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Is ADB Really Set-Up to Deliver Results?

2016 DEVELOPMENT EFFECTIVENESS REVIEW

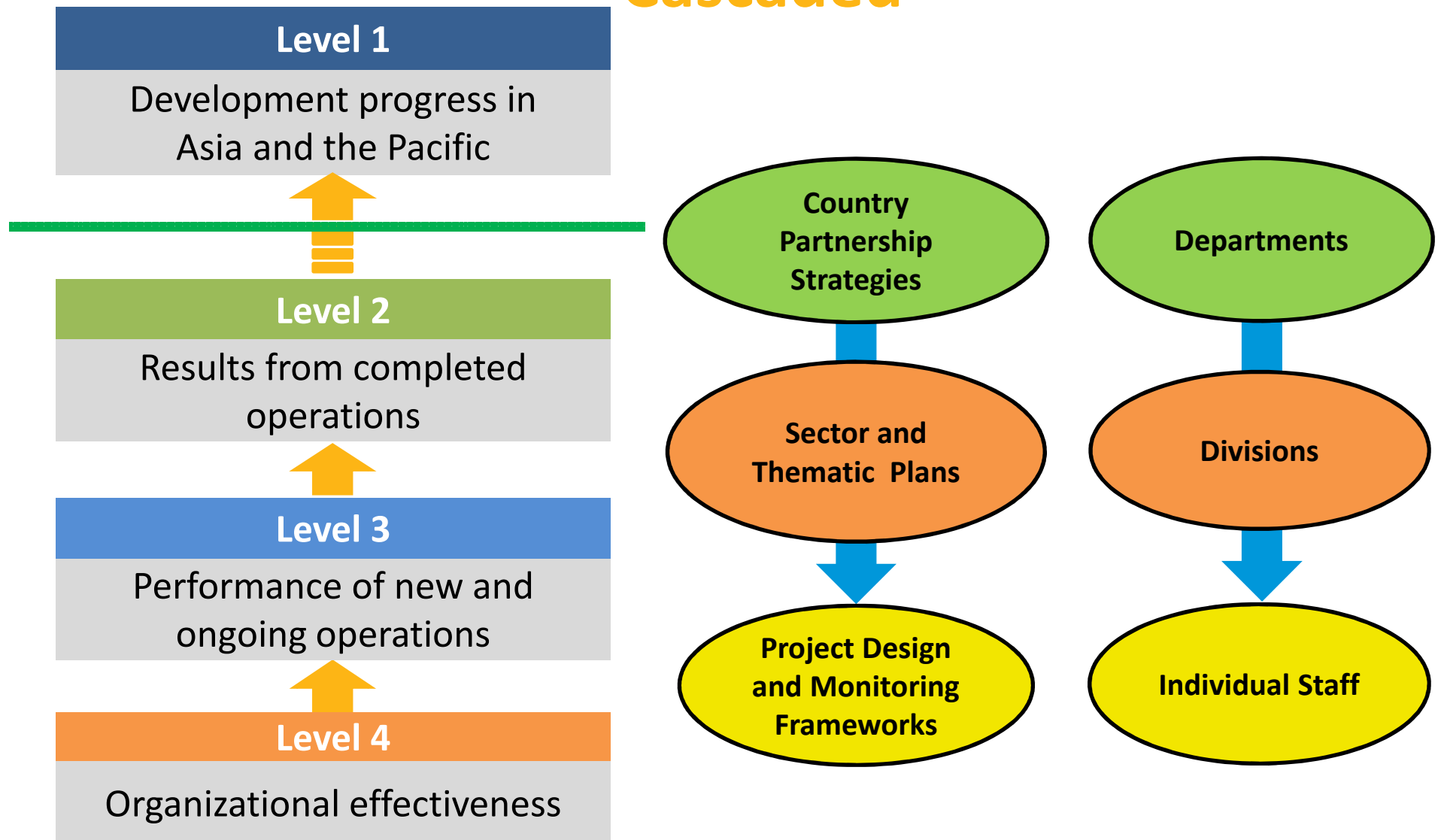


How Would You Know?

1. Strategy & aligned, cascaded results frameworks
2. Results integration into management cycle
3. Systematic, transparent results measurement
4. Reflection / Learning as an input to strategy and improved performance

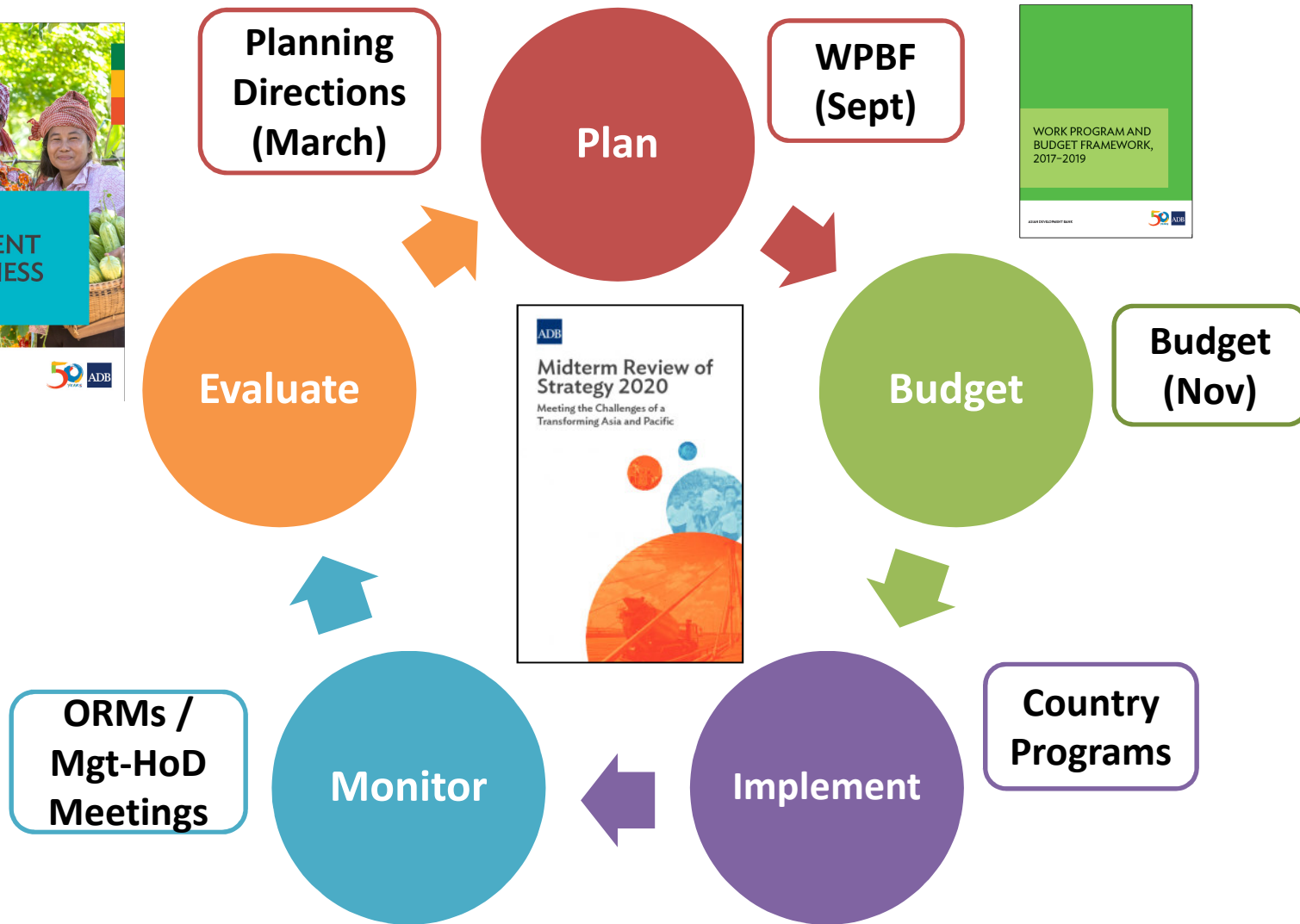


Corporate Results Framework- Aligned, Cascaded





Corporate Management Cycle - Integrated





Measurement – Systematic, Transparent

Indicator	ADB	ADF
DEVELOPMENT PROGRESS IN ASIA AND THE PACIFIC		
Poverty and human development	●	●
Other development outcomes	●	●
ADB'S CONTRIBUTIONS TO DEVELOPMENT RESULTS		
Quality at Completion	●	●
Core Operational Results	●	●
ADB'S OPERATIONAL MANAGEMENT		
Implementation Quality	●	●
Quality at Entry	●	■
Development Finance	●	●
Strategy 2020 Development Agendas and Operations	●	●
Strategy 2020 Drivers of Change	●	●
ADB'S ORGANIZATIONAL MANAGEMENT		
Human Resources	●	■
Budget Resources	●	■
Process Efficiency and Client Orientation	●	●



Results?

Reflection?

Learning?



Headline

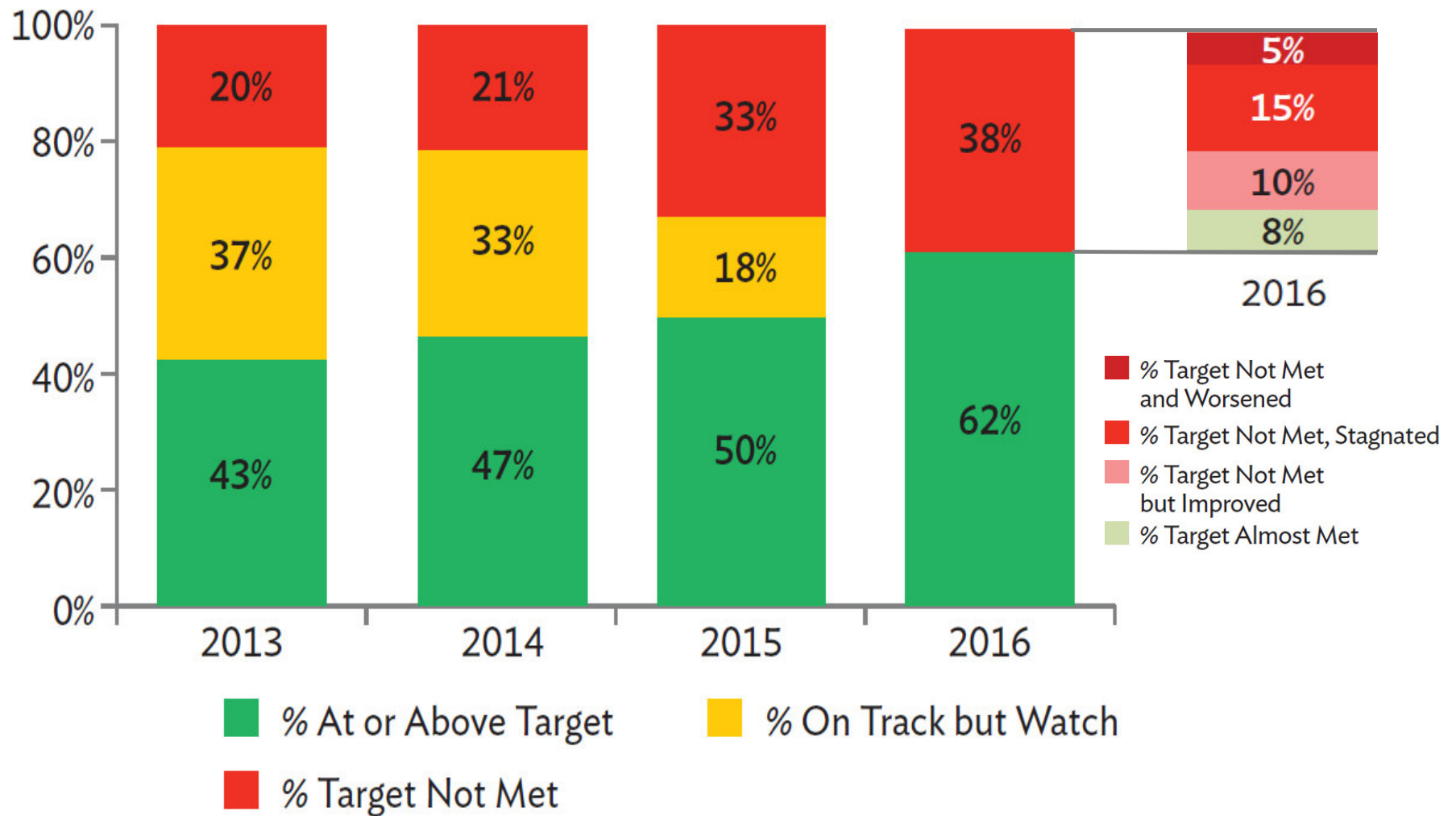
ADB's efforts and reforms are working

Performance is improving

Several areas are off-track



ADB Performance in 2016



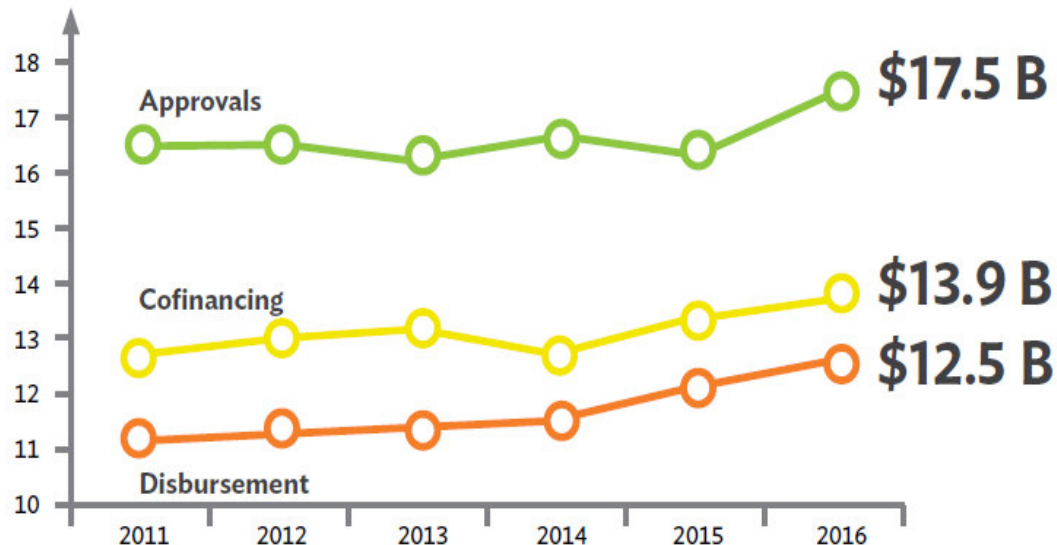


Highlights

- 1. Stronger:** Delivering Development Finance
- 2. Better:**
 - Success and Sustainability
 - Gender Equality
 - Strategic Alignment
- 3. Faster:** Project Cycle Actions and Effects



Stronger: Delivering Development Finance



Record development finance

- Record approvals, cofinancing, and disbursements— all new highs in 2016
- Record number of operations approved – 145 in 2016
- Growth in approvals volume: 26% in 2011-2016

Cofinancing target of 70% met

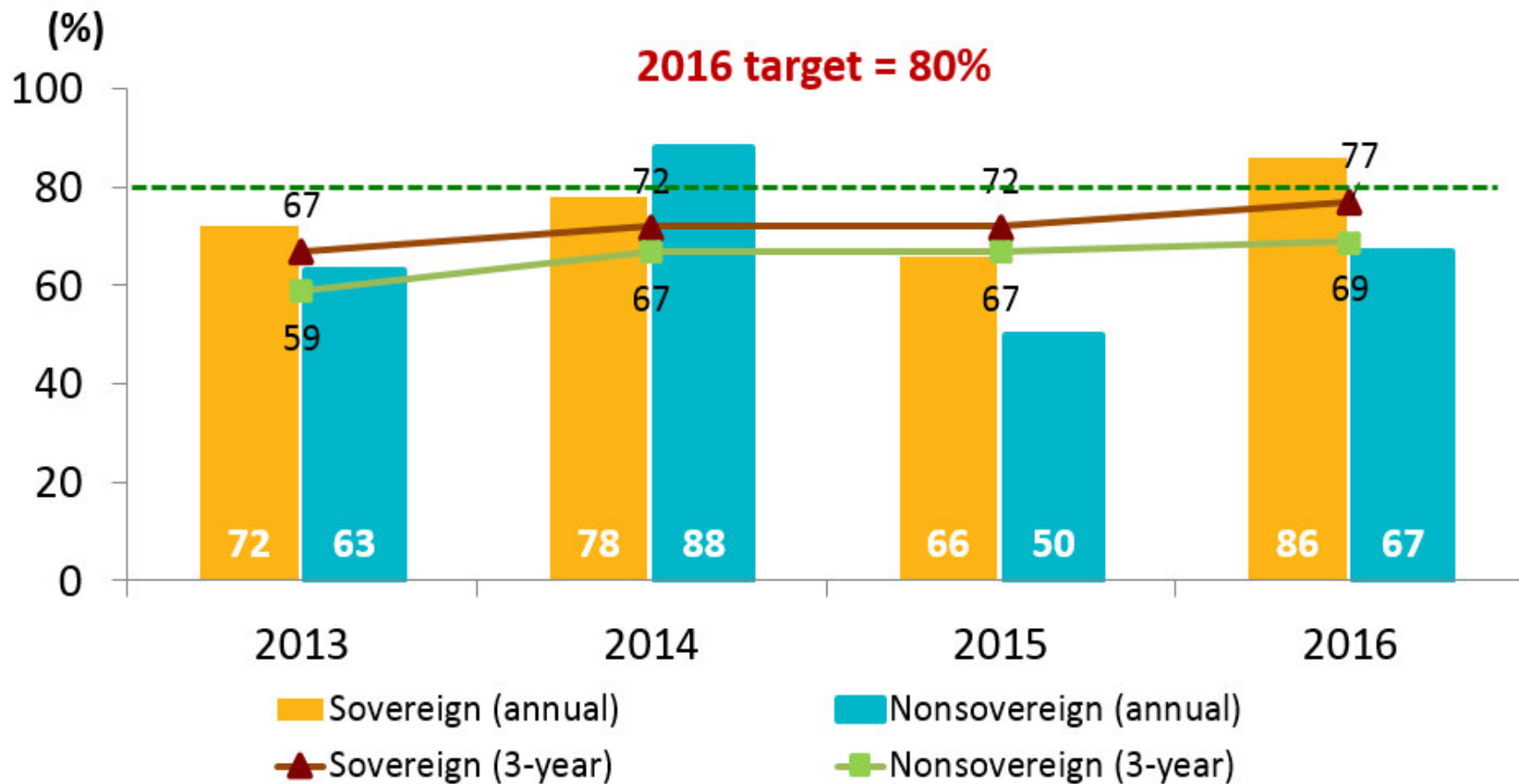
Disbursement ratio improved

Public-private partnerships target surpassed



Better: Success Rates

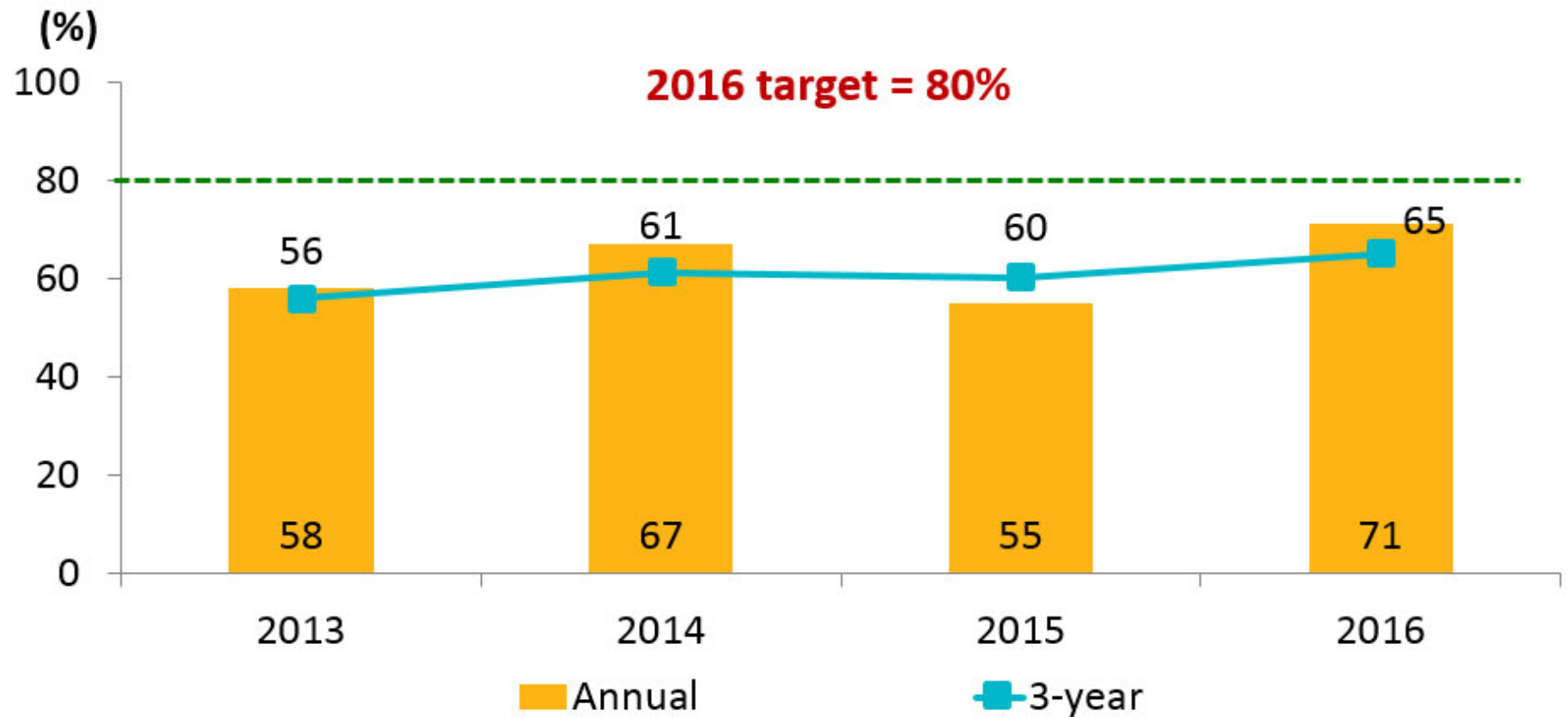
Sovereign and Nonsovereign Operations





Better: Sustainability

Sustainability of Sovereign operations





However...

1. Nonsovereign finance sector approval rates are rising
 - 2000-04 Approvals: 50%
 - 2008-12 Approvals: 82%
2. 92% sustainable: 2011-12 Approvals
 - Transport / Water and other Urban Infrastructure and Services – plateaued or declined by approval year



Better: Gender Equality

Level 1 – DMCs transforming gender relationships, gaps remain

Parity in Education

Health targets missed

Delivery of gender equality results

60%: 2012–2014

70%: 2013–2015

74%: 2014–2016

2016 target of 70% achieved, second year
in a row

Completed projects

Increasing success rates of
gender equality project
components

More action required

Gender equality in
design

Mainstreaming
targets met – Three
year average

Drop in 2016 due to
infrastructure



Better: Gender Equality

Level 1 – DMCs transforming gender relationships, gaps remain

Parity in Education

Health targets missed

3-year average masks a 7-percentage-point decline in 2016.

Fewer gender-mainstreamed projects approved in roads and urban water supply / sewerage

Gender equality in design

Mainstreaming targets met – Three year average

Drop in 2016 due to infrastructure



Better: Strategic Alignment

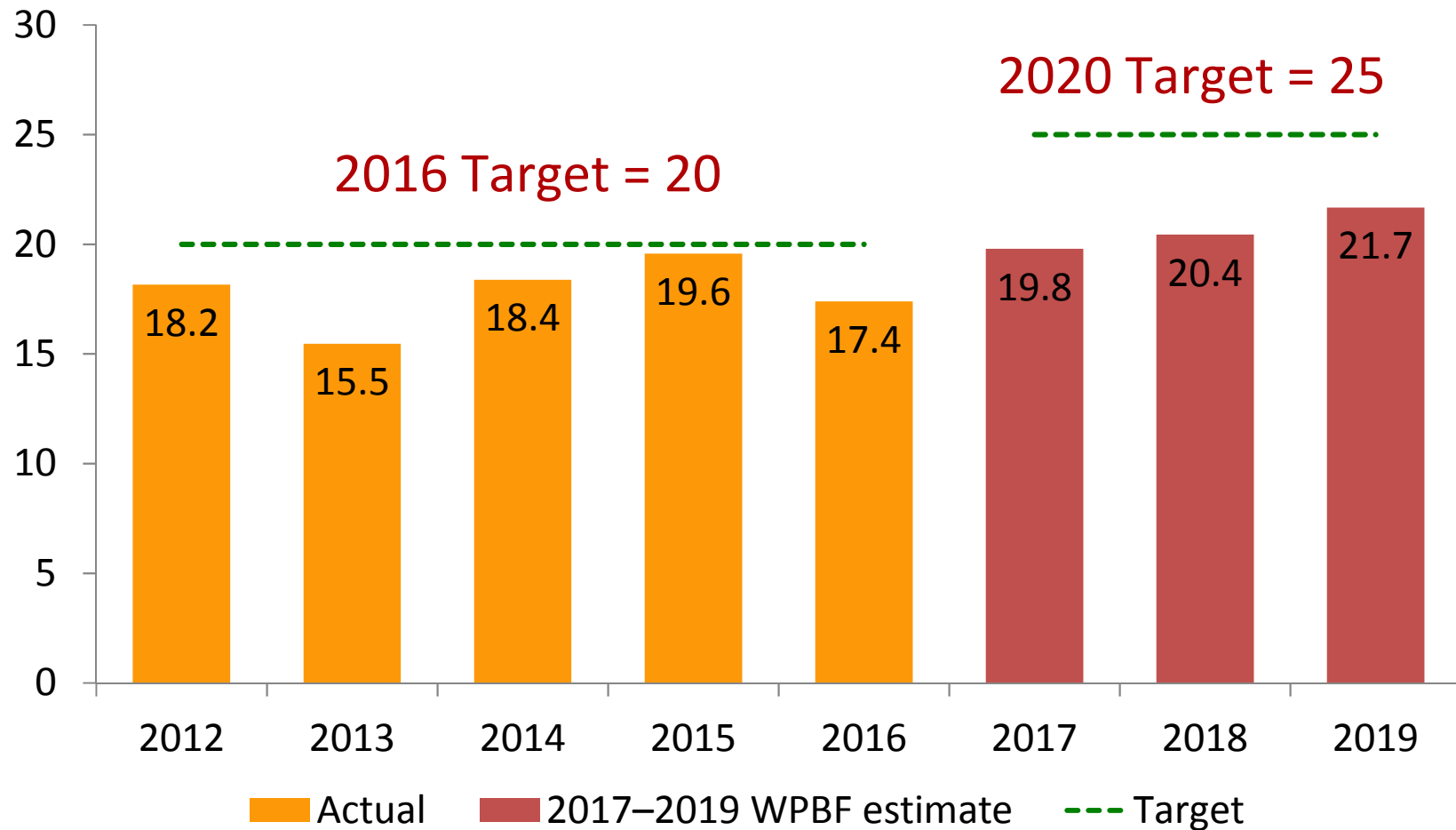
Key strength of ADB

Targets met or exceeded:

- Environmental sustainability
- Climate change mitigation and adaptation
- Regional cooperation and integration
- Health financing
- Private sector development and private sector operations
- Governance and capacity development
- Gender mainstreaming



Better: Financing for Private Sector Operations





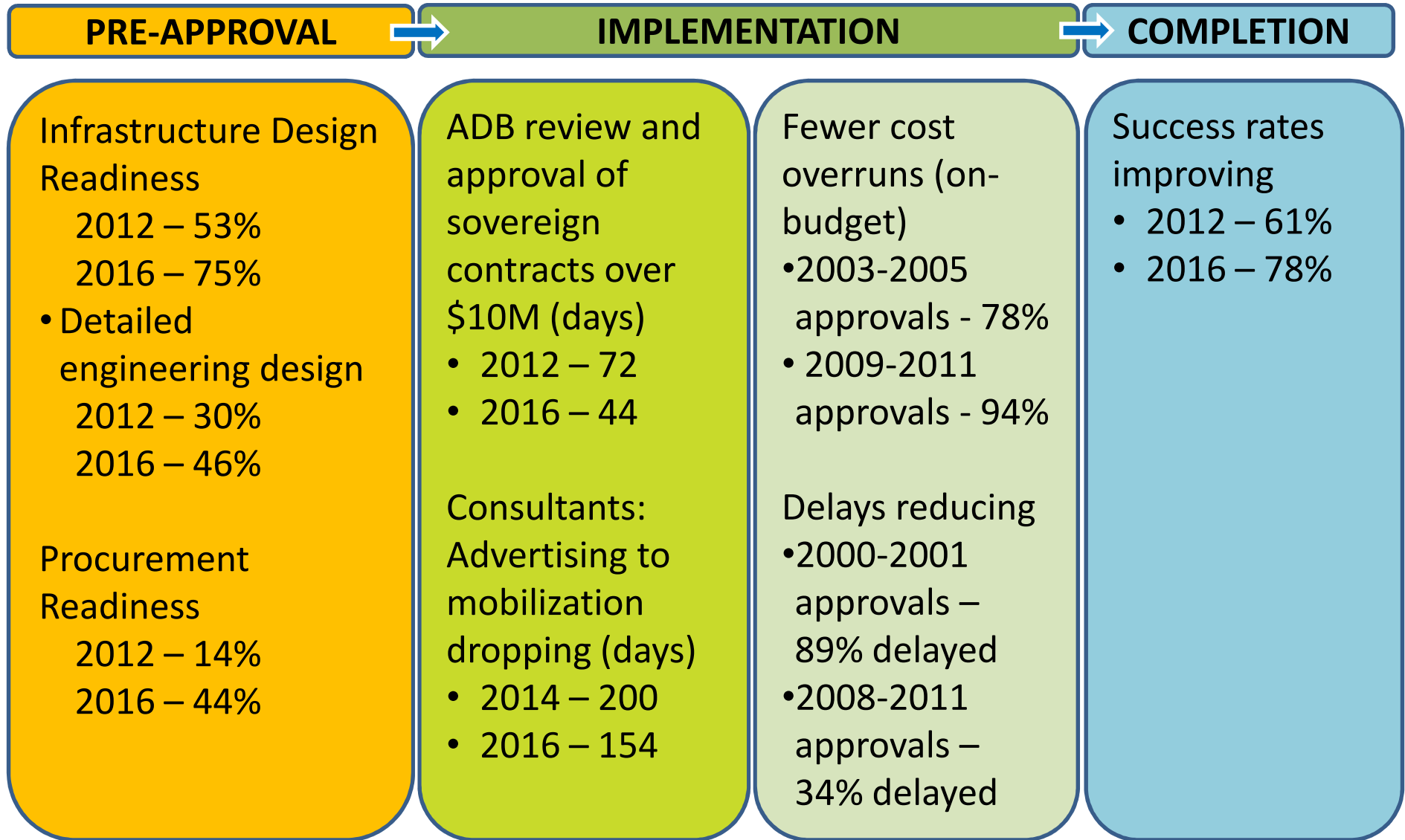
Faster: Actions and Effects

Design stage issues compound
throughout project lifecycle

Leading to delayed and reduced
benefits and reduced efficiency

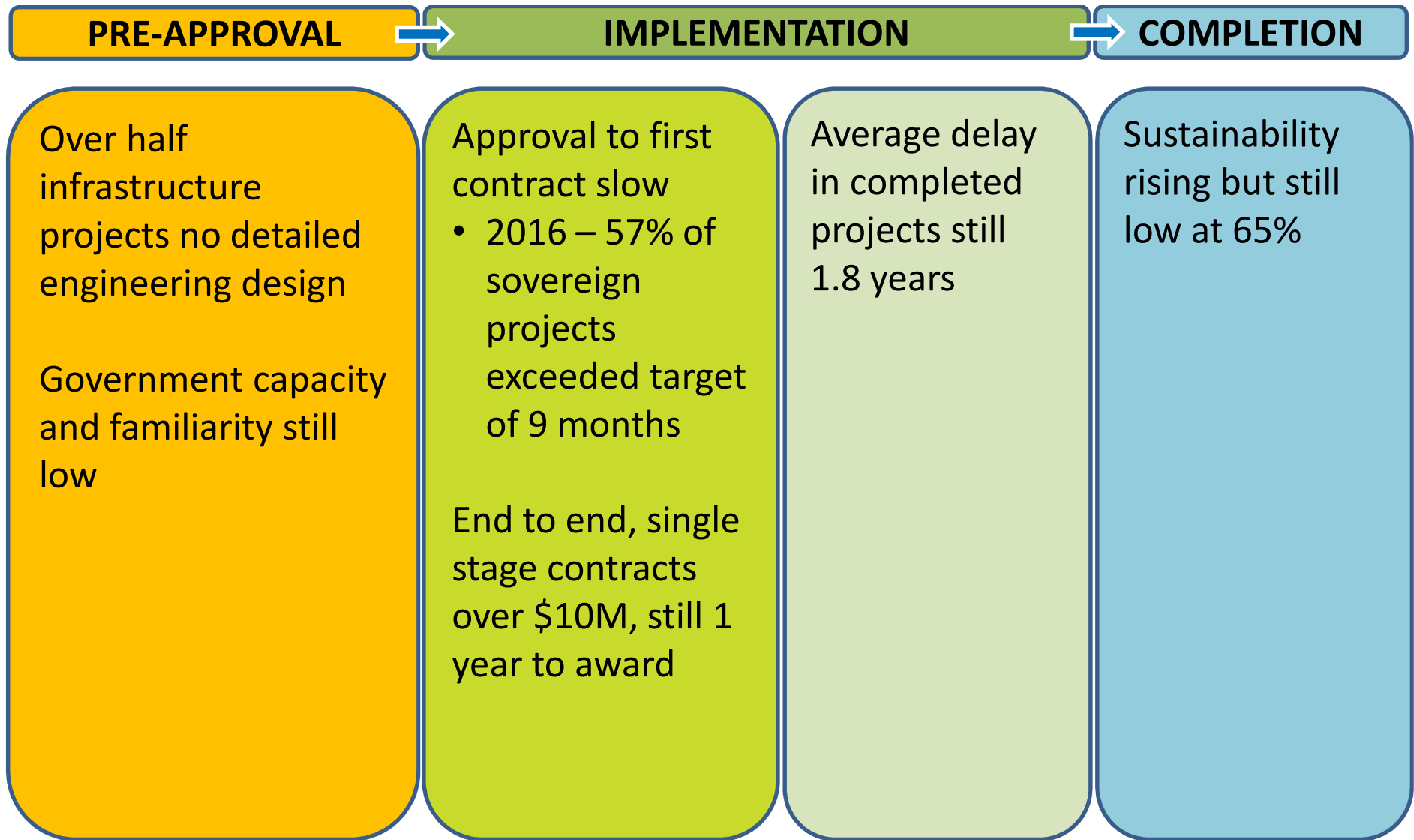


Faster: Actions and Effects





Faster: Remaining Challenges





Reflection: Unfinished Agendas

1.5 billion

people lack access to improved sanitation



485 million

people lack access to electricity



266 million

people lack access to clean drinking water



The maternal mortality rate is **126** in **100,000 women**, **43 deaths** higher than the MDG target



73 million

children under 5 are underweight





Reflection: Sustaining Prosperity - Issues

Disasters cost Asia
and the Pacific

\$63.1 billion
a year

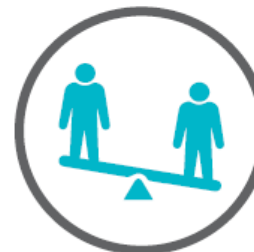


The cost of PV Solar
energy has fallen from
US\$300/MWh
in 2009 to **\$101**



1.8 billion
people have access to
mobile internet technology

Developing Asia
may emit more than
35 billion tons
of CO₂ equivalent by 2035 =
49% of global emissions



Inequality increased in the
**3 of the most
populous countries**
in the region



ADB: Delivering Results

1. Strategy & aligned, cascaded results frameworks
2. Results integration into management cycle
3. Systematic, transparent results measurement
4. Reflecting & Learning as an input to strategy and improved performance



Any surprises?

Reactions? Questions? Comments?