. The project performance report rating is composed of five sub-indicators – output, contract awards, disbursements, safeguards, and financial. The output, safeguards and financial indicators are all being substantially revised. These revisions will change the nature of the indicator and hence there is no baseline. Consequently, this indicator is proposed with a target of “monitor.”	1. Performance of operations at implementation rated <i>satisfactory</i> (%) (sovereign) a. Output b. Contract award c. Disbursement d. Financial management e. Safeguards	RETAINED
4. Operations at risk of not achieving development results (%) (nonsovereign)	NEW. This indicator has been created to flag at an early stage any risk to achievement of development results in the design and monitoring framework. Proactive measures based on the data from this indicator are intended to improve the success rate at completion over time.		
Level 3B. Development Finance (development finance mobilized and transferred)			
		2. Time from concept approval to first disbursement (months) (sovereign) a. From concept approval to loan fact-finding	MODIFIED to harmonize with six other multilateral development banks as part of the G7 response on value for money

Results Framework Indicators (15 indicators)		Tracking Indicators (27 indicators)	
Indicator	Rationale	Indicator	Rationale
		<ul style="list-style-type: none"> b. From loan fact-finding to approval c. From approval to commitment d. From commitment to first disbursement 	This indicator subsumes previous TRF RFIs of “Sovereign operations processing time” and “Time from approval to first contract in sovereign projects”, and TRF SEDIs of “Approval to effectiveness for sovereign operations”, “Processing time of sovereign operations by sovereign projects and policy-based operations.”
		3. Time from concept approval to first disbursement (months) (nonsovereign) <ul style="list-style-type: none"> a. From mandate approval to project approval b. From approval to signing c. From signing to first disbursement 	MODIFIED to harmonize with six other multilateral development banks as part of the G7 response on value for money This replaces TRF RFI of “Nonsovereign operations processing time”
5. Disbursement rate (%) (sovereign)	NEW to measure performance of regional departments under the new operational performance metrics, as set out in the President’s planning directions	4. Overall disbursement (\$ billion) (sovereign)	NEW to track key performance metric of project implementation that has been included in the DEfR text but never as an indicator
		5. Disbursement ratio (%) (sovereign)	RETAINED and MOVED from TRF RFI
		6. Approvals (\$ billion) (sovereign and nonsovereign)	NEW to track key performance metric of project processing that has been included in the DEfR text but never as an indicator
		7. Commitments (\$ billion) (sovereign and nonsovereign)	NEW to track key performance metric of project processing that has been included in the DEfR text but never as an indicator
		8. Commitments in concessional assistance countries (Group A + Group B) (%) (sovereign and nonsovereign)	NEW to track key performance metric of project processing that has been included in the DEfR text but never as an indicator. The disaggregation for group A and B countries will show the proportion of commitments going to countries receiving concessional assistance

Results Framework Indicators (15 indicators)		Tracking Indicators (27 indicators)	
Indicator	Rationale	Indicator	Rationale
		9. Commitments in FCAS DMCs and SIDS (%) (sovereign and nonsovereign)	NEW to track key performance metric of project processing that has been included in the DEFIR text but never as an indicator. The disaggregation for fragile and conflict-affected situations and small island developing states will show the proportion of commitments in line with the country differentiation focus of Strategy 2030
6. Cofinancing ratio (%) (nonsovereign)	NEW to measure the long-term nonsovereign cofinancing following the harmonized definition of the multilateral development banks as per the indicator and target from para. 82 and footnote 39 of Strategy 2030. This indicator will be used in the annual measurement of performance of the private sector operations department under the new operational performance metrics, as set out in the President's planning directions.	10. Private direct mobilization (\$ billion) (sovereign and nonsovereign)	NEW to harmonize with six other multilateral development banks as part of the G7 response on value for money. This will show the financing on commercial terms because of the active and direct involvement of ADB, demonstrating ADB's leveraging of resources in line with Strategy 2030.
		11. Sovereign cofinancing (\$ billion) (sovereign)	MODIFIED from TRF RFI to measure official cofinancing using more restrictive definition that better tracks ADB's value addition
7. Financing for education (%) (sovereign and nonsovereign)	RETAINED to ensure continuity of tracking the relative of share of education support, under Operational Priority 1 pillar 1		
8. Financing for health (%) (sovereign and nonsovereign)	RETAINED to ensure continuity of tracking the relative share of health support, under Operational Priority 1 pillar 1		
Level 3C. Strategic Alignment (Strategy 2030 priorities promoted)			
9. Committed operations classified <i>gender equity theme or effective gender mainstreaming</i> (%) (sovereign and nonsovereign)	RETAINED	12. Committed operations that promote gender equality (%) (sovereign and nonsovereign)	NEW to track ADB's performance under each of the four gender categorizations, with identification of separate contributions from

Results Framework Indicators (15 indicators)		Tracking Indicators (27 indicators)	
Indicator	Rationale	Indicator	Rationale
		a1. GEN—sovereign operations a2. GEN—nonsovereign operations b1. EGM—sovereign operations b2. EGM—nonsovereign operations c1. SGE—sovereign operations c2. SGE—nonsovereign operations d1. NGE—sovereign operations d2. NGE—nonsovereign operations	sovereign and nonsovereign operations.
10. Committed operations classified <i>gender equity theme, effective gender mainstreaming or some gender elements</i> (%) (sovereign and nonsovereign)	NEW to measure ADB's overall performance in promoting gender equality, as per the indicator and target from para 41 of Strategy 2030		
		13. Financing for gender equality (%) (sovereign and nonsovereign)	RETAINED
11. Committed operations that support climate change mitigation and adaptation (%) (sovereign and nonsovereign)	RETAINED as per the indicator and target from para 49 of Strategy 2030	14. Committed operations supporting climate change (%) (sovereign and nonsovereign) a. Mitigation b. Adaptation c. Both	RETAINED
12. Financing for climate change mitigation and adaptation (\$ billion, cumulative) (sovereign and nonsovereign)	MODIFIED to measure ADB's performance on a cumulative basis, as per the indicator and target from para 49 of Strategy 2030	15. Financing for climate change (\$ billion, cumulative) (sovereign and nonsovereign) a. Mitigation b. Adaptation c. Both	MODIFIED to track ADB's performance on a cumulative basis
13. Nonsovereign operations as a share of total ADB operations (% , number) (nonsovereign)	NEW to measure the share of ADB's nonsovereign operations as per the indicator and target from para. 69 of Strategy 2030	16. Nonsovereign operations as a share of total ADB operations (% , \$) (nonsovereign)	RETAINED and MOVED from TRF RFI to ensure continuity of tracking the relative share of ADB's nonsovereign commitments
14. Operations in frontier economies and/or in new sectors (%) (nonsovereign)	NEW to measure the widening geographic coverage and diversification of ADB's nonsovereign operations		

Results Framework Indicators (15 indicators)		Tracking Indicators (27 indicators)	
Indicator	Rationale	Indicator	Rationale
15. Operations supporting poverty reduction and inclusiveness (%) (sovereign and nonsovereign)	NEW to track ADB operations that support poverty reduction and inclusiveness under Operational Priority 1	17. Operations or transactions supporting inclusive business (number) (nonsovereign)	RETAINED
		18. Knowledge products and services delivered (%)	NEW to track quantity of ADB's delivery in the area of knowledge products and services
		19. Operations that are green, sustainable, inclusive, and resilient (%) (sovereign and nonsovereign)	NEW to track the characteristics of the infrastructure investments provided by ADB in line with "quality infrastructure" principles
		20. Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign)	NEW to track the alignment of the share of the ADB's commitments to the seven operational priorities of the Strategy 2030
		21. Operations contributing to social protection (%) (sovereign and nonsovereign)	RETAINED and MOVED from TRF RFI to ensure continuity of tracking the relative of share social protection support, under Operational Priority 1 pillar 1
		22. Disability-inclusive operations (%) (sovereign and nonsovereign)	NEW to track ADB's disability-inclusive operations
		23. Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number) b. (% , \$)	NEW to track the alignment of the share of the ADB's commitments to the SDGs
		24. Operations using country procurement systems (%) (sovereign)	MODIFIED to focus only on the country systems related to procurement, given that the proposed results framework indicator on project performance rating will now include improved measurement of financial management
		25. Contracts using government e-procurement systems (\$ billion) (sovereign)	NEW to track the effectiveness of ADB's capacity building and promotion of e-procurement systems, strengthening the digital infrastructure of DMCs which will result in faster and more accurate

Results Framework Indicators (15 indicators)		Tracking Indicators (27 indicators)	
Indicator	Rationale	Indicator	Rationale
			procurement processes, speeding up project implementation
		26. Innovative operations and technical assistance projects (%) (sovereign and nonsovereign)	NEW to track ADB's promotion of innovation in operations bank-wide under the new operational performance metrics, as set out in the President's planning directions
		27. Civil society organizations' participation (% of committed operations) (sovereign)	RETAINED

ADB = Asian Development Bank; DEfR = development effectiveness review; DMC = developing member country; EGM = effective gender mainstreaming; FCAS = fragile and conflict-affected situations; G7 = Group of Seven; NGE = no gender elements; RFI = results framework indicator; SDG = sustainable development goal; SEDI = standard explanatory data indicator; SGE = some gender elements; SIDS = small island developing state; TRF = Transitional Results Framework, 2017–2020.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A2.4: Level 4: ADB's Organizational Effectiveness

Results Framework Indicators (8 indicators)		Tracking Indicators (20 indicators)	
Indicator	Rationale	Indicator	Rationale
Level 4A. Organizational Systems and Processes (organizational systems and processes improved)			
1. Quality of budget management (%)	NEW to measure the quality of budget management, the credibility of the budget, and the effective allocation of the budget		
		1. Equity–loan ratio (%) (sovereign and nonsovereign)	NEW to track the headroom in ADB's lending capacity
		2. Impaired loans ratio (%) (nonsovereign)	NEW to track the quality of ADB's nonsovereign portfolio
		3. Weighted average risk rating of the nonsovereign portfolio (%) (nonsovereign)	NEW to track the risk rating of the nonsovereign portfolio
		4. Internal administrative expenses per \$1 million disbursement (\$'000)	MOVED from TRF RFI to track budget efficiency
		5. Internal administrative expenses per project under administration (\$'000)	NEW to track budget efficiency
		6. Internal administrative expenses per project approved (\$'000)	NEW to track budget efficiency

Results Framework Indicators (8 indicators)		Tracking Indicators (20 indicators)	
Indicator	Rationale	Indicator	Rationale
2. Procurement contract transactions of \$10 million or more with processing time of 40 days or less (%) (sovereign)	MODIFIED to improve performance measurement by changing the unit of measure from average days to the percentage completed within the target time	7. Procurement time from advertisement to contract signing, \$10 million or more (days) (sovereign)	RETAINED
		8. Consulting services recruitment time for ADB-administered contracts, from consulting services recruitment notice to consultant contract signing (days) (sovereign)	RETAINED
		9. Projects' audited financial statements reviewed on time (%) (sovereign)	NEW to track the efficiency of ADB review of financial documents
3. Representation of women in the international staff category (%)	RETAINED	10. Representation of women in the international staff category (%) a. Levels 4–6 b. Levels 7–8 c. Levels 9–10	MODIFIED to track diversity in ADB's hiring for women at mid to senior levels of international staff, which has been included in the DEFIR text but never as an indicator
4. Projects or transactions with sovereign–nonsovereign collaboration (number, cumulative) (sovereign and nonsovereign)	NEW to measure the extent of nonsovereign–sovereign collaboration in line with the new operational performance metrics, as set out in the President's planning directions		
		11. Clients satisfied with ADB's responsiveness (%)	NEW to track client's perspectives on ADB's responsiveness
		12. Stakeholders satisfied with ADB's collaboration with development partners (%)	NEW to track client's perspectives on ADB's interaction and collaboration with development partners
Level 4B. Organizational Capacity (organizational capacity increased)			
5. Staff rating ADB's effectiveness in digital transformation (%)	NEW to measure staff perspectives on the foundational elements for ADB's digital transformation	13. Digital products completed (number)	NEW to track the effectiveness of ADB's digital transformation initiatives
6. Staff rating ADB as providing enabling culture for Strategy 2030 implementation (%)	NEW to measure staff perceptions of the key elements of ADB's culture required to support Strategy 2030 implementation	14. Staff engagement (index)	RETAINED and MOVED from TRF RFI




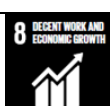






Results Framework Indicators (8 indicators)		Tracking Indicators (20 indicators)	
Indicator	Rationale	Indicator	Rationale
		15. Internal training budget (average \$ per staff)	NEW to track and benchmark for ADB's investments in staff capacity using an established industry standard indicator
		16. Departments with documented and tested business continuity plans in place (number)	NEW to track a key building block of ADB's organizational resilience
7. Budgeted international and national staff positions in field offices (% of total operations departments)	MODIFIED to include field-based and outposted staff from all operations departments including private sector operations department. Wording changed to recognize the naming of some offices located in DMCs as "field offices"	17. Budgeted international and national staff positions in FCAS DMCs and SIDS field offices (number)	NEW to track ADB's field presence in terms of staff numbers in FCAS DMCs and SIDS field offices
		18. Operations administered in field offices (%) (sovereign)	RETAINED and MODIFIED to recognize the naming of some offices located in DMCs as "field offices"
		19. Share of operational expenses for direct operations support (%)	NEW to track the share of overall ADB expenses allocated to operations providing development assistance to DMCs
8. Staff rating ADB as an effective knowledge and learning organization (%)	NEW to measure staff perceptions on ADB's progress in moving toward an effective knowledge and learning organization using an industry standard and globally benchmarked indicator	20. Knowledge products and services drawn from k-Nexus (number)	NEW to track the use of k-Nexus for knowledge products and services contained in country operations business plans







ADB = Asian Development Bank; DEfR = development effectiveness review; DMC = developing member country; FCAS = fragile and conflict-affected situations; RFI = results framework indicator; TRF = Transitional Results Framework, 2017–2020; SIDS = small island developing state.

Source: ADB (Strategy, Policy and Partnerships Department).

TRANSITIONAL RESULTS FRAMEWORK WITH PROPOSED CHANGES

Table A3.1: Development Progress in Asia and the Pacific (Level 1)

Indicator (Retained, discontinued, modified/moved)	Baseline Year	Baseline		SDG Alignment ^c
		ADB DMCs Overall ^a	ADB Concessional Assistance Countries ^b	
Poverty (income and non-income)				
1. Proportion of the population below the international poverty line (%) ^d	2013	9.0	8.9	
2. Annual growth rate of real GDP per capita (%) ^d	2015	5.7	4.0	
3. Growth rates of household expenditure or income per capita (%) ^e				
– Bottom 40%	2000–2012	5.1	4.4	
– Total population	2000–2012	5.5	4.1	
4. Wage and salaried workers in total employment (%) ^f	2013	31.2	37.1	
— Female	2013	30.9	34.2	
— Male	2013	31.3	38.6	
5. Prevalence of stunting among children under 5 years of age (%) ^e	2006–2014	29.8	36.5	
6. Under-5 mortality rate (deaths per 1,000 live births) ^d	2015	36.0	54.7	
— Female	2015	35.2	51.1	
— Male	2015	36.7	58.0	
Gender parity index in education ^d				
7. — Secondary	2015	1.0	1.0	
8. — Tertiary	2015	1.0	1.0	
9. Gross lower secondary education graduation rate (%) ^f	2014	87.3	62.0	
– Female	2014	88.5	62.3	
– Male	2014	86.4	62.4	
10. Maternal deaths per 100,000 live births (number) ^d	2015	126.0	169.7	
Other Development Outcomes				
11. Paved roads (kilometers per 10,000 people) ^f	2014	19.3	8.5	
12. Proportion of population with access to electricity (%)	2016	87.2	70.7	
13. Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile money service provider (%) ^e	2014	57.7	24.3	

Indicator (Retained, discontinued, modified/moved)	Baseline Year	Baseline		SDG Alignment ^c
		ADB DMCs Overall ^a	ADB Concessional Assistance Countries ^b	
<i>Proportion of population using safely managed drinking water services (%)</i>				
14. – Rural	2015	90.4	84.6	
15. – Urban	2015	96.4	92.2	
<i>Proportion of population using safely managed sanitation services, including handwashing facility with soap and water (%)</i>				
16. – Rural	2015	49.3	60.5	
17. – Urban	2015	78.3	78.0	
18. Governance and public sector management assessment (index)^f	2016		3.5	
19. <i>Time to start business (days)^f</i>	2016	20.8	21.5	
20. Intraregional trade in total Asia and Pacific trade (%)^f	2015	51.4	63.7	
21. <i>Forest area as a proportion of total land area (%)</i>	2015	23.2	23.0	
22. CO₂ emission per unit of value added (kg per PPP \$ of GDP)^e	2011	0.51	0.25	

ADB = Asian Development Bank, ADF = Asian Development Fund, CO₂ = carbon dioxide, DMC = developing member country, GDP = gross domestic product, kg = kilogram, OCR = ordinary capital resources, PPP = purchasing power parity, SDG = Sustainable Development Goal.

Notes: Indicators in bold font have been retained; indicators with strikethrough have been deleted; indicators in italics have been modified or moved. Shading in cells indicates the column head does not apply.

^a ADB DMCs and their classifications are based on ADB. 2013. Classification and Graduation of Developing Member Countries. *Operations Manual*. OM A1/BP. Manila.

^b “ADB Concessional Assistance Countries” refers to DMCs with access to regular OCR loans, concessional OCR loans, and ADF grants.

^c ADB’s indicators may be aligned with more than one SDG. Precise SDG alignment and mapping is being undertaken and will be reflected in ADB’s project classification system accordingly.


^d Renamed to align with the SDGs. The “international poverty line” is currently set at \$1.90 a day at 2011 international prices.

^e Replaced to align with the SDG.

^f These indicators are not part of the officially agreed list of SDG indicators, although they are related to the SDG highlighted in the table.

Source: ADB (Strategy, Policy and Partnerships Department) (using data from the United Nations Economic and Social Commission for Asia and the Pacific, Statistics Division).

Table A3.2: ADB's Contributions to Development Results (Level 2)

Results Framework Indicator (retained, discontinued, modified/moved)	Baseline Year ^a	ADB Operations Overall ^b		Operations Financed by Concessional OCR Loans and ADF Grants ^b		SDG Alignment ^c
		Baseline Value	Target 2020	Baseline Value	Target 2020	
Quality at Completion (country assistance programs successfully completed)						
1. Completed country strategies and assistance programs rated successful (%)	RY2014–2016	71	80	67	80	
2. Completed sovereign operations rated successful (%):						
– Projects	RY2014–2016	78	80	78	80	
3. – Policy-based operations	RY2014–2016	76	80	80	80	
4. Completed sovereign operations rated likely sustainable (%)	RY2014–2016	68	80	62	80	
5. Completed nonsovereign operations rated successful (%)	RY2014–2016	69	80			
6. Completed technical assistance projects rated successful (%)	RY2014–2016	87	80	87	80	
7. Completed sovereign operations delivering intended gender equality results (%)	RY2014–2016	74	70	76	70	

ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources, RY = reporting year, SDG = Sustainable Development Goal.

Note: Shading in cells indicates the column head does not apply.









^a RY will cover the period from 1 July to 30 June and will be based on the circulation year of documents reviewed. Baseline values will cover 3-year periods, i.e., RY2014–2016 will refer to 1 July 2013–30 June 2016.










^b The new terminology resulting from the combination of ADF lending operations with the OCR balance sheet will be applied: “ADB Operations Overall” refers to operations financed by regular OCR loans, concessional OCR loans, and ADF grants; “Operations Financed by Concessional OCR Loans and ADF Grants” is a subset of ADB Operations Overall that is financed by concessional OCR loans and ADF grants.


^c ADB's indicators may be aligned with more than one SDG. Precise SDG alignment and mapping will be undertaken during the development of the Strategy 2030-aligned results framework and reflected in ADB's project classification system accordingly.



Source: ADB (Strategy, Policy and Partnerships Department).

Table A3.3: ADB's Contributions to Development Results (Level 2)

Results Framework Indicator (retained, discontinued, modified/moved)	ADB Operations Overall ^a			Operations Financed by Concessional OCR Loans and ADF Grants ^a			SDG Alignment ^b
	No. of PCRs/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	No. of PCRs/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	
Core Operational Results (results in Strategy 2020 core operational areas achieved)							
Infrastructure							
Energy	13			4			
8. Greenhouse gas emission reduction (tCO ₂ -equiv/year)	7	1,954,000	100+ ^e	1	59,000	100	
9. New households connected to electricity (number)	3	490,000	100+ ^e	3	100,000	76	
10. Installed energy generation capacity (megawatts)	6	990	100+ ^e	2	550	100	
– Renewable	5	330		1	140		
11. Transmission lines installed or upgraded (kilometers)	5	1,300	100+ ^e	4	370	100+ ^e	
12. Distribution lines installed or upgraded (kilometers)	4	12,000	72	2	230	90	
Transport	18			9			
13. Use of roads built or upgraded (average daily vehicle-kilometers in the first full year of operation)	11	51,613,000	88	5	6,396,000	93	
14. Use of railways built or upgraded (average daily ton-kilometers in the first full year of operation)	1	12,000,000	100+ ^e	0			

Results Framework Indicator (retained, discontinued, modified/moved)	ADB Operations Overall ^a			Operations Financed by Concessional OCR Loans and ADF Grants ^a			SDG Alignment ^b
	No. of PCRs/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	No. of PCRs/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	
15. Roads built or upgraded (kilometers)	17	6,400	100	9	1,800	95	
16. Railways constructed or upgraded (kilometers)	1	260	100+ ^e	0			
17. Urban rail- and bus-based mass transit systems built or upgraded (kilometers)	0			0			
Water	14			9			
18. Households with new or improved water supply (number)	9	1,886,000	100+ ^e	5	278,000	84	
19. Households with new or improved sanitation (number)	6	256,000	66	3	22,000	73	
20. Wastewater treatment capacity added or improved (cubic meters per day)	4	100,000	74	2	2,300	87	
21. Water supply pipes installed or upgraded (length of network in kilometers)	7	5,600	100+ ^e	4	2,500	100+ ^e	
22. Land improved through irrigation, drainage, and/or flood management (hectares)	7	2,417,000	100+ ^e	5	267,000	100+ ^e	
Finance	6			4			
23. Trade finance supported (\$ million per year) ^f		3,100	100+ ^e				

Results Framework Indicator (retained, discontinued, modified/moved)	ADB Operations Overall ^a			Operations Financed by Concessional OCR Loans and ADF Grants ^a			SDG Alignment ^b
	No. of PCRs/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	No. of PCRs/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	
24. <i>Microfinance loan accounts opened or end borrowers reached (number)</i> – Female – Male	5	2,009,000 1,516,000 494,000	100+ ^e	4	2,008,000 1,515,000 493,000	100+ ^e	<input type="checkbox"/> 
25. <i>Small and medium-sized enterprise loan accounts opened or end borrowers reached (number)</i>	2	15,000	100+ ^e	0			<input type="checkbox"/> 
Education	7			7			
26. <i>Students benefiting from new or improved educational facilities (number)</i> – Female – Male	6	930,000 442,000 488,000	65	6	930,000 442,000 488,000	65	<input type="checkbox"/> 
27. <i>Students educated and trained under improved quality assurance systems (number)</i> – Female – Male	5	3,464,000 1,678,000 1,786,000	53	5	3,464,000 1,678,000 1,786,000	53	<input type="checkbox"/> 
28. <i>Teachers trained with quality or competency standards (number)</i> – Female – Male	7	278,000 149,000 129,000	89	7	278,000 149,000 129,000	89	<input type="checkbox"/> 
Environment Indicators: 8, 10 (renewable), 14, 16, 17, 19, and 20							

Results Framework Indicator (retained, discontinued, modified/moved)	ADB Operations Overall ^a			Operations Financed by Concessional OCR Loans and ADF Grants ^a			SDG Alignment ^b
	No. of PCR/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	No. of PCR/XARRs	2016 Results Achieved ^c	Achievement Rate ^d (%) (Satisfactory 85% or above)	
Regional Cooperation and Integration	3			3			
29. <i>Cross-border transmission of electricity (gigawatt-hours per year)</i>	1	3,500	100+ ^e	1	3,500	100+ ^e	■ 
30. <i>Cross-border cargo volume facilitated (tons per year)</i>	2	1,254,000	100+ ^e	2	1,254,000	100+ ^e	■ 

ADB = Asian Development Bank, ADF = Asian Development Fund, No. = number, OCR = ordinary capital resources, PCR = project or program completion report, SDG = Sustainable Development Goal, tCO₂ equiv/year = tons of carbon dioxide equivalent per year, XARR = extended annual review report.

Legend:  Environment indicator ■ Outcome □ Outcome proxy ◇ Output

Notes:

1. "Results Achieved" will be rounded to the nearest 1,000. Values smaller than 10,000 will be rounded to the nearest 100. Values smaller than 1,000 will be rounded to nearest 10. Values smaller than 99 will not be rounded.

2. Shading in cells indicates the column head does not apply.

^a The new terminology resulting from the combination of ADF lending operations with the OCR balance sheet will be applied: "ADB Operations Overall" refers to operations financed by regular OCR loans, concessional OCR loans, and ADF grants; "Operations Financed by Concessional OCR Loans and ADF Grants" is a subset of ADB Operations Overall that is financed by concessional OCR loans and ADF grants.

^b ADB's indicators may be aligned with more than one SDG. Precise SDG alignment and mapping will be undertaken during the development of the Strategy 2030-aligned results framework and reflected in ADB's project classification system accordingly.

^c Data under "Results Achieved" are an aggregate of outputs and outcomes of ADB-supported operations reported in PCRs and XARRs circulated from 1 January to 31 December of the relevant year. Results include financing from ADB, cofinanciers, and the government.



^d "Achievement Rate" represents a percentage of total "Results Achieved" of the total planned outputs and outcomes as reported in reports and recommendations of the President for the same operations.











^e The entry "100+," under the column "Achievement Rate," means the outputs achieved and exceeded the planned outputs.



^f Performance on this indicator will be rated against the annual benchmark of \$2.5 billion.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A3.4: ADB's Operational Management (Level 3)

Results Framework Indicator (retained, discontinued, modified/moved)	Baseline Year	ADB Operations Overall ^a		Operations Financed by Concessional OCR Loans and ADF Grants ^a		SDG Alignment ^b
		Baseline Value	2020 Target (⊖annual)	Baseline Value	2020 Target (⊖annual)	
Implementation Quality (operations satisfactorily implemented)						
1. Performance of sovereign operations at implementation rated <i>satisfactory</i> (%)	2016	95	85⊖	96	85⊖	
2. Performance of nonsovereign operations at implementation, credit rated <i>satisfactory</i> (%)	2016	99	95⊖			
3. Time from approval to first contract in sovereign projects (months)	2016	14.4	9.0	16.2	9.0	
Quality at Entry (high-quality country strategies and operations prepared)						
4. Quality at entry of country partnership strategies in supporting inclusive economic growth rated <i>satisfactory</i> (%)	2014	100	90	100	90	
5. Infrastructure projects that are procurement-ready (%)	2016	44	40			
Development Finance (development finance mobilized and transferred)						
6. Disbursement ratio for sovereign projects and results-based lending (%) ^c	2016	20.4	22	21.0	20	
7. Disbursement ratio for nonsovereign loans (%)	2014–2016	45.7	Maintain⊖			
8. Direct value added cofinancing (% of ADB financing committed) ^{e-d}	2014–2016	73	100			
9. Project development transactions for public-private partnerships (total number from 2013)	2016	58	100			
Strategy 2020 Development Agendas and Operations (ADB operations focused on strategic agendas and core operational areas)						
Operations contributing to inclusive economic growth focusing on:						
10. — growth and creation of jobs and opportunities (%) ^e	2014–2016	37	Monitor	36	Monitor	
11. — inclusive access to jobs and opportunities (%) ^e	2014–2016	61	Monitor	63	Monitor	

Results Framework Indicator (retained, discontinued, modified/moved)	Baseline Year	ADB Operations Overall ^a		Operations Financed by Concessional OCR Loans and ADF Grants ^a		SDG Alignment ^b
		Baseline Value	2020 Target (⊙annual)	Baseline Value	2020 Target (⊙annual)	
12. – social protection (%) ^c	2014– 2016	6.0	Above baseline	7.1	Above baseline	
13. Operations supporting environmental sustainability (%) ^e	2014– 2016	57	55	56	55	
14. Operations supporting climate change mitigation and/or adaptation (%)	2014– 2016	45	45	44	35	
15. Operations supporting regional cooperation and integration (%) ^c	2014– 2016	24	30			
16. Financing for Strategy 2020 core operational areas (%) ^e	2014– 2016	87	80⊙			
– Financing for education (%) ^c	2014– 2016	4.9	6.0–10.0			
17. Financing for health (%) ^c	2014– 2016	1.4	3.0–5.0			
Strategy 2020 Drivers of Change (ADB Operations promote drivers of change)						
18. Operations supporting private sector development and private sector operations (%) ^c	2014– 2016	51	50	42	50	
19. Financing for private sector operations (% of regular OCR commitments) ^c	2014– 2016	15.1	20.0			
20. Operations supporting governance and/or capacity development (%) ^c	2014– 2016	72	Above baseline⊙	86	Above baseline⊙	
21. Operations supporting gender mainstreaming (%) ^c	2014– 2016	48	50	53	55	
22. Web-distributed knowledge solutions (number of downloads)	2016	558,000	Increase⊙			

Results Framework Indicator (retained, discontinued, modified/moved)	Baseline Year	ADB Operations Overall ^a		Operations Financed by Concessional OCR Loans and ADF Grants ^a		SDG Alignment ^b
		Baseline Value	2020 Target (⊙annual)	Baseline Value	2020 Target (⊙annual)	
23. <i>Civil society organization participation in sovereign operations (% of committed operations)^c</i>	2016	93	90⊙	95	90⊙	
24. <i>Sovereign operations using country systems (%)^c</i>	2016	59	Above baseline⊙	43	Above baseline⊙	

ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources, SDG = Sustainable Development Goal.

Legend: ⊙ = annual target.

Note: Shading in cells indicates the column head does not apply.

^a “ADB Operations Overall” refers to operations financed by regular OCR loans, concessional OCR loans, and ADF grants; “Operations Financed by Concessional OCR Loans and ADF Grants” is a subset of ADB Operations Overall that is financed by concessional OCR loans and ADF grants.

^b ADB’s indicators may be aligned with more than one SDG. Precise SDG alignment and mapping is being undertaken and will be reflected in ADB’s project classification system.

^c Indicators based to commitments.

^d Performance of the indicator “direct value-added cofinancing” will be assessed based on annual data rather than a 3-year average.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A3.5: ADB’s Organizational Management (Level 4)

Indicator (Retained, discontinued, modified/moved)	ADB Operations Overall ^a		
	Baseline Year	Baseline Value	2020 Target (⊙annual)
Human Resources (sufficient staff resources maintained, and staff motivation and diversity increased)			
1. <i>Budgeted international and national staff in operations departments (%)</i>	2014–2016	56	56⊙
2. Representation of women in the international staff category (%)^b	2016	34	38
3. <i>Staff engagement (index)^c</i>	2015	82	87
Budget Resources (budget efficiency and adequacy improved)			
4. <i>Internal administrative expenses per \$1 million disbursement (\$’000)</i>	2014–2016	48.4	43–50
5. <i>Share of operational expenses for portfolio management (% of total operational expenses attributable to portfolio management and processing of operations)</i>	2016	54.6	50–60

ADB = Asian Development Bank.

Legend: ⊙ = annual target.

^a “ADB Operations Overall” refers to operations financed by regular OCR loans, concessional OCR loans, and ADF grants.

^b In 2016, the ADB President approved an overall target of 40% for representation of women in the international staff category by the end of 2022.

^c The staff engagement survey is conducted every 2–3 years. The target will be applied on the year of the survey.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A3.6: ADB's Organizational Management (Level 4)

Results Framework Indicator (Retained, discontinued, modified/moved)	Baseline Year	ADB Operations Overall ^a		Operations Financed by Concessional OCR Loans and ADF Grants ^a	
		Baseline Value	2020 Target (⊙annual)	Baseline Value	2020 Target (⊙annual)
Process Efficiency and Client Orientation (business process efficiency and client orientation improved)					
6. <i>Sovereign operations administered with substantial resident mission involvement (%)</i>	2016	80	80	87	80
7. <i>Sovereign operations processing time (from start of loan fact-finding to Board approval, months)</i>	2016	7.1	6.0⊙	5.6	6.0⊙
8. <i>Nonsovereign operations processing time (from start of due diligence to Board approval, months)</i>	2016	9.0	Maintain⊙		
9. <i>Processing time for procurement contracts for sovereign operations (more than \$10 million, days)</i>	2016	45	40	58	40

ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources.

Legend: ⊙ = annual target.

Note: Shading in cells indicates the column head does not apply.

^a "ADB Operations Overall" refers to operations financed by regular OCR loans, concessional OCR loans, and ADF grants; "Operations Financed by Concessional OCR Loans and ADF Grants" is a subset of ADB Operations Overall that is financed by concessional OCR loans and ADF grants.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A3.7: Summary of Changes

Change	Level 1	Level 2A	Level 2B	Level 3	Level 4	Total
Retained	5	2	1	6	1	15
<i>Moved or modified (including subsumed)</i>	10	5	22	7	7	51
Discontinued	7	0	0	11	1	19
Total	22	7	23	24	9	85

Source: ADB (Strategy, Policy and Partnerships Department).

MULTILATERAL DEVELOPMENT BANK HARMONIZATION

1. Multilateral development banks (MDBs) and international finance institutions (IFIs) are committed to adhering to good practice standards for evaluating their operations and to harmonizing their performance indicators and evaluation criteria. The proposed Asian Development Bank (ADB) corporate results framework has therefore been harmonized to the extent practicable with the results frameworks of other MDBs and IFIs.

2. To support this process, ADB reviewed the results frameworks of seven other MDBs and IFIs—the African Development Bank, the Caribbean Development Bank, the European Bank for Reconstruction and Development, the Inter-American Development Bank, the International Development Association, the Islamic Development Bank, and the World Bank Group. Eleven results framework indicators in ADB's proposed framework are harmonized, or are similar or equivalent to, indicators used by at least three MDBs and/or IFIs (Table A4). At Levels 2–4, 13 RFIs are harmonized with, or are similar or equivalent to, those used by at least one other MDB or IFI.

Table A4: Indicator Harmonization

ADB Corporate Results Framework Level and Indicator	Multilateral Development Banks and International Finance Institutions					
	AfDB	IADB	WBG/WB	IDA	IsDB	CDB
Level 2A						
1. Jobs generated (number)	Direct jobs created (millions) Indirect and induced jobs created (millions)	Jobs created by supported firms (number)			Jobs created (million)	
2. Total annual greenhouse gas emissions reduction (tCO ₂ e/year)	Emissions reduction in energy (thousand tons CO ₂)	Reduction of emissions with support of IDBG financing (annual million tons CO ₂)	Emission reductions with support of special climate instruments (annual, million tons CO ₂ equivalent)	Net GHG emissions (tCO ₂ e/year)		
Level 2B						
3. Completed operations rated <i>successful</i> (%) (sovereign)	Operations independently rated as satisfactory and above at completion (%)	Operations with satisfactory development results at completion (%) —SG loans	Satisfactory outcomes of WBG operations Satisfactory outcomes for IBRD/IDA operations	Satisfactory outcomes of IDA operations (%; IEG ratings)		
4. Completed operations rated <i>successful</i> (%) (nonsovereign)	Operations independently rated as	Operations with satisfactory	Satisfactory outcomes of WBG operations	Satisfactory outcomes of IDA		

ADB Corporate Results Framework Level and Indicator	Multilateral Development Banks and International Finance Institutions					
	AfDB	IADB	WBG/WB	IDA	IsDB	CDB
	satisfactory and above at completion (%)	development results at completion (%) —NSG Loans and Equity	Satisfactory outcomes for IBRD/IDA operations	operations (%; IEG ratings)		
5. Clients satisfied with the use of ADB knowledge products (%)		Partners satisfied with IDBG development solutions (%) —Partners satisfied with IDBG use of multisector approach (%)	Stakeholder feedback on WBG knowledge (scale: 1–10)	Stakeholder feedback on IDA countries on WBG knowledge (average rating scale: 1–10)		
Level 3						
6. Performance of operations at implementation rated <i>satisfactory</i> (%) (sovereign)	Quality of new operations (scale, 1 Low – 4 High)	Active operations with satisfactory performance classification (%) —SG loans	Satisfactory bank performance (%; IEG rating) —at entry —during supervision (% of commitments)	Satisfactory Bank performance in IDA-financed operations (%; IEG rating) —overall —during supervision	Satisfactory rating of IDBG operations (GOED rating) (%)	Portfolio performance rating for implementation (% rated Excellent to satisfactory)
7. Committed operations classified <i>gender equity theme or effective gender mainstreaming</i> (%) (sovereign and nonsovereign)	New operations with gender-informed design (%)	New approvals aligned with at least one challenge or cross-cutting theme of the Update to the Institutional Strategy (% of lending and TC volume) Gender equality and diversity	Gender-integrated country strategies (%) Projects reporting on gender results during implementation (%)	Number of IDA-supported operations that address and respond to Gender-based violence (number)		Approved loans or projects with a gender-specific or gender mainstreaming rating (%)
8. Committed operations classified <i>gender equity theme, effective gender mainstreaming or some gender elements</i> (%) (sovereign and nonsovereign)	New operations with gender-informed design (%)	New approvals aligned with at least one challenge or cross-cutting theme of the Update to the Institutional Strategy (% of lending and TC volume) Gender equality and diversity	Gender-integrated country strategies (%) Projects reporting on gender results during implementation (%)	Number of IDA-supported operations that address and respond to Gender-based violence (number)		Approved loans or projects with a gender-specific or gender mainstreaming rating (%)

ADB Corporate Results Framework Level and Indicator	Multilateral Development Banks and International Finance Institutions					
	AfDB	IADB	WBG/WB	IDA	IsDB	CDB
9. Committed operations that support climate change mitigation and adaptation (%) (sovereign and nonsovereign)	New operations with climate-informed design (%)	Operations with high environmental and social risks rated satisfactory in the implementation of mitigation measures (%) —SG Loans —NSG Loans and Equity		IDA-supported operations with climate change co-benefits —number of projects		
10. Financing for climate change mitigation and adaptation (\$, cumulative) (sovereign and nonsovereign)	Climate-related Bank commitments (\$ billion)	New approvals aligned with at least one challenge or cross-cutting theme of the Update to the Institutional Strategy (% of lending and TC volume) —Climate change and environmental sustainability	Climate-related WBG commitments (\$ billion)	IDA-supported operations with climate change co-benefits (US\$ billion) IDA \$ commitments with disaster risk management co-benefits (\$ billion)		Disbursements supporting Environment, Renewable Energy/EE and Climate Change
Level 4						
11. Representation of women in the international staff category (%)	Share of women in professional staff (%)	Mid- and senior-level IDBG staff who are women (%)				Staff in management positions who are women (%)

Multilateral development banks: AfDB = African Development Bank; CDB = Caribbean Development Bank; IADB = Inter-American Development Bank; IDA = International Development Association; IsDB = Islamic Development Bank; WBG/WB = World Bank Group/World Bank.

























CO₂ = carbon dioxide, GHG = greenhouse gas, GOED = Group Operations Evaluation Department, IDBG = Inter-American Development Bank Group, IEG = Independent Evaluation Group, NSG = nonsovereign guaranteed, SG = sovereign guaranteed, TC = technical cooperation, tCO₂e/year = tons of carbon dioxide equivalent per year.

































Note: The European Bank for Reconstruction and Development was omitted from the table because none of the 11 RFIs in ADB's proposed framework that are harmonized, or are similar or equivalent to, indicators used by at least 3 multilateral development banks were found to be harmonized with those of this multilateral development bank.











Source: ADB (Strategy, Policy and Partnerships Department).

CONSOLIDATED RESULTS FRAMEWORK INDICATORS AND TRACKING INDICATORS

Table A5.1: Level 1: Development Progress in Asia and the Pacific

Regional Progress Indicators ^a (10 indicators)			Tracking Indicators ^b (23 indicators)		
SDG	OP	Indicator	SDG	OP	Indicator
		1. Population living on less than \$1.90 a day (% , number)			1. Population living on less than \$3.20 a day (% , number)
					2. Youth not in education or training (%) a. Female b. Male
					3. Lower secondary education graduation rate (%) a. Female b. Male
					4. Universal health-care coverage service index (%)
					5. Proportion of adults (15 years and older) with an account at a bank, financial institution, and/or mobile money service provider (%) a. Female b. Male
		2. Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference)			6. Countries with high income inequality (% of countries with Gini coefficient exceeding 0.4)
		3. Annual growth rate of real GDP per capita in 2010 constant United States dollars (%)			
		4. Unemployment rate (%) a. Female b. Male			7. Labor force participation rate (%) a. Female b. Male
					8. Proportion of time spent on unpaid domestic and care work (%) a. Female

Regional Progress Indicators ^a (10 indicators)			Tracking Indicators ^b (23 indicators)		
					b. Male
		5. CO ₂ emissions per unit of GDP (kg per \$ constant 2010 PPP GDP)			9. Forest area as a proportion of total land area (%)
					10. Coverage of protected areas in relation to marine areas (%)
					11. Environmental performance index score (average number)
		6. Deaths attributed to climate-related and geophysical hazards (number)			12. Deaths attributed to climate-related and geophysical hazards (number) a. Climate-related hazards b. Geophysical hazards
					13. Access to social protection—social assistance (%)
		7. PM _{2.5} air pollution, mean annual exposure (micrograms per cubic meter)			14. Proportion of population with primary reliance on clean fuels and technology for cooking (%)
		8. Prevalence of stunting among children under 5 years (%)			
		9. Worldwide Governance Indicators (average score)			15. Debt sustainability a. Present value of debt (% of GNI) b. Total debt service (% of GNI)
					16. Tax revenue (% of GDP)
					17. Time to start a business (days)
		10. Regional cooperation and integration index (average score)			18. Regional cooperation and integration index—Money and finance (average score)

Regional Progress Indicators ^a (10 indicators)	Tracking Indicators ^b (23 indicators)		
	Cross-cutting tracking indicators		
			19. Proportion of population with access to electricity (%)
			20. Proportion of population using basic drinking water services (%) a. Rural b. Urban
			21. Proportion of population using basic sanitation services (%) a. Rural b. Urban
			22. Paved roads (kilometers per 10,000 people)
			23. Proportion of population covered by a mobile network and/or information communication technology (%)



ADB = Asian Development Bank, CO₂ = carbon dioxide, DMC = developing member country, GDP = gross domestic product, GNI = gross national income, OP = operational priority, PM2.5 = particulate matter less than 2.5 micrometers in diameter, RFI = results framework indicator, SDG = sustainable development goal, SEDI = standard explanatory data indicator.



















^a Level 1 indicators are renamed “regional progress indicators” and, since ADB reviews regional development progress against baselines, they remain under the umbrella of RFIs.






















^b Tracking indicators are not subject to Board approval.




















Source: ADB (Strategy, Policy and Partnerships Department).



















Table A5.2: Level 2: Results from Completed Operations















Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
SDG	Indicator	SDG	Indicator
2A. Strategy 2030 Operational Priority Results (results in Strategy 2030 seven operational priorities achieved)			
OP1: Addressing remaining poverty and reducing inequalities			
	1. People benefiting from improved health services, education services, or social protection (number)		<u>Pillar 1: Human capital and social protection enhanced for all</u> 1. People enrolled in improved education and/or training (number)
			2. Health services established or improved (number)














Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
			3. Social protection schemes established or improved (number)
	2. Jobs generated (number)		<u>Pillar 2: Quality jobs generated</u>
			4. Business development and finance sector measures supported in implementation (number)
			5. Models for business development and financing established or improved (number)
	3. Poor and vulnerable people with improved standards of living (number)		<u>Pillar 3: Opportunities for the most vulnerable increased</u>
			7. Infrastructure assets established or improved (number)
			8. New financial products and services made available to the poor and vulnerable (number)
			9. Measures for increased inclusiveness supported in implementation (number)
OP2: Accelerating progress in gender equality			
	4. Skilled jobs for women generated (number)		<u>Pillar 1: Women's economic empowerment increased</u>
			10. Women enrolled in TVET and other job training (number)
			11. Women opening new accounts (number)
			12. Women-owned or -led SME loan accounts opened or women-owned or -led SME end borrowers reached (number)
	5. Women and girls completing secondary and tertiary education, and/or other training (number)		<u>Pillar 2: Gender equality in human capital enhanced</u>
			13. Women and girls benefiting from new or improved infrastructure (number)
			14. Women and girls enrolled in STEM or nontraditional TVET (number)
			15. Health services for women and girls established or improved (number)
			16. Solutions to prevent or address gender-based violence implemented (number)





Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
	6. Women represented in decision-making structures and processes (number)		<u>Pillar 3: Women’s participation in decision-making and leadership enhanced</u>
			17. Women with strengthened leadership capacities (number)
	7. Women and girls with increased time savings (number)		18. Measures on gender equality supported in implementation (number)
			<u>Pillar 4: Women’s time poverty and drudgery reduced</u>
	8. Women and girls with increased resilience to climate change, disasters, and other external shocks (number)		19. Time-saving or gender-responsive infrastructure assets and/or services established or improved (number)
			20. Child and elderly care services established or improved (number)
			<u>Pillar 5: Women’s resilience to external shocks strengthened</u>
			21. Community-based initiatives to build resilience of women and girls to external shocks implemented (number)
	9. Total annual greenhouse gas emissions reduction (tCO ₂ e/year)		22. Climate- and disaster-resilient infrastructure assets and/or services for women and girls established or improved (number)
			23. Savings and insurance schemes for women implemented or established (number)
			24. Dedicated crisis-responding social assistance schemes for women and girls implemented or established (number)
			OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability
			<u>Pillar 1: Mitigation of climate change increased</u>
			25. Additional climate finance mobilized (\$)
			26. People with increased capacity in implementing mitigation and low-carbon development actions (number)
			27. Low-carbon infrastructure assets established or improved (number)
			28. Installed renewable energy capacity (megawatts)
			29. Low-carbon solutions promoted and implemented (number)

Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
	10. People with strengthened climate and disaster resilience (number)		<u>Pillar 2: Climate and disaster resilience built</u> 30. Area with reduced flood risk (hectares)
			31. Gender-inclusive climate and disaster resilience capacity development initiatives implemented (number)
			32. Financial preparedness instruments provided (number)
			33. National and subnational disaster risk reduction and/or management plans supported in implementation (number)
			34. New and existing infrastructure assets made climate and disaster resilient (number)
	11. People benefiting from strengthened environmental sustainability (number)		<u>Pillar 3: Environmental sustainability enhanced</u> 35. Pollution control enhancing infrastructure assets established or improved (number)
			36. Solutions to enhance pollution control and resource efficiency implemented (number)
		 	37. Terrestrial, coastal, and marine areas conserved, restored, and/or enhanced (hectares)
		 	38. Solutions to conserve, restore, and/or enhance terrestrial, coastal, and marine areas implemented (number)
			39. Sustainable water–food–energy security nexus solutions implemented (number)
OP4: Making cities more livable			
	12. People benefiting from improved services in urban areas (number)		<u>Pillar 1: Coverage, quality, efficiency, and reliability of services in urban areas improved</u> 40. Service providers with improved performance (number)
			41. Urban infrastructure assets established or improved (number)
	13. Entities with improved urban planning and financial sustainability (number)		<u>Pillar 2: Urban planning and financial sustainability of cities strengthened</u> 42. Measures to improve regulatory, legal, and institutional environment for better planning supported in implementation (number)

Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
			43. Measures to improve financial sustainability supported in implementation (number)
	14. Zones with improved urban environment, climate resilience, and disaster risk management (number)		<u>Pillar 3: Urban environment, climate resilience, and disaster management of cities improved</u> 44. Solutions to enhance urban environment implemented (number)
			45. Urban climate and disaster resilience capacity development initiatives implemented (number)
OP5: Promoting rural development and food security			
	15. People benefiting from increased rural investment (number)		<u>Pillar 1: Rural development enhanced</u> 46. Rural infrastructure assets established or improved (number)
			47. Companies providing new or improved nonagricultural goods and services (number)
			48. Health care, education, and financial services established or improved (number)
			49. Rural economic hubs supported (number)
	16. Farmers with improved market access (number)		<u>Pillar 2: Efficiency of agricultural value chains improved</u> 50. Wholesale markets established or improved (number)
			51. Storages, agri-logistics, and modern retail assets established or improved (number)
			52. Agribusinesses integrating farmers in efficient value chains (number)
			53. Food safety and traceability standards improved (number)
	17. Land with higher productivity (hectares)	 	<u>Pillar 3: Food security increased</u> 54. Land improved through climate-resilient irrigation infrastructure and water delivery services (hectares)
			55. Farmers using quality farm inputs and sustainable mechanization (number)

Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
			56. Commercial farming land supported (hectares)
			57. Modern knowledge-intensive corporate farming models introduced (number)
OP6: Strengthening governance and institutional capacity			
	18. Entities with improved management functions and financial stability (number)		<u>Pillar 1: Improved public and corporate sector management functions and financial stability</u> 58. Government officials with increased capacity to design, implement, monitor, and evaluate relevant measures (number)
			59. Measures supported in implementation to improve capacity of public organizations to promote the private sector and finance sector (number)
			60. Measures supported in implementation that promote resilience and responsiveness to economic shocks in a timely manner (number)
			61. Transparency and accountability measures in procurement and financial management supported in implementation (number)
	19. Entities with improved service delivery (number)		<u>Pillar 2: More effective, timely, corruption-free, and citizen-centric delivery of services</u> 62. Service delivery standards adopted and/or supported in implementation by government and/or private entities (number)
			63. Measures supported in implementation to strengthen subnational entities' ability to better manage their public finances (number)
			64. Measures to strengthen SOE governance supported in implementation (number)
			65. Citizen engagement mechanisms adopted (number)
OP7: Fostering regional cooperation and integration			
	20. Cargo transported and energy transmitted across borders (\$)		<u>Pillar 1: Greater and higher quality connectivity between economies</u> 66. Transport and ICT connectivity assets established or improved (number)

Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
			67. Measures to improve the efficiency and/or productivity of cross-border connectivity supported in implementation (number)
			68. Clean energy capacity for power trade installed or improved (megawatt equivalent)
			69. Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in energy, transport, or ICT connectivity (number)
	21. Trade and investment facilitated (\$)		<u>Pillar 2: Global and regional trade and investment opportunities expanded</u> 70. Measures to improve execution of provisions in existing or new trade or investment agreements supported in implementation (number)
			71. Measures to develop existing and/or new cross-border economic corridors supported in implementation (number)
			72. Measures to improve regional financial cooperation supported in implementation (number)
			73. Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in trade, finance, or multisector economic corridors (number)
	22. Regional public goods initiatives successfully reducing cross-border environmental or health risks, or providing regional access to education services (number)	 	<u>Pillar 3: Regional public goods increased and diversified</u> 74. Measures to improve shared capacity of DMCs to mitigate or adapt to climate change supported in implementation (number)
		 	75. Measures to expand cross-border environmental protection and sustainable management of shared natural resources supported in implementation (number)

Results Framework Indicators (27 indicators)		Tracking Indicators ^a (88 indicators)	
		 	76. Measures to improve regional public health and education services supported in implementation (number)
			77. Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs on regional public goods (number)
2B. Quality of Completed Operations (operations successfully completed)			
	1. Completed operations rated <i>successful</i> (%) (sovereign)		1. Completed operations rated <i>successful</i> (%) (sovereign) a. Projects b. Policy-based lending c. FCAS DMCs d. Small island developing states
			2. Completed operations rated <i>successful</i> (%) (sovereign): a. Relevance b. Efficiency c. Effectiveness d. Sustainability
	2. Projects closed on time (%) (sovereign)		3. Operations completed on budget (%) (sovereign)
	3. Completed operations rated <i>successful</i> (%) (nonsovereign)		4. Completed operations rated <i>successful</i> (%) (nonsovereign): a. Development results b. ADB's additionality c. ADB's investment profitability d. ADB's work quality
	4. Completed operations delivering intended gender equality results (%) (sovereign and nonsovereign)		
	5. Clients satisfied with the use of ADB knowledge products (%)		5. Web-distributed knowledge solutions (number of downloads)
			6. Engagement on social media (number) a. Subscribers and followers b. Active engagement
			7. Event participants reporting increased knowledge and/or skills (number)
			8. Clients satisfied with ADB's development effectiveness (%)
			9. Completed technical assistance projects rated <i>successful</i> (%) (sovereign and nonsovereign)
			10. Completed country strategies and assistance programs rated <i>successful</i> (%) (sovereign and nonsovereign)

Results Framework Indicators (27 indicators)	Tracking Indicators ^a (88 indicators)
	11. Impact evaluations completed (number)












ADB = Asian Development Bank, DMC = developing member country, FCAS = fragile and conflict-affected situations, ICT = information and communications technology, OP = operational priority, SDG = Sustainable Development Goal, SOE = state-owned enterprise, SME = small- and medium-sized enterprise, STEM = science, technology, engineering and math, tCO₂e/year = tons of carbon dioxide equivalent per year, TVET = technical and vocational education and training.









^a Tracking indicators are not subject to Board approval.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A5.3: Level 3: ADB's Operational Management

Results Framework Indicators (15 indicators)	Tracking Indicators ^a (27 indicators)
3A. Design and Implementation Quality (high-quality operations prepared and satisfactorily implemented)	
1. Infrastructure projects that are design-ready (%) (sovereign)	
2. Infrastructure projects that are procurement-ready (%) (sovereign)	
3. Performance of operations at implementation rated <i>satisfactory</i> (%) (sovereign)	1. Performance of operations at implementation rated <i>satisfactory</i> (%) (sovereign) a. Output b. Contract award c. Disbursement d. Financial management e. Safeguards
4. Operations at risk of not achieving development results (%) (nonsovereign)	
3B. Development Finance (development finance mobilized and transferred)	
	2. Time from concept approval to first disbursement (months) (sovereign) a. From concept approval to loan fact-finding b. From loan fact-finding to approval c. From approval to commitment d. From commitment to first disbursement
	3. Time from concept approval to first disbursement (months) (nonsovereign) a. From mandate approval to project approval b. From approval to signing c. From signing to first disbursement
5. Disbursement rate (%) (sovereign)	4. Overall disbursement (\$ billion) (sovereign)
	5. Disbursement ratio (%) (sovereign)
	6. Approvals (\$ billion) (sovereign and nonsovereign)
	7. Commitments (\$ billion) (sovereign and nonsovereign)

Results Framework Indicators (15 indicators)		Tracking Indicators ^a (27 indicators)	
			8. Commitments in concessional assistance countries (Group A+ Group B) (%) (sovereign and nonsovereign)
			9. Commitments in FCAS DMCs and SIDS (%) (sovereign and nonsovereign)
	6. Cofinancing ratio (%) (nonsovereign)		10. Private direct mobilization (\$ billion) (sovereign and nonsovereign)
			11. Sovereign cofinancing (\$ billion) (sovereign)
	7. Financing for education (%) (sovereign and nonsovereign)		
	8. Financing for health (%) (sovereign and nonsovereign)		
3C. Strategic Alignment (Strategy 2030 priorities promoted)			
	9. Committed operations classified <i>gender equity theme</i> or <i>effective gender mainstreaming</i> (%) (sovereign and nonsovereign)		12. Committed operations that promote gender equality (%) (sovereign and nonsovereign) a1. GEN—sovereign operations a2. GEN—nonsovereign operations b1. EGM—sovereign operations b2. EGM—nonsovereign operations c1. SGE—sovereign operations c2. SGE—nonsovereign operations d1. NGE—sovereign operations d2. NGE—nonsovereign operations
	10. Committed operations classified <i>gender equity theme</i> , <i>effective gender mainstreaming</i> , or <i>some gender elements</i> (%) (sovereign and nonsovereign)		13. Financing for gender equality (%) (sovereign and nonsovereign)
	11. Committed operations that support climate change mitigation and adaptation (%) (sovereign and nonsovereign)		14. Committed operations supporting climate change (%) (sovereign and nonsovereign) a. Mitigation b. Adaptation c. Both
	12. Financing for climate change mitigation and adaptation (\$ billion, cumulative) (sovereign and nonsovereign)		15. Financing for climate change (\$ billion, cumulative) (sovereign and nonsovereign) a. Mitigation b. Adaptation c. Both
	13. Nonsovereign operations as a share of total ADB operations (% , number) (nonsovereign)		16. Nonsovereign operations as a share of total ADB operations (% , \$) (nonsovereign)

Results Framework Indicators (15 indicators)		Tracking Indicators ^a (27 indicators)	
	14. Operations in frontier economies and/or in new sectors (%) (nonsovereign)		
	15. Operations supporting poverty reduction and inclusiveness (%) (sovereign and nonsovereign)		17. Operations or transactions supporting inclusive business (number) (nonsovereign)
			18. Knowledge products and services delivered (%)
			19. Operations that are green, sustainable, inclusive, and resilient (%) (sovereign and nonsovereign)
			20. Operations contributing to each of seven operational priorities (%) (sovereign and nonsovereign)
		 	21. Operations contributing to social protection (%) (sovereign and nonsovereign)
			22. Disability-inclusive operations (%) (sovereign and nonsovereign)
			23. Operations aligned with Sustainable Development Goals (sovereign and nonsovereign) a. (% , number) b. (% , \$)
			24. Operations using country procurement systems (%) (sovereign)
			25. Contracts using government e-procurement systems (\$ billion) (sovereign)
			26. Innovative operations and technical assistance projects (%) (sovereign and nonsovereign)
			27. Civil society organizations' participation (% of committed operations) (sovereign)

ADB = Asian Development Bank, DMC = developing member country, EGM = effective gender mainstreaming, FCAS = fragile and conflict-affected situations, GEN = gender equity as a theme, NGE = no gender elements, SGE = some gender elements, SIDS = small island developing state.

^a Tracking indicators are not subject to Board approval.

Source: ADB (Strategy, Policy and Partnerships Department).

Table A5.4: Level 4: ADB's Organizational Effectiveness

Results Framework Indicators (8 indicators)	Tracking Indicators ^a (20 indicators)
4A. Organizational Systems and Processes (organizational systems and processes improved)	
1. Quality of budget management (%)	1. Equity–loan ratio (%) (sovereign and nonsovereign) 2. Impaired loans ratio (%) (nonsovereign) 3. Weighted average risk rating of the nonsovereign portfolio (%) (nonsovereign) 4. Internal administrative expenses per \$1 million disbursement (\$ '000) 5. Internal administrative expenses per project under administration (\$ '000) 6. Internal administrative expenses per project approved (\$ '000)
2. Procurement contract transactions of \$10 million or more with processing time of 40 days or less (%) (sovereign)	7. Procurement time from advertisement to contract signing, \$10 million or more (days) (sovereign) 8. Consulting services recruitment time for ADB-administered contracts, from consulting services recruitment notice to consultant contract signing (days) (sovereign) 9. Projects' audited financial statements reviewed on time (%) (sovereign)
3. Representation of women in the international staff category (%)	10. Representation of women in the international staff category (%) a. Levels 4–6 b. Levels 7–8 c. Levels 9–10
4. Projects or transactions with sovereign–nonsovereign collaboration (number, cumulative) (sovereign and nonsovereign)	
	11. Clients satisfied with ADB's responsiveness (%) 12. Stakeholders satisfied with ADB's collaboration with development partners (%)
4B. Organizational Capacity (organizational capacity increased)	
5. Staff rating ADB's effectiveness in digital transformation (%)	13. Digital products completed (number)
6. Staff rating ADB as providing enabling culture for Strategy 2030 implementation (%)	14. Staff engagement (index) 15. Internal training budget (average \$ per staff) 16. Departments with documented and tested business continuity plans in place (number)
7. Budgeted international and national staff positions in field offices (% of total operations departments)	17. Budgeted international and national staff positions in FCAS DMCs and SIDS field offices (number) 18. Operations administered in field offices (%) (sovereign) 19. Share of operational expenses for direct operations support (%)

Results Framework Indicators (8 indicators)	Tracking Indicators^a (20 indicators)
8. Staff rating ADB as an effective knowledge and learning organization (%)	20. Knowledge products and services drawn from k-Nexus (number)

ADB = Asian Development Bank, DMC = developing member country, FCAS = fragile and conflict-affected situations, 2017–2020; SIDS = small island developing state.

^a Tracking indicators are not subject to Board approval.

Source: ADB (Strategy, Policy and Partnerships Department).

AGGREGATION AT LEVEL 2A: STRATEGY 2030 OPERATIONAL PRIORITY RESULTS

I. CONTEXT

1. The seven operational priorities of Strategy 2030 pose unique results measurement issues as follows.

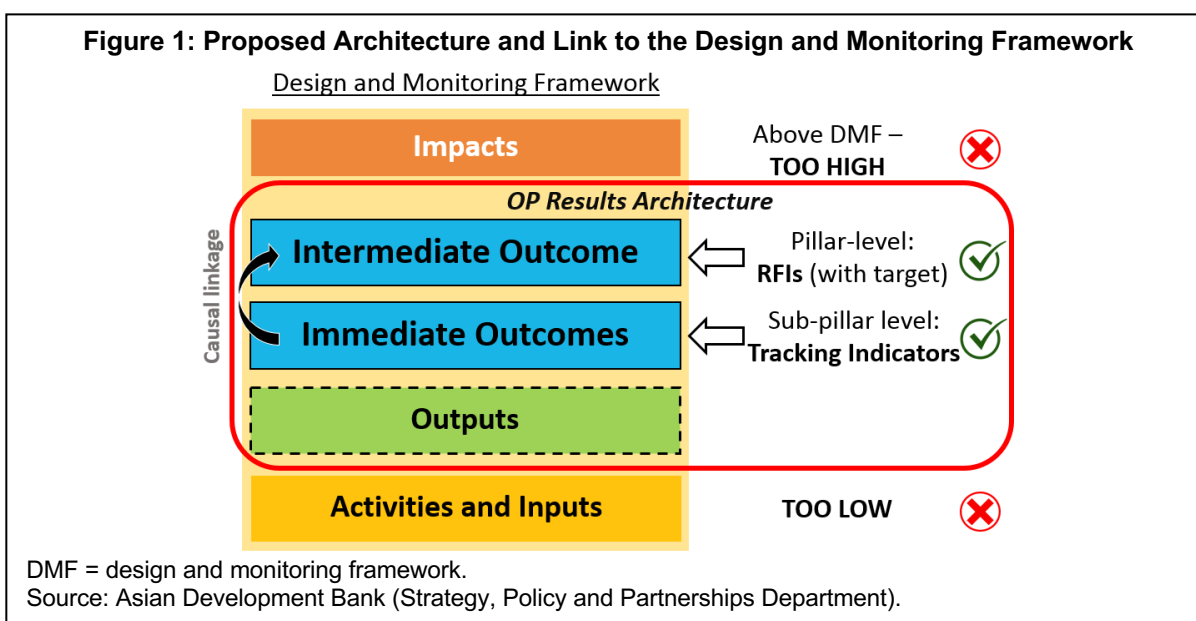
- (i) The operational priorities differ greatly in many dimensions including scope and coverage of operations. Priorities 4 and 5 are spatially based and are mutually exclusive for all intents and purposes, although interlinked (e.g., a lack of rural job opportunities drives urbanization). Priorities 2, 3, 6, and 7 are cross-cutting and could be integrated across most operations. Priority 1 has both sector elements (health, education, and social protection) and cross-cutting features (jobs and inequality).
- (ii) Each operational priority embodies a theory of change where lower-level results are connected in a causal chain to higher-level results. For consistency of results measurement, the theories of change across operational priorities need to be harmonized at the same levels in relation to the design and monitoring framework (DMF) of operations. The results of one operational priority cannot be at the impact level while those of another at the activity level.
- (iii) The operational priorities embody a shift from sector outputs (roads built, renewable energy capacity installed, or wastewater treatment capacity added) to thematic outcomes (jobs, beneficiaries, or increased agricultural productivity). Thematic outcome indicators are more difficult to define, count, and attribute to Asian Development Bank (ADB) operations, and a wider range of projects contribute to them.
- (iv) Thematic outcomes are typically only measurable after the completion of the project, once all the project outputs have been delivered. Consequently, data for operational priority results can only be obtained from completion reports.
- (v) Operations designed in 2019 to respond directly to the seven operational priorities will be completed in 2027 on average. Therefore, measurement must capture results from the current ongoing portfolio that will be completed over the 2019–2024 time frame of the corporate results framework (CRF). Indicators will need to be able to measure applicable results from both current and future portfolios.
- (vi) The 22 sector-based indicators of the Transitional Results Framework (TRF) were applicable in 60%–70% of completed operations, as they were based on Strategy 2020's core operational areas. In contrast, the seven operational priorities should be applicable to all operations, including technical assistance (TA) projects. In addition, most operations will contribute to more than one operational priority. Therefore, indicators to measure operational priority thematic outcomes must apply to all projects, and most, if not all project results must be counted.
- (vii) However, since all operational priority indicators should be included in the CRF, the lowest possible number of indicators should be used to measure results across all projects.
- (viii) Results at Level 2 of the CRF must be attributed to ADB. Consequently, the indicators for the seven operational priorities must be at a results level no higher than the outcome level of the DMF and data must be included in the completion reports.

- (ix) The diversity across the seven operational priorities and the need for country-level priorities to guide the selection of operations poses challenges for setting ex ante targets for quantities of results. Setting ex ante targets for each of the 22 pillar indicators would likely lead to predetermination in project design in the later years of the strategy. Similarly, at Level 3, which includes measurement of strategic alignment, it is not appropriate to assign allocation targets to all operational priorities. Two operational-priority-related allocation targets are included in Strategy 2030: 75% of operations will be gender mainstreamed and support climate change mitigation and/or adaptation. Given these two targets could cover 100% operations by 2030, adding additional operational priority allocation targets would likely lead to extremely granular predetermination of project design, contrary to the principle of country-led development strategy.

II. PROPOSED APPROACHES AND SOLUTIONS

2. To address these results measurement challenges the following approaches and solutions are proposed.

- (i) **Flexible, outcome-based results architecture.** Given the diversity of the seven operational priorities, but the need for the theory of change to be consistent and aligned across the seven, a two-level outcome-based results architecture is proposed, composed of intermediate outcomes achieved through immediate outcomes. Each operational priority will have a set of pillars at the intermediate outcome level, and each pillar will be achieved through a set of sub-pillars at the immediate outcome level. The intermediate outcomes will be no higher than DMF outcomes and the immediate outcomes no lower than DMF outputs (these can be seen as outcome proxies). Pillar-level indicators will be included as results framework indicators (RFIs) while sub-pillar indicators will be captured as tracking indicators. This flexible results architecture will accommodate the variations across operational priorities while ensuring the integration of the theory of change. Figure 1 shows the proposed architecture and the linkage to the DMF.



- (ii) **Indicators that can measure ongoing and future results.** Given that data will be drawn from completion reports and therefore there will be a time gap between projects designed under Strategy 2030 and thematic outcome achievement, there is a need to capture ongoing and future results. This will entail selecting indicators that can measure operational-priority-relevant results from the ongoing portfolio, while being oriented toward future projects directly designed under Strategy 2030. This will ensure that 2019 completion report data can be captured and reported.
- (iii) **One indicator per pillar and sub-pillar.** Given that each of the seven operational priorities will have multiple pillars, each with multiple sub-pillars, there is a need to proceed with the minimum number of indicators. The draft operational priority plans at the CRF W-Paper stage contain 22 pillars with 77 sub-pillars, and with one indicator for each pillar / sub-pillar this totals to 99 indicators.
- (iv) **Common, broadly phrased indicators.** Given the shift from sector outputs to thematic outcomes, the need to count results from most if not all projects, and the need to have the lowest possible number of indicators, indicators will need to be broadly phrased with definitions that capture the full range of results to be counted. These common indicators will enable aggregation across varied projects across all sectors.
- (v) **Combine actuals with ex ante and end-line estimates.** Given the difficulty in measuring thematic outcomes, it is proposed that data on actual quantities of results achieved is combined with estimated achievements, either at end-line or ex ante. While the TRF included counting of sector outputs, such as households connected to electricity, the CRF shifts the focus to thematic outcomes, such as the number of beneficiaries. This may include estimating the number of beneficiaries based on surveys. In other cases, for example the number of jobs created, estimates may be made ex ante, during design, and used for results reporting.
- (vi) **Achievement rate targets.** Given that it is not feasible or appropriate to set ex ante results quantity targets for the 22 pillar indicators, it is proposed to use achievement rate targets with an annual achievement rate of 80%. The target of 80% is appropriate in view of the overall success rate target. It is lower than the TRF sector results target of 85% because the operational priority indicators measure higher-level outcomes rather than sector outputs. The achievement rate is the percentage of the aggregate amount of results reported in project completion reports as having been achieved by ADB-supported operations compared to planned results as reported in reports and recommendations of the President for the same operations.

III. INDICATOR TYPES

3. Intermediate and immediate outcomes will be measured by the benefit of use or application of outputs, or the effect of reforms, rather than delivery of outputs. Given the need for outcome indicators that are common and broadly phrased, units of account that are common across different sectors and types of projects (loans, programs, and TA) will be used. These common, broad-based indicators will signify complementarity of various ADB activities in achieving thematic results and will promote integrated, cross-sectoral solutions.

4. Most pillar and sub-pillar indicators belong to one of the following of six types: beneficiaries, entities, zones, infrastructure assets and services, solutions, and measures. Apart

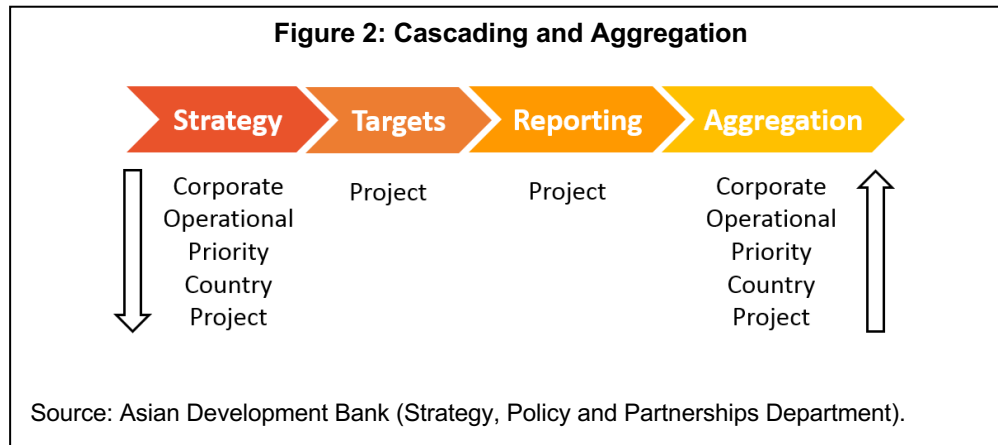
from counting beneficiaries, the indicator types are constructs, created and defined for the purpose of operational priority measurement and aggregation.

- (i) **Beneficiaries.** To ensure the focus of development results remains centered on improving lives of people across developing member countries, about half of the RFIs at Level 2A will count the number of individuals benefiting from ADB projects. These common, broad-based indicators would count beneficiaries from different infrastructure and services (e.g., urban services, rural investment, and climate resilience). Double-counting of individuals will be avoided wherever possible.
- (ii) **Entities.** ADB works with a variety of entities, such as national and subnational governments, local authorities, and private clients, to help them improve their functions and performance, including through policy-based and results-based lending and other specialized modalities. This type of indicator will count how many entities have delivered specified improvements under ADB projects. Examples of improvements delivered include increased budget utilization rate of a national government, reduced customs clearance times of a border agency, improved cost recovery ratio of a state-owned enterprise, or contained nonperforming loan rates of a systemic commercial bank.
- (iii) **Zones.** Projects under operational priority 4 on livable cities often focus on specific, bounded geographic areas or zones. This indicator type will measure the number of zones where results such as improvements in climate resilience have been achieved.
- (iv) **Infrastructure assets and services.** Creation or improvement of an infrastructure asset (e.g., a road or water supply) or a service (e.g., education or health care) improves the living conditions and opportunities of ADB beneficiaries. This indicator type will measure the delivery of new or improved assets and services and will report the achievement of expected targets as the number of assets or services delivered.
- (v) **Solutions.** This indicator type will measure the delivery of project features that promote and achieve an operational priority's objective. Examples of such solutions include technologies, models, and approaches for increasing energy efficiency; and the provision of shelters and livelihood assistance for survivors of gender-based violence.
- (vi) **Measures.** All seven operational priority plans recognize the importance of well-functioning regulatory, legal, and institutional frameworks, and ADB's role in improving these frameworks to strengthen the delivery of development results. These project-specific indicators will be largely qualitative and will focus on the successful delivery by governments or other authorities of an improved policy, law, or regulation developed and implemented with ADB support through policy-based lending, TA, and other modalities.

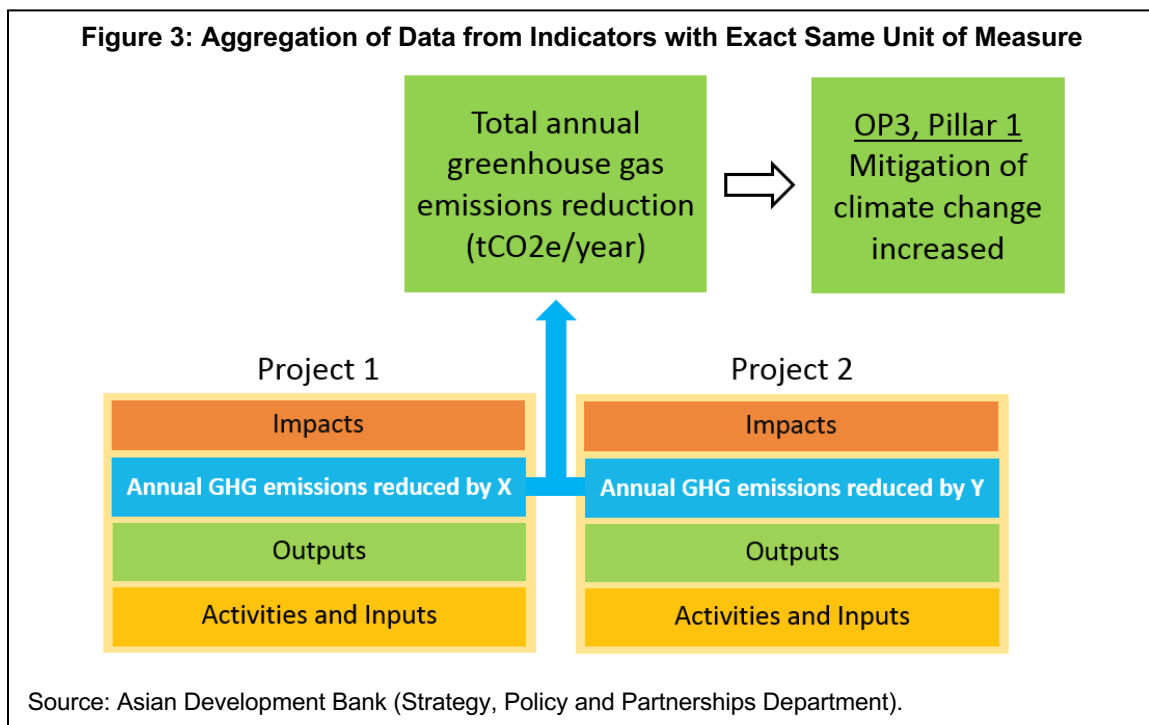
IV. RESULTS MEASUREMENT AND AGGREGATION

5. The seven operational priorities have a key role in the cascading and aggregation of results and indicators. The priorities are expounded in Strategy 2030 and further detailed in the operational priority plans. The results architecture in the CRF includes pillars and sub-pillars with indicators for each of the seven operational priorities. At the country level, a subset of the priorities is chosen based on the country context, ADB's comparative advantage and track record, and the intervention areas of other development partners. A new country partnership strategy (CPS)

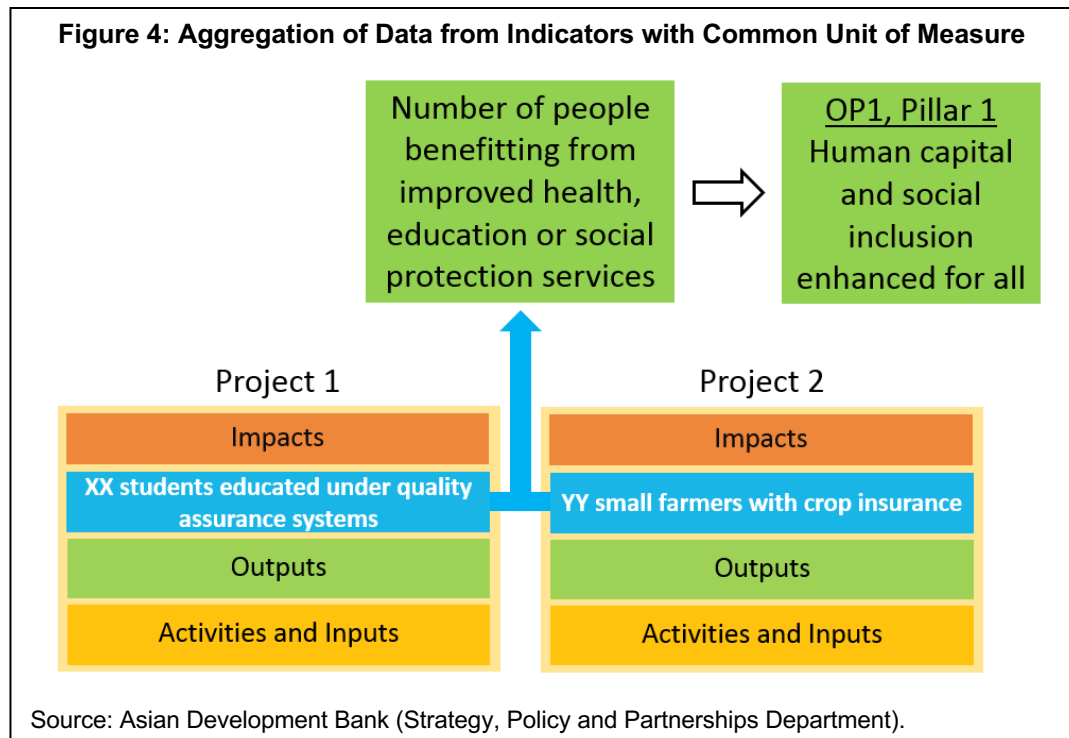
results framework is planned for 2019 that will link with the operational priority results architecture. The CPS in turn guides the selection of projects with DMFs that will integrate indicators linked to the results architecture. Targets for those indicators are set at the project level, considering the project context while setting ambitious and realistic quantities of results to be achieved. The achievement of those targets is also reported at the project level. The quantities of results are then aggregated upward from project to CPS, to operational priority, and finally to the corporate level, where achievement rate targets are used to score the aggregate achievement (Figure 2).



6. Aggregation is anticipated to follow one of three models.
- (i) **Exact same unit of measure.** Some pillar and sub-pillar indicators have exactly the same unit of measure which has the same meaning regardless of the project context, for example, total annual greenhouse gas emissions reduction. This indicator would be included in a project DMF and target and actual achievement values would be aggregated by adding the amounts together across projects (Figure 3).

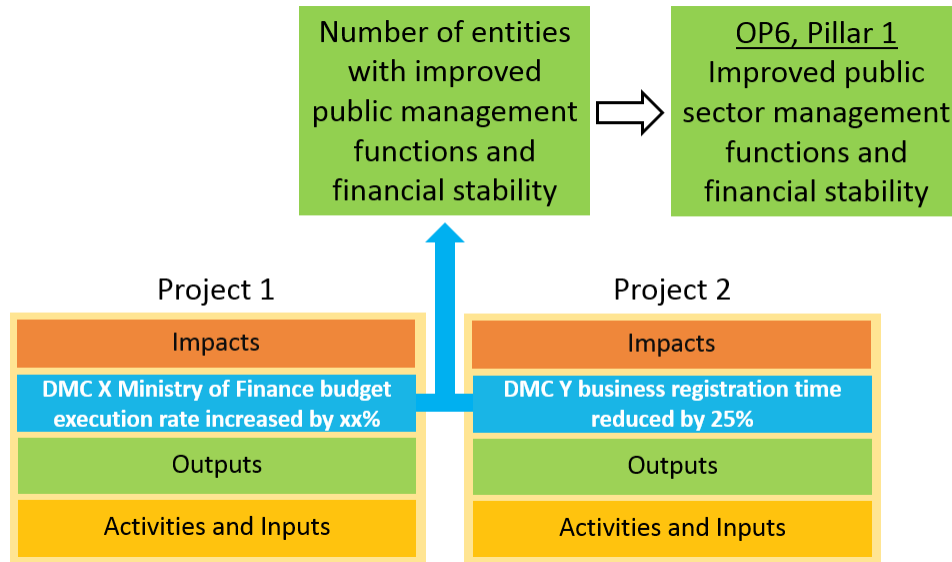


- (ii) **Common unit of measure.** Many pillar and sub-pillar indicators have a common unit of measure whose meaning differs depending on the project context. Examples include people with strengthened climate and disaster resilience, and farmers with improved market access. Individual project DMFs would include many different phrasings that refer to people, farmers, or women. However, regardless of how the indicators are phrased, they would all have a common unit of measure—people (Figure 4).



- (iii) **Constructed, common unit of measure.** Many pillar and sub-pillar indicators have a common unit of measure that has been constructed and defined for the purposes of aggregating results into the CRF. The meaning of this unit of measure differs depending on the project context. Examples include zones with improved urban environment, climate resilience, and disaster risk management, and entities with improved service delivery. Individual project DMFs may not include an explicit reference to the indicator. Rather, the entire project may be focused on a single urban zone or a government entity. In this case the data to be aggregated would be generated based on the performance against outcome targets in the DMF. If outcome targets were achieved, then the project would be counted as one zone or entity achieved (Figure 5).

Figure 5: Aggregation of Data from Indicators with Constructed, Common Unit of Measure



Source: Asian Development Bank (Strategy, Policy and Partnerships Department).