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# **Capturing ADB's Support for Inclusive Development Using the Corporate Results Framework**

**Artur Andrysiak**

Results Management Specialist  
Asian Development Bank





## **Nepal: Working Their Way out of Poverty**

**Skills for Employment Project, 2004–2012**

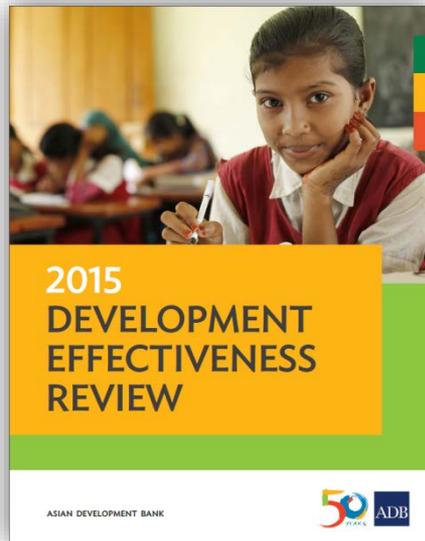
An inspiring project in Nepal is giving marginalized people the skills to find decent jobs and escape poverty.



## **Cambodia: Power to the People**

**Greater Mekong Subregion Transmission Project, 2003–2011**

A regional cooperation project brought affordable and reliable electricity to Cambodians.



ADB continues to improve the way it tells stories about the important contribution that its operations make towards inclusive development in the Asia and Pacific Region.

# Contents

ADB's MfDR Approach

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ADB's Current Approach to Inclusive Growth

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Revising ADB Results Framework

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# History

- 2008 - Results framework and annual results report adopted (DEfR)
  - ✓ Traffic light system and corporate scorecard
- 2010 – Institutionalized
  - ✓ Integrated into management cycle / President’s Directions
- 2011 – Refined, cascaded to Departments, and evaluated by IED
- 2012 – Revised results framework with 2016 targets
- 2014 – Updated results framework
- 2016 – Extension of results framework
- 2016 – New approach to inclusiveness
- 2016/2017 – Revision of the results framework

# Strategy 2020 Results Framework

## Level 1

Development progress in  
Asia and the Pacific

Poverty, human  
development, growth...

## Level 2

Results from completed  
operations

Quality at completion, outputs  
(roads) & outcomes (vehicle km)

## Level 3

Performance of new and  
ongoing operations

Quality implementation,  
finance, strategic focus,  
knowledge, partnerships

## Level 4

Organizational effectiveness

People, budget, processes

# 2015 Summary Performance Scorecard

DEVELOPMENT PROGRESS IN ASIA AND THE PACIFIC (Section I Level 1)		ADB DMCs Overall
Poverty and human development		●
Other development outcomes		●
ADB's DEVELOPMENT EFFECTIVENESS (Section II)		
Contribution to Development Results (Level 2)		ADB Operations Overall
Quality at Completion		●
Core Operational Results		●
Operational Effectiveness (Level 3)		ADB Operations Overall
Implementation Quality		●
Quality at Entry		●
Development Finance		●
Strategy 2020 Development Agendas and Operations		●
Strategy 2020 Drivers of Change		●
Organizational Effectiveness (Level 4)		ADB Operations Overall
Human Resource		●
Budget Resource		●
Process Efficiency and Client Orientation		●

## Signals

- Good
- Mixed
- Poor

# Results Achieved



**Transport**

**10,000 km of roads**



**Water supply & sanitation**

**3.2 million households**



**Land improved**

**300,000 hectares**



**Microfinance**

**2.9 million loan accounts**



**Improved educational facilities**

**6.8 million students**



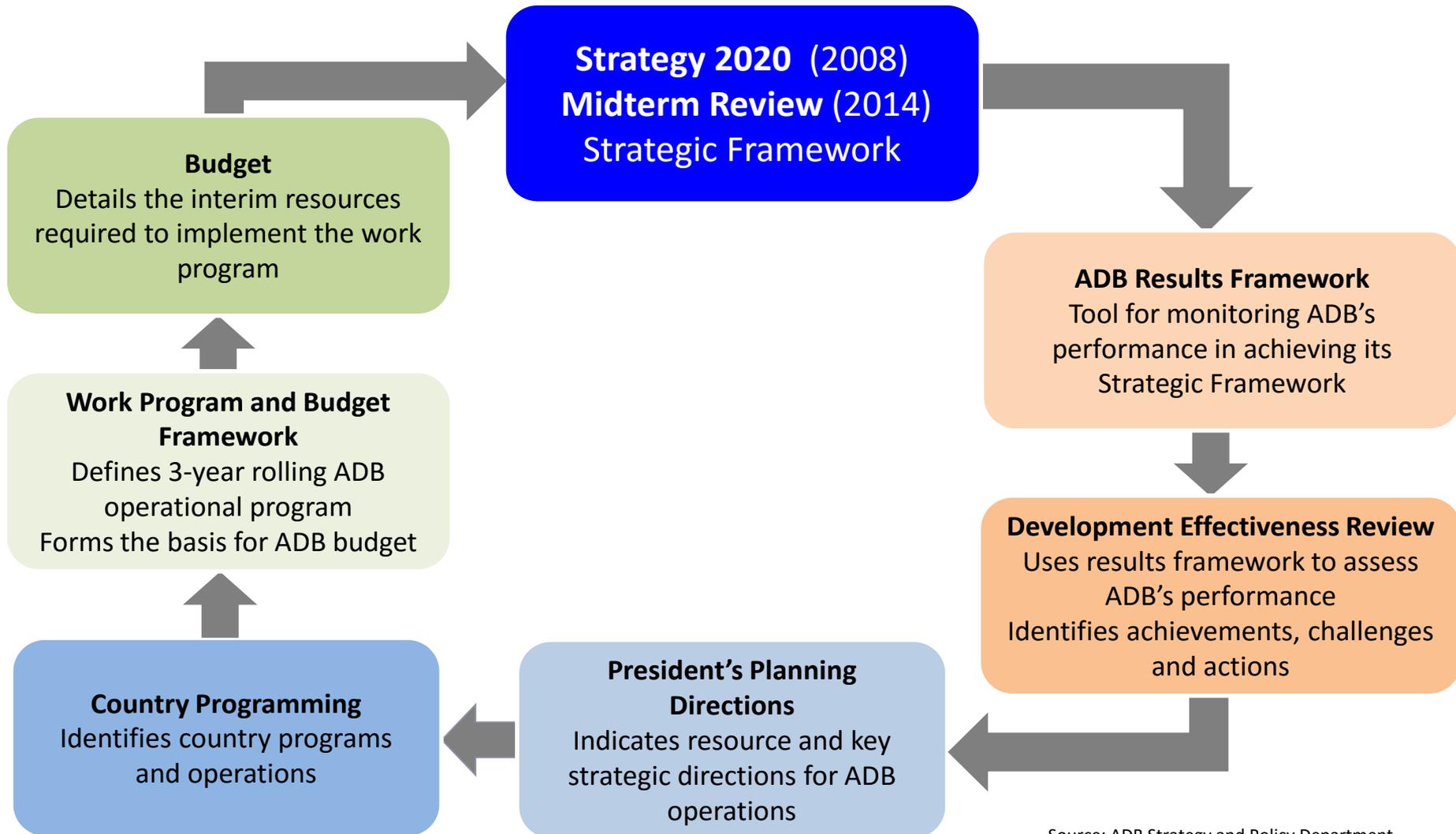
**Reduce greenhouse gas emissions each year**

**2.4 million tons**

# Users and Uses

- Management/internal
  - ✓ DEfR is part of the decision making process
  - ✓ Findings provide basis for budget and organizational decisions, feed directly into the WPBF and President's Planning Directions
- Board
  - ✓ Studies the findings, requests actions and endorses the report
- Donors and NGOs
  - ✓ Use DEfR for their own reporting and to advocate for changes in ADB's approach and direction
- Media and the general public
  - ✓ not significant users

# Nexus of Strategy, Results Monitoring, Planning and Budgeting



Source: ADB Strategy and Policy Department.

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---

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---

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---

# ADB's approach to Inclusive Growth

Strategy 2020 emphasized Inclusive Growth as one of its three strategic agendas to achieve the ADB vision of an Asia and Pacific region free of poverty:

*Foster inclusive growth: A development strategy anchored in the promotion of inclusive growth focuses on two mutually reinforcing concepts: that high and sustainable growth creates and expands economic opportunities; and that broad access to these opportunities ensures that all people, in particular the disadvantaged, can participate in and benefit from growth*

# ADB's approach to Inclusive Growth

## Three pillars of Inclusive Growth

### Pillar 1: Creation of Opportunities

High, sustainable growth is needed to create jobs and expand other economic opportunities

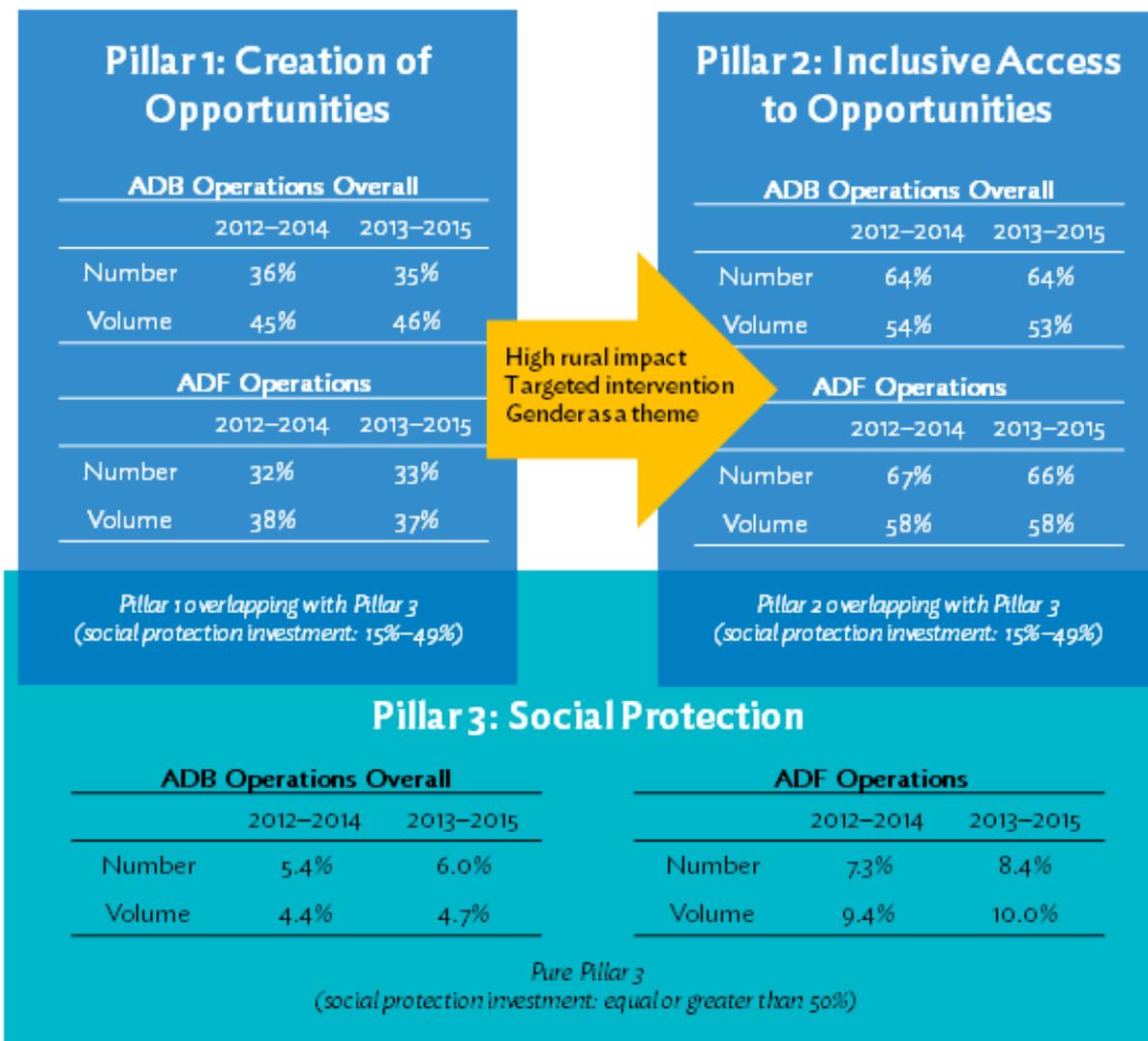
### Pillar 2: Inclusive Access to Opportunities

Access to these jobs and other economic opportunities needs to be made more inclusive to ensure that all can participate in and benefit from growth

### Pillar 3: Social Protection

Social protection, including social safety nets, must be provided to reduce vulnerability and mitigate the effects of transitory livelihood shocks and to prevent extreme deprivation

# Reporting on the Inclusive Growth



ADB = Asian Development Bank, ADF = Asian Development Fund.  
Source: ADB Strategy and Policy Department.

# Other Inclusive Growth Indicators

## Level 1

Development progress in  
Asia and the Pacific

- Population living on less than \$1.25 PPP per day
- Countries with high income inequality
- Gross lower secondary education graduation rate: Female, Male
- Social Protection Index
- Other

## Level 2

Results from completed  
operations

- Completed sovereign operations delivering intended gender equality results
- Core operation results achieved

## Level 3

Performance of new and  
ongoing operations

- Quality at entry of country partnership strategies in supporting inclusive economic growth
- Operations or transactions supporting inclusive business
- Infrastructure operations benefiting lagging areas

## Level 4

Organizational effectiveness

# Recently added Inclusive Growth Indicators

## Indicators added during the update of results framework

### **Operations supporting inclusive business (number)**

An inclusive business is a business entity that generates high development impact by (i) improving access to goods and services for the base-of-the-pyramid population (i.e., low-income people); and/or (ii) providing income and/or employment opportunities to low-income people as producers, suppliers, distributors, employers, and/or employees.

### **Infrastructure projects benefiting lagging areas**

A lagging area is defined as an area that is behind other areas when comparing socioeconomic characteristics.

### **Population living on \$1.25–\$2.00 (PPP) per day**

Percentage of the population living on \$1.25–\$2.00 per day measured at 2005 international prices and adjusted for purchasing power parity (PPP)

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---

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---

# Objectives and Scope of the Review

Respond to new  
developments

Sharpening the  
framework

Moving beyond  
2016

# Guiding Principles

Relevance

Efficiency

Effectiveness

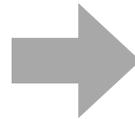
# Improving Measurement

- **Inclusive growth**
  - ✓ **Sharpen reporting in level 2**
  - ✓ **Highlight IEG pathways at level 3**
  - ✓ **Be more selective in identifying operations supporting inclusiveness**
- More gender-disaggregated data on outcome indicators where data permits
- Refine indicators for knowledge and human resources
- Strengthen measurement to promote value for money
  - ✓ Effectiveness
  - ✓ Efficiency



# Increase Outcome Orientation

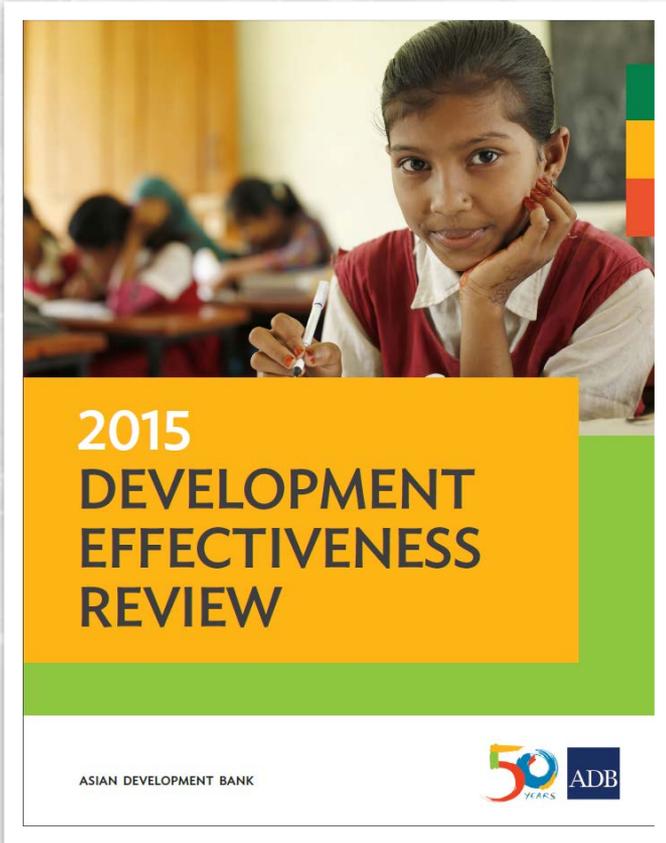
- Lift indicators from outputs to outcomes whenever possible



# Reduce the Number of Indicators

- From 91 to about 20





# Development Effectiveness Review

## Together We Deliver



**Reflect...** **Reform...** **Results...**