Periodical Part

... development effectiveness review ; 14th report (2020)

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2020 DEVELOPMENT EFFECTIVENESS REVIEW

SCORECARD AND RELATED INFORMATION

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ASIAN DEVELOPMENT BANK

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Notes:
1. In this report, "$" refers to United States dollars.
2. The Asian Development Bank's Strategy, Policy and Partnerships Department is the source of all information in tables, figures, boxes, and infographics in this report, unless otherwise stated.
3. Totals may not sum precisely because of rounding.

SIGNALS AND SCORING METHODS

Alignment with the Sustainable Development Goals

	SDG Indicator	Official Sustainable Development Goal (SDG) Indicator
	SDG Derived	*Directly* related to an official SDG indicator
	SDG Aligned	*Closely* linked to SDG indicator or captures certain elements of the official indicator
	SDG Proxy Indicator	*Relates* to overall SDG and associated targets but not to an official SDG indicator

Results Framework Indicators Level 1: Signals

Scoring Method	Signal[a]	Change
Improved—region's performance improved relative to prior year of available data	⬆	Improved
Unchanged—region's performance unchanged relative to prior year of available data	⬌	Stayed constant
Regressed—region's performance deteriorated relative to prior year of available data	⬇	Deteriorated

[a] A change of more than 2.5% constitutes an improvement or deterioration.

Results Framework Indicators Levels 2–4: Signals

Scoring Method	Signal	Annual Change[a]
At or above target—performance at or above target	✅	
On track—performance exceeded desired progress to attain target	⬆	Improved
	⬛	Remained constant
	⬇	Deteriorated
On track but watch—performance met desired progress to attain 2024 target but requires close monitoring	⬆	Improved
	🟧	Remained constant
	⬇	Deteriorated
Off track—performance fell short of desired progress to attain target	⬆	Improved
	🟥	Remained constant
	⬇	Deteriorated
Monitor—no performance assessment	⬆	Increased
	⬜	Remained constant
	⬇	Decreased

[a] An arrow indicates a significant (≥ 3%) change from previous performance.

Results Framework Indicators Levels 2–4: Composite Signals

Signal		Explanation
🟢	*Good*	Two-thirds or more of RFIs in the group achieved a green or amber signal and half or more achieved a green signal.
🟡	*Mixed*	More than half but less than two-thirds of RFIs in the group achieved a green or amber signal, or two-thirds or more of RFIs in the group achieved a green or amber signal but less than half achieved a green signal.
🔴	*Poor*	Half or less of RFIs in the group achieved a green or amber signal.
⚪		No signal generated because data is not yet available for three or more indicators in the group.
– –		Group not scored because data are reported for less than three indicators that have a specific target.

RFI = results framework indicator.

Results Framework Indicators Levels 2–4: Scoring Methods for 2019–2023

Scoring Method	Target	Note	Signal	Applied to[a]
Achievement rate[b]	Annual	• At or above 80% of expected results	✅	Level 2A: RFIs 1–22
		• Below 80% of expected results	🔴	
Point target	2024	• At or above target	✅	Level 2B: RFIs 1–4 Level 3: RFIs 2 (ADB overall only), 6, 9–11 (ADB overall only), 13–14 Level 4: RFIs 2–3, 5–6, and 8
		• Above band from baseline to target	🟢	
		• Within band from baseline to target	🟡	
		• Below band from baseline to target	🔴	
Range	2024	• Within the target range	✅	Level 3: RFIs 7, 8
		• Above band from baseline to target	🟢	
		• Within band from baseline to target	🟡	
		• Below band from baseline to target	🔴	
Performance standard	Annual	• Performance standard or better	✅	Level 2B: RFI 5 Level 3: RFI 5 Level 4: RFI 1
		• Worse than the performance standard	🔴	

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Results Framework Indicators Levels 2–4: Scoring Methods for 2019–2023 (continued)

Scoring Method	Target	Note	Signal	Applied to[a]
Maintain	Annual	• Baseline or better • Worse than the baseline	✅ 🟥	Level 3: RFI 1 (ADB overall only)
Cumulative	2024	• Above cumulative target • Performance is expected to increase each year and add up to the cumulative target • Performance is on track to reach the target but requires close monitoring • Below cumulative target	✅ 🟩 🟧 🟥	Level 3: RFI 12 Level 4: RFI 4
Monitor[c]	2024	• Increased • Remained stable • Decreased	↑ ⬜ ↓	Level 3: RFIs 1–2 (CA only), 3–4, 9–11 (CA only), and 15 Level 4: RFI 7

ADB = Asian Development Bank, CA = concessional assistance, RFI = results framework indicator.

[a] Refers to the RFI numbers used in the ADB Corporate Results Framework, 2019–2024.
[b] Achievement rate for Level 2A indicators is only calculated once the count of cumulative planned results has reached a threshold of at least 20.
[c] Only arrows are shown, no impact on summary scorecard.

Results Framework Indicators Levels 2–4: Scoring Methods for 2024

Scoring Method	Target	Note	Signal	Applied to[a]
Achievement rate	Annual	• Better than target • Worse than target	✅ 🟥	Level 2A: RFIs 1–22
Point target	2024	• At or above target • Below target, but within 1% buffer zone • Below target	✅ 🟧 🟥	Level 2B: RFIs 1–4 Level 3: RFIs 2 (ADB overall only), 6, 9–11 (ADB overall only), 13–14 Level 4: RFIs 2–3, 5–6, and 8

Scoring Method	Target	Note	Signal	Applied to[a]
Range	2024	• Within the target range • Outside the target range	✅ 🟥	Level 3: RFIs 7, 8
Performance standard	Annual	• Performance standard or better • Worse than the performance standard	✅ 🟥	Level 2B: RFI 5 Level 3: RFI 5 Level 4: RFI 1
Maintain	Annual	• Baseline or better • Worse than the baseline	✅ 🟥	Level 3: RFI 1 (ADB overall only)
Cumulative indicator	2024	• Above cumulative target • Performance is expected to increase each year and add up to the cumulative target • Performance is on track to reach the target but requires close monitoring • Below cumulative target	✅ 🟩 🟧 🟥	Level 3: RFI 12 Level 4: RFI 4
Monitor[b]	2024	• Increased • Remained stable • Decreased	↑ ▭ ↓	Level 3: RFIs 1–2 (CA only), 3–4, 9–11 (CA only), and 15 Level 4: RFI 7

ADB = Asian Development Bank, CA = concessional assistance, RFI = results framework indicator.

[a] Refers to the RFI numbers used in the ADB Corporate Results Framework, 2019–2024.
[b] Only arrows are shown, no impact on summary scorecard.

RESULTS FRAMEWORK INDICATORS

ADB Developing Member Countries Overall

Indicator	SDG	Baseline Year(s)	Latest Year	Baseline Value(s)	Latest Value	2020 Signal
1. Population living on less than $1.90 a day (%, number)[a]	1 NO POVERTY	2015	2017	7.20 273,000,000	5.10 198,000,000	⬆
2. Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference)	10 REDUCED INEQUALITIES	2000–2017	2000-2018	(0.12)	0.14	⬆
3. Annual growth rate of real GDP per capita in 2010 constant United States dollars (%)	8 DECENT WORK AND ECONOMIC GROWTH	2017	2019	5.54	4.11	⬇
4. Unemployment rate (%)	8 DECENT WORK AND ECONOMIC GROWTH			3.49	4.57	⬇
a. Female		2018	2020	3.79	4.46	⬇
b. Male				3.51	4.70	⬇
5. CO_2 emissions per unit of GDP (kg per $ constant 2010 PPP GDP)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	2014	2017	1.04	0.90	⬆
6. Deaths attributed to climate-related and geophysical hazards (number)[b]	13 CLIMATE ACTION	2018	2020	8,761	5,050	⬆
7. PM2.5 air pollution, mean annual exposure (micrograms per cubic meter)	11 SUSTAINABLE CITIES AND COMMUNITIES	2016	2017	60.07	60.65	⬌
8. Prevalence of stunting among children under 5 years (%)	2 ZERO HUNGER	2006–2016	2008–2018	28.93	28.19	⬌

ADB Concessional Assistance Countries

Indicator	SDG	Baseline Year(s)	Latest Year	Baseline Value(s)	Latest Value	2020 Signal
1. Population living on less than $1.90 a day (%, number)[a]	1 NO POVERTY	2015	2017	8.06 49,680,000	5.58 35,398,456	⬆
2. Growth rates of household expenditure or income per capita among the bottom 40% and the total population (percentage point difference)	10 REDUCED INEQUALITIES	2000–2017	2000–2018	0.13	0.15	⬆
3. Annual growth rate of real GDP per capita in 2010 constant United States dollars (%)	8 DECENT WORK AND ECONOMIC GROWTH	2017	2019	4.48	3.14	⬇
4. Unemployment rate (%)	8 DECENT WORK AND ECONOMIC GROWTH			3.13	4.00	⬇
a. Female		2018	2020	4.38	4.90	⬇
b. Male				2.68	3.67	⬇
5. CO_2 emissions per unit of GDP (kg per $ constant 2010 PPP GDP)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	2014	2017	0.64	0.68	⬇
6. Deaths attributed to climate-related and geophysical hazards (number)[b]	13 CLIMATE ACTION	2018	2020	397	2,078	⬇
7. PM2.5 air pollution, mean annual exposure (micrograms per cubic meter)	11 SUSTAINABLE CITIES AND COMMUNITIES	2016	2017	49.39	49.43	⬌
8. Prevalence of stunting among children under 5 years (%)	2 ZERO HUNGER	2006–2016	2008–2018	37	35.39	⬌

ADB Developing Member Countries Overall (continued)

Indicator	SDG	Baseline Year(s)	Latest Year	Baseline Value(s)	Latest Value	2020 Signal
9. **Worldwide Governance Indicators** (average score)[c]		2017	2019	(0.32)	(0.28)	↑
10. **Regional cooperation and integration index** (average score)[d]		2010–2015	2018	0.43	0.45	↑

ADB Concessional Assistance Countries (continued)

Indicator	SDG	Baseline Year(s)	Latest Year	Baseline Value(s)	Latest Value	2020 Signal
9. Worldwide Governance Indicators (average score)[c]		2017	2019	(0.34)	(0.31)	⬆
10. Regional cooperation and integration index (average score)[d]		2010–2015	2018	0.42	0.44	⬆

( ) = negative, ADB = Asian Development Bank, CO_2 = carbon dioxide, GDP = gross domestic product, kg = kilogram, PM2.5 = atmospheric particulate matter with a diameter of less than 2.5 micrometers, PPP = purchasing power parity, SDG = Sustainable Development Goal.

Notes:
1. "Concessional assistance countries" refers to a subset of ADB developing member countries that have access to Asian Development Fund grants and concessional ordinary capital resources loans (group A and B countries except India).
2. Estimates are averages of actual country values or imputed country values wherever data are missing for the year required, weighted by population size or by GDP.
3. Gray shading in cells indicates the column heading does not apply.

[a] The World Bank introduced the $1.90 income per day international poverty threshold in 2015 and revised its estimates in September 2020 reflecting 2011 Purchasing Power Parity (PPP). The new poverty estimates combine revised PPP exchange rates for household consumption from the 2011 International Comparison Program published in May 2020 with data from more than 1,500 household surveys across 166 economies in the world. World Bank. 2020. PovcalNet Update: What's New. *Global Poverty Monitoring Technical Note. No. 14.* Washington, D.C.
[b] Climate-related hazards include climatological, hydrological, and meteorological hazards.
[c] The Worldwide Governance Indicators report on six broad dimensions of governance: voice and accountability, government effectiveness, control of corruption, rule of law, regulatory quality, and political stability and absence of violence.
[d] ADB's Economic Research and Regional Cooperation Department adapted the Asia-Pacific Regional Cooperation and Integration Index to capture the following dimensions: trade and investment integration, regional value chains, infrastructure and connectivity, movement of people, and institutional and social integration.

Sources: Regional aggregates were prepared by ADB's Strategy, Policy and Partnerships Department using country data from the following sources: ADB Economic Research and Regional Cooperation Department; World Bank. PovcalNet. http://iresearch.worldbank.org/PovcalNet/povOnDemand.aspx (accessed 12 October 2020); Centre for Research on the Epidemiology of Disasters. Emergency Events Database. https://www.emdat.be/database (accessed 13 January 2021); World Bank. Worldwide Governance Indicators. https://datacatalog.worldbank.org/dataset/worldwide-governance-indicators (accessed 15 January 2021); and World Bank. World Development Indicators. https://databank.worldbank.org/source/world-development-indicators (accessed 15 February 2020). Population data used as weights are from the following sources: World Bank. World Development Indicators. https://databank.worldbank.org/source/world-development-indicators (accessed 12 January 2021); and International Labour Organization. ILOSTAT. https://ilostat.ilo.org/ (accessed 18 January 2021).

LEVEL 2: Results from Completed Operations

ADB Operations Overall

Indicator	SDG	Number of Completion Reports (PCR / XARR / TCR)			Results Achieved	Achievement Rate (%)	Signal
LEVEL 2A. STRATEGY 2030 OPERATIONAL PRIORITY RESULTS							🟢
Operational Priority 1: Addressing Remaining Poverty and Reducing Inequalities							
1.1 People benefiting from improved health services, education services, or social protection (number)	1	6			4,872,000	85	✅
1.2 Jobs generated (number)	8	16	10		1,748,000	100+	✅
1.3 Poor and vulnerable people with improved standards of living (number)	1	11			30,521,000	100+	✅
Operational Priority 2: Accelerating Progress in Gender Equality							
2.1 Skilled jobs for women generated (number)	8	15			317,000	100+	✅
2.2 Women and girls completing secondary and tertiary education, and/or other training (number)	4	3			67,000	100+	✅
2.3 Women represented in decision-making structures and processes (number)	5	6			115,000	100+	✅
2.4 Women and girls with increased time savings (number)	5	3			997,000	100	✅
2.5 Women and girls with increased resilience to climate change, disasters, and other external shocks (number)	13	1			870	100	✅
Operational Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability							
3.1 Total annual greenhouse gas emissions reduction (tCO_2e/year)	13	17	8		19,325,000	100+	✅
3.2 People with strengthened climate and disaster resilience (number)	13	3	2		561,000	100+	✅
3.3 People benefiting from strengthened environmental sustainability (number)	12	6			3,127,000	88	✅

LEVEL 2: Results from Completed Operations

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	SDG	Number of Completion Reports (PCR) (TCR)	Results Achieved	Achievement Rate (%)	Signal
LEVEL 2A. STRATEGY 2030 OPERATIONAL PRIORITY RESULTS					🟢
Operational Priority 1: Addressing Remaining Poverty and Reducing Inequalities					
1.1 **People benefiting from improved health services, education services, or social protection** (number)	1	5	4,379,000	83	✅
1.2 **Jobs generated** (number)	8	7	175,000	99	✅
1.3 **Poor and vulnerable people with improved standards of living** (number)	1	7	4,823,000	100+	✅
Operational Priority 2: Accelerating Progress in Gender Equality					
2.1 **Skilled jobs for women generated** (number)	8	9	115,000	98	✅
2.2 **Women and girls completing secondary and tertiary education, and/or other training** (number)	4	3	67,000	100+	✅
2.3 **Women represented in decision-making structures and processes** (number)	5	4	850	79	🟥
2.4 **Women and girls with increased time savings** (number)	5	1	90,000	100	✅
2.5 **Women and girls with increased resilience to climate change, disasters, and other external shocks** (number)	13				
Operational Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability					
3.1 **Total annual greenhouse gas emissions reduction** (tCO_2e/year)	13	7	810,000	100+	✅
3.2 **People with strengthened climate and disaster resilience** (number)	13	2 1	81,000	100+	✅
3.3 **People benefiting from strengthened environmental sustainability** (number)	12	3	304,000	100+	✅

ADB Operations Overall (continued)

Indicator	SDG	Number of Completion Reports PCR XARR TCR	Results Achieved	Achievement Rate (%)	Signal
Operational Priority 4: Making Cities More Livable					
4.1 **People benefiting from improved services in urban areas** (number)	11	13	14,150,000	100+	✅
4.2 **Entities with improved urban planning and financial sustainability** (number)	11	3	7		
4.3 **Zones with improved urban environment, climate resilience, and disaster risk management** (number)	11	2	2		
Operational Priority 5: Promoting Rural Development and Food Security					
5.1 **People benefiting from increased rural investment** (number)	2	12 2	27,605,000	100+	✅
5.2 **Farmers with improved market access** (number)	2	1	2,800	100+	✅
5.3 **Land with higher productivity** (hectares)	2	3	361,000	100+	✅
Operational Priority 6: Strengthening Governance and Institutional Capacity					
6.1 **Entities with improved management functions and financial stability** (number)	16	13 4 10	890	100+	✅
6.2 **Entities with improved service delivery** (number)	16	19 1 5	320	100	✅
Operational Priority 7: Fostering Regional Cooperation and Integration					
7.1 **Cargo transported and energy transmitted across borders** ($)	17				
7.2 **Trade and investment facilitated** ($)	17	1	1,374,000,000	100	✅

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Number of Completion Reports PCR / TCR	Results Achieved	Achievement Rate (%)	Signal
Operational Priority 4: Making Cities More Livable					
4.1 **People benefiting from improved services in urban areas** (number)	11	7	1,595,000	89	✅
4.2 **Entities with improved urban planning and financial sustainability** (number)	11	2	2		
4.3 **Zones with improved urban environment, climate resilience, and disaster risk management** (number)	11				
Operational Priority 5: Promoting Rural Development and Food Security					
5.1 **People benefiting from increased rural investment** (number)	2	8	8,773,000	100+	✅
5.2 **Farmers with improved market access** (number)	2	1	2,800	100+	✅
5.3 **Land with higher productivity** (hectares)	2	3	361,000	100+	✅
Operational Priority 6: Strengthening Governance and Institutional Capacity					
6.1 **Entities with improved management functions and financial stability** (number)	16	6 / 9	880	100+	✅
6.2 **Entities with improved service delivery** (number)	16	12 / 4	290	100	✅
Operational Priority 7: Fostering Regional Cooperation and Integration					
7.1 **Cargo transported and energy transmitted across borders** ($)	17				
7.2 **Trade and investment facilitated** ($)	17	1	1,374,000,000	100	✅

ADB Operations Overall (continued)

Indicator	SDG	Number of Completion Reports (PCR, XARR, TCR)	Results Achieved	Achievement Rate (%)	Signal
7.3 Regional public goods initiatives successfully reducing cross-border environmental or health risks, or providing regional access to education services (number)	17 PARTNERSHIPS FOR THE GOALS	1	1		

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Number of Completion Reports PCR TCR	Results Achieved	Achievement Rate (%)	Signal
7.3 Regional public goods initiatives successfully reducing cross-border environmental or health risks, or providing regional access to education services (number)	17 PARTNERSHIPS FOR THE GOALS	1	1		

ADB = Asian Development Bank, ADF = Asian Development Fund, OCR = ordinary capital resources, PCR = project completion report, SDG = Sustainable Development Goal, tCO$_2$e/year = tons of carbon dioxide equivalent per year, TCR = technical assistance completion report, XARR = extended annual review report.

Notes:

1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. Results delivered as reported in PCRs, XARRs, and TCRs circulated from 16 November 2019 to 15 November 2020.
3. An annual achievement rate of 80% is used as a benchmark for satisfactory performance. "100+" achievement rate means that achieved results exceeded the planned results. In cases where annual results are too few in number to permit accurate achievement rate scoring (i.e., below 20), results will be cumulated over the years until the minimum value of 20 is reached and achievement rate and score will be reported starting from that year.
4. Achieved results over 10,000 are rounded to the nearest 1,000. Values smaller than 10,000 are rounded to the nearest 100. Values smaller than 1,000 are rounded to the nearest 10. Values smaller than 99 are not rounded.
5. Gray shading in cells indicates the column heading does not apply.

LEVEL 2: Results from Completed Operations

ADB Operations Overall

Indicator	SDG	Baseline Year(s)	Baseline Value	RY2019	RY2020	2024 Target	2020 Signal
LEVEL 2B. QUALITY OF COMPLETED OPERATIONS							🔴
1. **Completed operations rated** *successful* (%) (sovereign)		RY2016–RY2018	77	72[a] ⬇️	70	80	🟥
2. **Projects closed on time** (%) (sovereign)[b]		2016–2018	40	37[c] ⬇️	33	45	⬇️
3. **Completed operations rated** *successful* (%) (nonsovereign)		RY2016–RY2018	54	51[d] ⬇️	53	70	⬆️
4. **Completed operations delivering intended gender equality results** (%) (sovereign and nonsovereign)	5 GENDER EQUALITY ⚥	RY2016–RY2018	75	74 🟧	73	80	🟧
5. **Clients satisfied with the use of ADB knowledge products** (%)[e]		2018	78		79	80 ◉	🟥

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	SDG	Baseline Year(s)	Baseline Value	RY2019	RY2020	2024 Target	2020 Signal
LEVEL 2B. QUALITY OF COMPLETED OPERATIONS							🔴
1. **Completed operations rated** *successful* (%) (sovereign)		RY2016–RY2018	77	70⬇️	65	80	⬇️
2. **Projects closed on time** (%) (sovereign)[a]		2016–2018	40	33[c]⬇️	31	45	⬇️
3. **Completed operations rated** *successful* (%) (nonsovereign)							
4. **Completed operations delivering intended gender equality results** (%) (sovereign and nonsovereign)	5 GENDER EQUALITY ⚥	RY2016–RY2018	76	77🟧	78	80	🟧
5. **Clients satisfied with the use of ADB knowledge products** (%)[b]							

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

Notes:

1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. The reporting year is 1 July–30 June and is based on the circulation year of completion reports reviewed. For example, RY2020 refers to 1 July 2018–30 June 2020.
3. Success rates of completed operations are ratings evaluated by the Independent Evaluation Department based on validations of project and/or program completion reports and project and/or program performance evaluations.
4. Success rates in delivering intended gender equality results are ratings by the Gender Equity Thematic Group based on project and/or program completion reports.
5. Gray shading in cells indicates the column heading does not apply.

[a] The value changed from 71% in the 2019 report. Five project performance evaluation reports with *successful* ratings were done in 2020. Two were for projects completed in RY2019 that had no previous validation reports.

[b] Indicator is reported by calendar year.

[c] The value changed from 36% in the 2019 report. Inputs of actual financial closing dates were revised for two projects completed in calendar year 2019. The value for the concessional assistance subset was also adjusted from 30%.

[d] The value changed from 52% in the 2019 report. Two project performance evaluations reports, one with *successful* and another with *less than successful* ratings were done in 2020. The two projects were completed in RY2019 and had no previous validation reports.

[e] Periodic performance target, assessed biennially.

Sources: ADB (Strategy, Policy and Partnerships Department; and Sustainable Development and Climate Change Department).

LEVEL 3: ADB's Operational Management

ADB Operations Overall

Indicator	SDG	Baseline Year(s)	Baseline Value	2019	2020	2024 Target	2020 Signal
LEVEL 3A. DESIGN AND IMPLEMENTATION QUALITY							– –
1. **Infrastructure projects that are design-ready** (%) (sovereign)		2018	80	83 ✅	81	Maintain ◉	✅
2. **Infrastructure projects that are procurement-ready** (%) (sovereign)		2018	46	50 ⬆	51	60	🟧
3. **Performance of operations at implementation rated** *satisfactory* (%) (sovereign)[a]				52	64	Monitor	⬆
4. **Operations at risk of not achieving development results** (%) (nonsovereign)[a]					32	Monitor	
LEVEL 3B. DEVELOPMENT FINANCE							🔴
5. **Disbursement rate** (%) (sovereign)		2018		93 ✅	88	90 ◉	🟥
6. **Cofinancing ratio** (%) (nonsovereign)		2018	120	143 ⬆	145	200	🟧
7. **Financing for education** (%) (sovereign and nonsovereign)		2016–2018	5.43	5.23 ⬇	3.76	6–10	⬇
8. **Financing for health** (%) (sovereign and nonsovereign)		2016–2018	1.75	2.95 ⬆	12.03	3–5	⬇
LEVEL 3C. STRATEGIC ALIGNMENT							🟢
9. **Committed operations classified** *gender equity theme* **or** *effective gender mainstreaming* (%) (sovereign and nonsovereign)		2016–2018	47	55 ✅	64	50	✅

LEVEL 3: ADB's Operational Management

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	SDG	Baseline Year(s)	Baseline Value	2019	2020	2024 Target	2020 Signal
LEVEL 3A. DESIGN AND IMPLEMENTATION QUALITY							––
1. **Infrastructure projects that are design-ready** (%) (sovereign)		2018	77	84 ↑	77	Monitor	↓
2. **Infrastructure projects that are procurement-ready** (%) (sovereign)		2018	37	38	45	Monitor	↑
3. **Performance of operations at implementation rated** *satisfactory* **(%) (sovereign)**[a]				53	64	Monitor	↑
4. **Operations at risk of not achieving development results** (%) (nonsovereign)[a]							
LEVEL 3B. DEVELOPMENT FINANCE							
5. **Disbursement rate** (%) (sovereign)							
6. **Cofinancing ratio** (%) (nonsovereign)							
7. **Financing for education** (%) (sovereign and nonsovereign)							
8. **Financing for health** (%) (sovereign and nonsovereign)							
LEVEL 3C. STRATEGIC ALIGNMENT							––
9. **Committed operations classified** *gender equity theme* **or** *effective gender mainstreaming* (%) (sovereign and nonsovereign)		2016–2018	62	73 ↑	76	Monitor	↑

LEVEL 3: ADB's Operational Management

ADB Operations Overall (continued)

Indicator	SDG	Baseline Year(s)	Baseline Value	2019	2020	2024 Target	2020 Signal
10. **Committed operations classified *gender equity theme, effective gender mainstreaming,* or *some gender elements*** (%) (sovereign and nonsovereign)	5 GENDER EQUALITY	2016–2018	70	80 ✅	89	71	✅
11. **Committed operations that support climate change mitigation and adaptation** (%) (sovereign and nonsovereign)	13 CLIMATE ACTION	2016–2018	56	59 ⬆️	58	65	🟧
12. **Financing for climate change mitigation and adaptation** ($ billion, cumulative) (sovereign and nonsovereign)	13 CLIMATE ACTION			6.5 🟧	10.8	35	🟧
13. **Nonsovereign operations as a share of total ADB operations** (%, number) (nonsovereign)		2018	20	24 ⬆️	21	33	🔻
14. **Operations in frontier economies and/or in new sectors** (%) (nonsovereign)	8 DECENT WORK AND ECONOMIC GROWTH	2016–2018	48	61 ✅	58	55	✅
15. **Operations supporting poverty reduction and inclusiveness** (%) (sovereign and nonsovereign)	1 NO POVERTY	2016–2018	[70]	[74] ⬆️	[79]	Monitor	⬆️

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Baseline Year(s)	Baseline Value	2019	2020	2024 Target	2020 Signal
10. **Committed operations classified *gender equity theme, effective gender mainstreaming,* or *some gender elements*** (%) (sovereign and nonsovereign)		2016–2018	82	91 ↑	94	Monitor	↑
11. **Committed operations that support climate change mitigation and adaptation** (%) (sovereign and nonsovereign)		2016–2018	58	63 ↑	63	Monitor	
12. **Financing for climate change mitigation and adaptation** ($ billion, cumulative) (sovereign and nonsovereign)							
13. **Nonsovereign operations as a share of total ADB operations** (%, number) (nonsovereign)							
14. **Operations in frontier economies and/or in new sectors** (%) (nonsovereign)							
15. **Operations supporting poverty reduction and inclusiveness** (%) (sovereign and nonsovereign)							

◉ = periodic performance target, assessed annually; ADB = Asian Development Bank; ADF = Asian Development Fund; OCR = ordinary capital resources; SDG = Sustainable Development Goal.

Notes:

1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. Gray shading in cells indicates the column heading does not apply.
3. Values presented in square brackets ([x]) were calculated using interim methodologies that will be revised in 2021.

[a] A new methodology for this indicator was introduced during the corporate results framework period. Data are reported starting from the first year that the new methodology was fully applied.

Sources: ADB (Central and West Asia Department; Controller's Department; East Asia Department; Pacific Department; Private Sector Operations Department; Procurement, Portfolio and Financial Management Department; South Asia Department; Southeast Asia Department; Strategy, Policy and Partnerships Department; and Sustainable Development and Climate Change Department).

LEVEL 4: ADB's Organizational Effectiveness

ADB Operations Overall

Indicator	Baseline Year(s)	Baseline Value	2019	2020	2024 Target	2020 Signal
LEVEL 4A. ORGANIZATIONAL SYSTEMS AND PROCESSES						🟢
1. **Quality of budget management** (%)	2018	5.4	0.0 ✅	5.0	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	67 🟧	59	80	🔻
3. **Representation of women in the international staff category** (%)	2018	36.3	36.7 🟧	37.7	40.0	🟧
4. **Projects or transactions with sovereign–nonsovereign collaboration** (number, cumulative) (sovereign and nonsovereign)	2016–2018	2	8 🟢	22	18	✅
LEVEL 4B. ORGANIZATIONAL CAPACITY						🟢
5. **Staff rating ADB's effectiveness in digital transformation** (%)[a]	2018	68		80	75	✅
6. **Staff rating ADB as providing enabling culture for Strategy 2030 implementation** (%)[a]	2018	58		66	70	⬆️
7. **Budgeted international and national staff positions in field offices** (% of total operations departments)	2018	48	45 ⬇	46	Monitor	⬜
8. **Staff rating ADB as an effective knowledge and learning organization** (%)	2018	63	65 ⬆️	69	75	⬆️

LEVEL 4: ADB's Organizational Effectiveness

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	Baseline Year(s)	Baseline Value	2019	2020	2024 Target	2020 Signal
LEVEL 4A. ORGANIZATIONAL SYSTEMS AND PROCESSES						⚊⚊
1. **Quality of budget management** (%)						
2. **Procurement contract transactions of $10 million or more with processing time of 40 days or less** (%) (sovereign)	2017–2018	60	71 ⬆	49	80	⬇
3. **Representation of women in the international staff category** (%)						
4. **Projects or transactions with sovereign–nonsovereign collaboration** (number, cumulative) (sovereign and nonsovereign)						
LEVEL 4B. ORGANIZATIONAL CAPACITY						
5. **Staff rating ADB's effectiveness in digital transformation** (%)[a]						
6. **Staff rating ADB as providing enabling culture for Strategy 2030 implementation** (%)[a]						
7. **Budgeted international and national staff positions in field offices** (% of total operations departments)						
8. **Staff rating ADB as an effective knowledge and learning organization** (%)						

◉ = periodic performance target, assessed anually; ADB = Asian Development Bank; ADF = Asian Development Fund; OCR = ordinary capital resources.

Notes:

1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. Concessional assistance is the subset of ADB's overall operations financed by concessional OCR loans and ADF grants.
3. Gray shading in cells indicates the column heading does not apply.

[a] Data for this indicator is measured at least every 2 years.

Sources: ADB (Central and West Asia Department; Controller's Department; East Asia Department; Pacific Department; Private Sector Operations Department; Procurement, Portfolio and Financial Management Department; South Asia Department; Southeast Asia Department; Strategy, Policy and Partnerships Department; Sustainable Development and Climate Change Department).

TRACKING INDICATORS

LEVEL 1: Development Progress in Asia and the Pacific

ADB Developing Member Countries Overall

Indicator	SDG	Baseline Year	Latest Year	Baseline Value	Latest Value
1. **Population living on less than $3.20 a day** (%, number)[a]					
a. **Population living on less than $3.20 a day** (% of population)		2015	2017	29.3	24.30
b. **Population living on less than $3.20 a day** (number)		2015	2017	1,113,000,000	941,000,000
2. **Youth not in education or training** (%)		2017	2019	22.29	26.27
a. **Female**		2017	2019	31.28	40.12
b. **Male**		2017	2019	13.29	13.54
3. **Lower secondary education graduation rate** (%)		2017	2019	86.78	93.43
a. **Female**		2017	2019	88.46	95.63
b. **Male**		2017	2019	85.66	93.50
4. **Universal healthcare coverage service index** (%)		2015	2017	61.44	64.31
5. **Proportion of adults (15 years and older) with an account at a bank, financial institution, and/or mobile money service provider** (%)		2014	2017	58.35	69.54
a. **Female**		2014	2017	53.61	65.89
b. **Male**		2014	2017	62.92	73.08
6. **Income inequality** (average Gini coefficient)		2016	2018	33.84	34.44
7. **Labor force participation rate** (%)		2017	2020	66.46	65.04
a. **Female**		2017	2020	49.85	47.82
b. **Male**		2017	2020	82.41	81.46

ADB Concessional Assistance Countries

Indicator	SDG	Baseline Year	Latest Year	Baseline Value	Latest Value
1. **Population living on less than $3.20 a day** (%, number)[a]					
a. **Population living on less than $3.20 a day** (% of population)		2015	2017	35.85	29.30
b. **Population living on less than $3.20 a day** (number)		2015	2017	220,970,000	185,935,000
2. **Youth not in education or training** (%)		2017	2019	19.85	14.73
a. **Female**		2017	2019	36.88	18.47
b. **Male**		2017	2019	11.91	10.91
3. **Lower secondary education graduation rate** (%)		2017	2019	84.39	90.07
a. **Female**		2017	2019	85.18	91.30
b. **Male**		2017	2019	84.12	88.99
4. **Universal healthcare coverage service index** (%)		2015	2017	51.67	53.75
5. **Proportion of adults (15 years and older) with an account at a bank, financial institution, and/or mobile money service provider** (%)		2014	2017	26.47	34.40
a. **Female**		2014	2017	22.24	26.16
b. **Male**		2014	2017	30.63	42.49
6. **Income inequality** (average Gini coefficient)		2016	2018	33.32	32.03
7. **Labor force participation rate** (%)		2017	2020	66.36	64.32
a. **Female**		2017	2020	47.09	45.61
b. **Male**		2017	2020	83.25	83.12

ADB Developing Member Countries Overall (continued)

Indicator	SDG	Baseline Year	Latest Year	Baseline Value	Latest Value
8. Proportion of time spent on unpaid domestic and care work (%)					
a. Female		2013	2018	10.42	15.38
b. Male		2013	2018	2.50	5.90
9. Forest area as a proportion of total land area (%)		2015	2016	34.81	34.81
10. Coverage of protected areas in relation to marine areas (%)		2017	2018	4.38	4.38
11. Environmental performance index score (average number)		2008	2020	46.67	36.68
12. Deaths attributed to climate-related and geophysical hazards (number)[b]		2018	2020	8761	5,050
a. Climate-related hazards		2018	2020	3097	5,045
b. Geophysical hazards		2018	2020	5664	5
13. Access to social protection— social assistance (%)		2013	2014	39.70	47.47
14. Proportion of population with primary reliance on clean fuels and technology for cooking (%)		2015	2016	48.87	49.88
15. Debt sustainability					
a. Present value of debt (% of GNI)			2018		4.89
b. Total debt service (% of GNI)		2017	2019	2.36	2.65
16. Tax revenue (% of GDP)		2017	2019	11.64	12.21
17. Time to start a business (days)		2017	2019	23.56	21.46
18. Regional cooperation and integration index—Money and finance (average score)		2015	2018	0.41	0.39

ADB Concessional Assistance Countries (continued)

Indicator	SDG	Baseline Year	Latest Year	Baseline Value	Latest Value
8. **Proportion of time spent on unpaid domestic and care work** (%)					
a. **Female**		2013	2015	10.42	16.62
b. **Male**		2013	2015	2.50	9.10
9. **Forest area as a proportion of total land area** (%)		2015	2016	37.15	37.10
10. **Coverage of protected areas in relation to marine areas** (%)		2017	2018	5.98	5.98
11. **Environmental performance index score** (average number)		2008	2020	43.79	34.28
12. **Deaths attributed to climate-related and geophysical hazards** (number)[b]		2018	2020	397	2,078
a. **Climate-related hazards**		2018	2020	380	2,078
b. **Geophysical hazards**		2018	2020	17	0
13. **Access to social protection— social assistance** (%)		2013	2014	11.08	17.50
14. **Proportion of population with primary reliance on clean fuels and technology for cooking** (%)		2015	2016	37.15	38.61
15. **Debt sustainability**					
a. **Present value of debt** (% of GNI)			2018		19.50
b. **Total debt service** (% of GNI)		2017	2019	3.46	5.04
16. **Tax revenue** (% of GDP)		2017	2019	12.06	11.11
17. **Time to start a business** (days)		2017	2019	25.72	24.96
18. **Regional cooperation and integration index—Money and finance** (average score)		2015	2018	0.42	0.42
19. **Proportion of population with access to electricity** (%)		2016	2018	80.24	84.03

ADB Developing Member Countries Overall (continued)

Indicator	SDG	Baseline Year	Latest Year	Baseline Value	Latest Value
19. **Proportion of population with access to electricity** (%)		2016	2018	92.66	95.32
20. **Proportion of population using basic drinking water services** (%)		2016	2017	91.62	92.26
a. **Rural**		2016	2017	87.52	88.46
b. **Urban**		2016	2017	97.28	97.32
21. **Proportion of population using basic sanitation services** (%)		2016	2017	70.10	71.89
a. **Rural**		2016	2017	60.61	62.84
b. **Urban**		2016	2017	86.12	86.81
22. **Paved roads** (kilometers per 10,000 people)		2015	2018	22.45	24.44
23. **Proportion of population covered by a mobile network and/or information and communication technology** (%)		2017	2019	97.46	97.83

ADB Concessional Assistance Countries (continued)

Indicator	SDG	Baseline Year	Latest Year	Baseline Value	Latest Value
20. **Proportion of population using basic drinking water services** (%)	![SDG 6]	2016	2017	89.47	90.04
a. **Rural**		2016	2017	86.30	86.98
b. **Urban**		2016	2017	95.99	96.06
21. **Proportion of population using basic sanitation services** (%)	![SDG 6]	2016	2017	62.11	63.37
a. **Rural**		2016	2017	56.14	57.67
b. **Urban**		2016	2017	76.57	76.29
22. **Paved roads** (kilometers per 10,000 people)	![SDG 9]	2015	2018	9.68	8.36
23. **Proportion of population covered by a mobile network and/or information and communication technology** (%)	![SDG 9]	2017	2019	94.14	94.89

ADB = Asian Development Bank, GDP = gross domestic product, GNI = gross national income, SDG = Sustainable Development Goal.

Notes:
1. Estimates are averages of actual country values or imputed country values wherever data are missing for the year required, weighted by population size.
2. "Concessional assistance countries" refers to a subset of ADB developing member countries that have access to Asian Development Fund grants and concessional ordinary capital resources loans (group A and B countries except India).
3. Gray shading in cells indicates the column heading does not apply.

[a] Poverty estimates using the $3.20 poverty line introduced by the World Bank based on national poverty lines typically found in lower middle-income countries.
[b] Climate-related hazards include climatological, hydrological, and meteorological hazards.

Sources: Regional aggregates were prepared by ADB's Strategy, Policy and Partnerships Department using country data from the following sources: ADB Economic Research and Regional Cooperation Department; Yale Center for Environmental Law & Policy. Environmental Performance Index. https://epi.envirocenter.yale.edu (accessed 22 January 2021); Centre for Research on the Epidemiology of Disasters. Emergency Events Database. https://www.emdat.be/database (accessed 13 January 2021); United Nations Economic and Social Commission for Asia and the Pacific. SDG Gateway Data Explorer. http://data.unescap.org/sdg (accessed 18 December 2020); World Bank. PovcalNet. http://iresearch. worldbank.org/PovcalNet/povOnDemand.aspx (accessed 20 October 2020); International Road Federation. World Road Statistics. https:// www.worldroadstatistics.org/ (accessed 7 February 2020); and World Bank. World Development Indicators. https://databank.worldbank.org/ source/world-development-indicators (accessed 25 January 2021). Population and GNI data used as weights are from the following sources: World Bank. World Development Indicators. https://databank.worldbank.org/source/world-development-indicators (accessed 12 January 2021); and United Nations. Department of Economic and Social Affairs, Population Division. World Population Prospects: The 2017 Revision (DVD edition).

LEVEL 2: Results from Completed Operations

ADB Operations Overall

Indicator		SDG	Results Achieved 2020
LEVEL 2A. STRATEGY 2030 OPERATIONAL PRIORITY RESULTS			
❤ **Operational Priority 1: Addressing Remaining Poverty and Reducing Inequalities**			
1.1.1	**People enrolled in improved education and/or training** (number)	[SDG 4]	18,943,000
1.1.2	**Health services established or improved** (number)	[SDG 3]	11
1.1.3	**Social protection schemes established or improved** (number)	[SDG 1]	7
1.2.1	**Business development and financial sector measures supported in implementation** (number)	[SDG 8]	120
1.2.2	**Models for business development and financing established or improved** (number)	[SDG 8]	4
1.2.3	**Enhanced labor policies or standards implemented** (number)	[SDG 8]	1
1.3.1	**Infrastructure assets established or improved** (number)	[SDG 9]	82,000
1.3.2	**New financial products and services made available to the poor and vulnerable** (number)	[SDG 8]	1
1.3.3	**Measures for increased inclusiveness supported in implementation** (number)	[SDG 10]	4
⚥ **Operational Priority 2: Accelerating Progress in Gender Equality**			
2.1.1	**Women enrolled in TVET and other job trainings** (number)	[SDG 4]	30,000
2.1.2	**Women opening new accounts** (number)	[SDG 8]	10,000
2.1.3	**Women-owned or -led SME loan accounts opened or women-owned or -led SME end borrowers reached** (number)	[SDG 5]	5,500
2.1.4	**Women and girls benefiting from new or improved infrastructure** (number)	[SDG 5]	24,187,000
2.2.1	**Women and girls enrolled in STEM or nontraditional TVET** (number)	[SDG 4]	–
2.2.2	**Health services for women and girls established or improved** (number)	[SDG 3]	1

LEVEL 2: Results from Completed Operations

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator		SDG	Results Achieved 2020
LEVEL 2A. STRATEGY 2030 OPERATIONAL PRIORITY RESULTS			
Operational Priority 1: Addressing Remaining Poverty and Reducing Inequalities			
1.1.1	**People enrolled in improved education and/or training** (number)		18,390,000
1.1.2	**Health services established or improved** (number)		6
1.1.3	**Social protection schemes established or improved** (number)		2
1.2.1	**Business development and financial sector measures supported in implementation** (number)		2
1.2.2	**Models for business development and financing established or improved** (number)		4
1.2.3	**Enhanced labor policies or standards implemented** (number)		–
1.3.1	**Infrastructure assets established or improved** (number)		74,000
1.3.2	**New financial products and services made available to the poor and vulnerable** (number)		1
1.3.3	**Measures for increased inclusiveness supported in implementation** (number)		1
Operational Priority 2: Accelerating Progress in Gender Equality			
2.1.1	**Women enrolled in TVET and other job trainings** (number)		16,000
2.1.2	**Women opening new accounts** (number)		1,200
2.1.3	**Women-owned or -led SME loan accounts opened or women-owned or -led SME end borrowers reached** (number)		5,500
2.1.4	**Women and girls benefiting from new or improved infrastructure** (number)		392,000
2.2.1	**Women and girls enrolled in STEM or nontraditional TVET** (number)		–
2.2.2	**Health services for women and girls established or improved** (number)		–

ADB Operations Overall (continued)

Indicator		SDG	Results Achieved 2020
2.2.3	Solutions to prevent or address gender-based violence implemented (number)		3
2.3.1	Women with strengthened leadership capacities (number)		360
2.3.2	Measures on gender equality supported in implementation (number)		26
2.4.1	Time-saving or gender-responsive infrastructure assets and/or services established or improved (number)		32,000
2.4.2	Child and elderly care services established or improved (number)		–
2.5.1	Community-based initiatives to build resilience of women and girls to external shocks implemented (number)		–
2.5.2	Climate- and disaster-resilient infrastructure assets and/or services for women and girls established or improved (number)		–
2.5.3	Savings and insurance schemes for women implemented or established (number)		1
2.5.4	Dedicated crisis-responding social assistance schemes for women and girls implemented or established (number)		4

🌿 Operational Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability

3.1.1	Additional climate finance mobilized ($)		1,526,710,000
3.1.2	People with increased capacity in implementing mitigation and low-carbon development actions (number)		1,300
3.1.3	Low-carbon infrastructure assets established or improved (number)		100
3.1.4	Installed renewable energy capacity (megawatts)		5,000
3.1.5	Low-carbon solutions promoted and implemented (number)		13
3.2.1	Area with reduced flood risk (hectares)		244,000
3.2.2	Gender-inclusive climate and disaster resilience capacity development initiatives implemented (number)		–

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator		SDG	Results Achieved 2020
2.2.3	Solutions to prevent or address gender-based violence implemented (number)		–
2.3.1	Women with strengthened leadership capacities (number)		360
2.3.2	Measures on gender equality supported in implementation (number)		18
2.4.1	Time-saving or gender-responsive infrastructure assets and/or services established or improved (number)		32,000
2.4.2	Child and elderly care services established or improved (number)		–
2.5.1	Community-based initiatives to build resilience of women and girls to external shocks implemented (number)		–
2.5.2	Climate- and disaster-resilient infrastructure assets and/or services for women and girls established or improved (number)		–
2.5.3	Savings and insurance schemes for women implemented or established (number)		1
2.5.4	Dedicated crisis-responding social assistance schemes for women and girls implemented or established (number)		–

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

Indicator		SDG	Results Achieved 2020
3.1.1	Additional climate finance mobilized ($)		600,000
3.1.2	People with increased capacity in implementing mitigation and low-carbon development actions (number)		1,300
3.1.3	Low-carbon infrastructure assets established or improved (number)		4
3.1.4	Installed renewable energy capacity (megawatts)		200
3.1.5	Low-carbon solutions promoted and implemented (number)		4
3.2.1	Area with reduced flood risk (hectares)		244,000
3.2.2	Gender-inclusive climate and disaster resilience capacity development initiatives implemented (number)		–

ADB Operations Overall (continued)

Indicator		SDG	Results Achieved 2020
3.2.3	Financial preparedness instruments provided (number)		1
3.2.4	National and subnational disaster risk reduction and/or management plans supported in implementation (number)		11
3.2.5	New and existing infrastructure assets made climate and disaster resilient (number)		86
3.3.1	Pollution control-enhancing infrastructure assets established or improved (number)		16
3.3.2	Solutions to enhance pollution control and resource efficiency implemented (number)		9
3.3.3	Terrestrial, coastal, and marine areas conserved, restored, and/or enhanced (hectares)		54,000
3.3.4	Solutions to conserve, restore, and/or enhance terrestrial, coastal, and marine areas implemented (number)		8
3.3.5	Sustainable water–food–energy security nexus solutions implemented (number)		–

Operational Priority 4: Making Cities More Livable

4.1.1	Service providers with improved performance (number)		670
4.1.2	Urban infrastructure assets established or improved (number)		380
4.2.1	Measures to improve regulatory, legal, and institutional environment for better planning supported in implementation (number)		10
4.2.2	Measures to improve financial sustainability supported in implementation (number)		1
4.3.1	Solutions to enhance urban environment implemented (number)		9
4.3.2	Urban climate and disaster resilience capacity development initiatives implemented (number)		3

Operational Priority 5: Promoting Rural Development and Food Security

5.1.1	Rural infrastructure assets established or improved (number)		1,200

LEVEL 2: Results from Completed Operations

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator		SDG	Results Achieved 2020
3.2.3	**Financial preparedness instruments provided** (number)		1
3.2.4	**National and subnational disaster risk reduction and/or management plans supported in implementation** (number)		10
3.2.5	**New and existing infrastructure assets made climate and disaster resilient** (number)		81
3.3.1	**Pollution control-enhancing infrastructure assets established or improved** (number)		5
3.3.2	**Solutions to enhance pollution control and resource efficiency implemented** (number)		4
3.3.3	**Terrestrial, coastal, and marine areas conserved, restored, and/or enhanced** (hectares)		48,000
3.3.4	**Solutions to conserve, restore, and/or enhance terrestrial, coastal, and marine areas implemented** (number)		1
3.3.5	**Sustainable water–food–energy security nexus solutions implemented** (number)		–

Operational Priority 4: Making Cities More Livable

		SDG	Results Achieved 2020
4.1.1	**Service providers with improved performance** (number)		670
4.1.2	**Urban infrastructure assets established or improved** (number)		220
4.2.1	**Measures to improve regulatory, legal, and institutional environment for better planning supported in implementation** (number)		5
4.2.2	**Measures to improve financial sustainability supported in implementation** (number)		1
4.3.1	**Solutions to enhance urban environment implemented** (number)		1
4.3.2	**Urban climate and disaster resilience capacity development initiatives implemented** (number)		–

Operational Priority 5: Promoting Rural Development and Food Security

		SDG	Results Achieved 2020
5.1.1	**Rural infrastructure assets established or improved** (number)		870

ADB Operations Overall (continued)

Indicator		SDG	Results Achieved 2020
5.1.2	**Companies providing new or improved nonagricultural goods and services** (number)	2 ZERO HUNGER	–
5.1.3	**Health care, education, and financial services established or improved** (number)	8 DECENT WORK AND ECONOMIC GROWTH	1
5.1.4	**Rural economic hubs supported** (number)	2 ZERO HUNGER	3
5.2.1	**Wholesale markets established or improved** (number)	2 ZERO HUNGER	–
5.2.2	**Storages, agri-logistics, and modern retail assets established or improved** (number)	2 ZERO HUNGER	–
5.2.3	**Agribusinesses integrating farmers in efficient value chains** (number)	2 ZERO HUNGER	640
5.2.4	**Food safety and traceability standards improved** (number)	2 ZERO HUNGER	1
5.3.1	**Land improved through climate-resilient irrigation infrastructure and water delivery services** (hectares)	2 ZERO HUNGER	17,000
5.3.2	**Farmers using quality farm inputs and sustainable mechanization** (number)	2 ZERO HUNGER	–
5.3.3	**Commercial farming land supported** (hectares)	2 ZERO HUNGER	–
5.3.4	**Modern knowledge-intensive corporate farming models introduced** (number)	2 ZERO HUNGER	–
🏛 **Operational Priority 6: Strengthening Governance and Institutional Capacity**			
6.1.1	**Government officials with increased capacity to design, implement, monitor, and evaluate relevant measures** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	93,000
6.1.2	**Measures supported in implementation to improve capacity of public organizations to promote the private sector and finance sector** (number)	17 PARTNERSHIPS FOR THE GOALS	160
6.1.3	**Measures supported in implementation that promote resilience and responsiveness to economic shocks in a timely manner** (number)	1 NO POVERTY	9
6.1.4	**Transparency and accountability measures in procurement and financial management supported in implementation** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	31
6.2.1	**Service delivery standards adopted and/or supported in implementation by government and/or private entities** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	8

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator		SDG	Results Achieved 2020
5.1.2	Companies providing new or improved nonagricultural goods and services (number)	2 ZERO HUNGER	–
5.1.3	Health care, education, and financial services established or improved (number)	8 DECENT WORK AND ECONOMIC GROWTH	1
5.1.4	Rural economic hubs supported (number)	2 ZERO HUNGER	3
5.2.1	Wholesale markets established or improved (number)	2 ZERO HUNGER	–
5.2.2	Storages, agri-logistics, and modern retail assets established or improved (number)	2 ZERO HUNGER	–
5.2.3	Agribusinesses integrating farmers in efficient value chains (number)	2 ZERO HUNGER	640
5.2.4	Food safety and traceability standards improved (number)	2 ZERO HUNGER	1
5.3.1	Land improved through climate-resilient irrigation infrastructure and water delivery services (hectares)	2 ZERO HUNGER	17,000
5.3.2	Farmers using quality farm inputs and sustainable mechanization (number)	2 ZERO HUNGER	–
5.3.3	Commercial farming land supported (hectares)	2 ZERO HUNGER	–
5.3.4	Modern knowledge-intensive corporate farming models introduced (number)	2 ZERO HUNGER	–

🏛 Operational Priority 6: Strengthening Governance and Institutional Capacity

Indicator		SDG	Results Achieved 2020
6.1.1	Government officials with increased capacity to design, implement, monitor, and evaluate relevant measures (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	44,000
6.1.2	Measures supported in implementation to improve capacity of public organizations to promote the private sector and finance sector (number)	17 PARTNERSHIPS FOR THE GOALS	35
6.1.3	Measures supported in implementation that promote resilience and responsiveness to economic shocks in a timely manner (number)	1 NO POVERTY	3
6.1.4	Transparency and accountability measures in procurement and financial management supported in implementation (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	19
6.2.1	Service delivery standards adopted and/or supported in implementation by government and/or private entities (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	6

ADB Operations Overall (continued)

Indicator		SDG	Results Achieved 2020
6.2.2	**Measures supported in implementation to strengthen subnational entities' ability to better manage their public finances** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	23
6.2.3	**Measures to strengthen SOE governance supported in implementation** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	14
6.2.4	**Citizen engagement mechanisms adopted** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	19
✿ Operational Priority 7: Fostering Regional Cooperation and Integration			
7.1.1	**Transport and ICT connectivity assets established or improved** (number)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9
7.1.2	**Measures to improve the efficiency and/or productivity of cross-border connectivity supported in implementation** (number)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	24
7.1.3	**Clean energy capacity for power trade installed or improved** (megawatt equivalent)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	–
7.1.4	**Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in energy, transport, or ICT connectivity** (number)	17 PARTNERSHIPS FOR THE GOALS	12
7.2.1	**Measures to improve execution of provisions in existing or new trade or investment agreements supported in implementation** (number)	17 PARTNERSHIPS FOR THE GOALS	66
7.2.2	**Measures to develop existing and/or new cross-border economic corridors supported in implementation** (number)	17 PARTNERSHIPS FOR THE GOALS	8
7.2.3	**Measures to improve regional financial cooperation supported in implementation** (number)	17 PARTNERSHIPS FOR THE GOALS	2
7.2.4	**Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in trade, finance, or multisector economic corridors** (number)	17 PARTNERSHIPS FOR THE GOALS	12
7.3.1	**Measures to improve shared capacity of DMCs to mitigate or adapt to climate change supported in implementation** (number)	13 CLIMATE ACTION	–
7.3.2	**Measures to expand cross-border environmental protection and sustainable management of shared natural resources supported in implementation** (number)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	1
7.3.3	**Measures to improve regional public health and education services supported in implementation** (number)	1 NO POVERTY	7

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator		SDG	Results Achieved 2020
6.2.2	**Measures supported in implementation to strengthen subnational entities' ability to better manage their public finances** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	12
6.2.3	**Measures to strengthen SOE governance supported in implementation** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	14
6.2.4	**Citizen engagement mechanisms adopted** (number)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	14
❋ **Operational Priority 7: Fostering Regional Cooperation and Integration**			
7.1.1	**Transport and ICT connectivity assets established or improved** (number)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	6
7.1.2	**Measures to improve the efficiency and/or productivity of cross-border connectivity supported in implementation** (number)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10
7.1.3	**Clean energy capacity for power trade installed or improved** (megawatt equivalent)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	–
7.1.4	**Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in energy, transport, or ICT connectivity** (number)	17 PARTNERSHIPS FOR THE GOALS	7
7.2.1	**Measures to improve execution of provisions in existing or new trade or investment agreements supported in implementation** (number)	17 PARTNERSHIPS FOR THE GOALS	62
7.2.2	**Measures to develop existing and/or new cross-border economic corridors supported in implementation** (number)	17 PARTNERSHIPS FOR THE GOALS	4
7.2.3	**Measures to improve regional financial cooperation supported in implementation** (number)	17 PARTNERSHIPS FOR THE GOALS	1
7.2.4	**Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs in trade, finance, or multisector economic corridors** (number)	17 PARTNERSHIPS FOR THE GOALS	8
7.3.1	**Measures to improve shared capacity of DMCs to mitigate or adapt to climate change supported in implementation** (number)	13 CLIMATE ACTION	–
7.3.2	**Measures to expand cross-border environmental protection and sustainable management of shared natural resources supported in implementation** (number)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	1
7.3.3	**Measures to improve regional public health and education services supported in implementation** (number)	1 NO POVERTY	6

ADB Operations Overall (continued)

Indicator		SDG	Results Achieved 2020
7.3.4	Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs on regional public goods (number)	17 PARTNERSHIPS FOR THE GOALS	1

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator		SDG	Results Achieved 2020
7.3.4	Regional or subregional mechanisms created or operationalized to enhance coordination and cooperation among DMCs on regional public goods (number)	17 PARTNERSHIPS FOR THE GOALS	1

– = no operations in the reporting period targeted results for these indicators; ADB = Asian Development Bank; ADF = Asian Development Fund; DMC = developing member country; ICT = information and communication technology; OCR = ordinary capital resources; SDG = Sustainable Development Goal; SME = small and medium-sized enterprise; SOE = state-owned enterprise; STEM = science, technology, engineering, and mathematics; TVET = technical and vocational education and training.

Notes:
1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. Results delivered as reported in project completion reports, extended annual review reports, and technical assistance completion reports circulated from 16 November 2019 to 15 November 2020.
3. Achieved results over 10,000 are rounded to the nearest 1,000. Values smaller than 10,000 are rounded to the nearest 100. Values smaller than 1,000 are rounded to the nearest 10. Values smaller than 99 are not rounded.

LEVEL 2: Results from Completed Operations

ADB Operations Overall

Indicator	Period	2018	2019	2020
LEVEL 2B. QUALITY OF COMPLETED OPERATIONS				
1. **Completed operations rated** *successful* (%) (sovereign)				
a. **Investment projects**	3-year	75	70	68
b. **Policy-based operations**	3-year	89	82	84
c. **Fragile and conflict-affected situations DMCs**	3-year	73	57	50
d. **Small island developing states**	3-year	59	42	56
2. **Completed operations rated** *successful* (%) (sovereign)				
a. **Relevance**	3-year	88	82	82
b. **Efficiency**	3-year	74	75	72
c. **Effectiveness**	3-year	74	68	64
d. **Sustainability**	3-year	68	61	62
3. **Completed operations rated** *successful* (%) (nonsovereign)				
a. **Development results**	3-year	54	51	53
b. **ADB's additionality**	3-year	63	54	55
c. **ADB's investment profitability**	3-year	74	71	65
d. **ADB's work quality**	3-year	51	40	53
4. **Web-distributed knowledge solutions** (number of downloads)	Annual	725,000	834,900	978,229
5. **Engagement on social media** (number)				
a. **Subscribers and followers**	Annual	653,788	774,792	921,414
b. **Active engagement**	Annual	1,157,259	391,830	1,090,184
6. **Event participants reporting increased knowledge and/or skills** (number)[a]	Annual			
7. **Clients satisfied with ADB's development effectiveness** (%)[b]	Every 2 years			75

LEVEL 2: Results from Completed Operations

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	Period	2018	2019	2020
LEVEL 2B. QUALITY OF COMPLETED OPERATIONS				
1. **Completed operations rated *successful* (%)** (sovereign)				
a. **Investment projects**	3-year	73	66	64
b. **Policy-based operations**	3-year	92	83	75
c. **Fragile and conflict-affected situations DMCs**	3-year	73	57	50
d. **Small island developing states**	3-year	62	47	53
2. **Completed operations rated *successful* (%)** (sovereign)				
a. **Relevance**	3-year	89	83	80
b. **Efficiency**	3-year	76	77	72
c. **Effectiveness**	3-year	73	64	56
d. **Sustainability**	3-year	66	59	59
3. **Completed operations rated *successful* (%)** (nonsovereign)				
a. **Development results**				
b. **ADB's additionality**				
c. **ADB's investment profitability**				
d. **ADB's work quality**				
4. **Web-distributed knowledge solutions** (number of downloads)				
5. **Engagement on social media** (number)				
a. **Subscribers and followers**				
b. **Active engagement**				
6. **Event participants reporting increased knowledge and/or skills** (number)[a]				
7. **Clients satisfied with ADB's development effectiveness** (%)[b]				

ADB Operations Overall (continued)

Indicator	Period	2018	2019	2020
8. **Completed technical assistance projects rated** *successful* (%) (sovereign and nonsovereign)	3-year	88	86	83
9. **Completed country strategies and assistance programs rated** *successful* (%) (sovereign and nonsovereign)	3-year	80	87	88
10. **Impact evaluations completed** (number)	Annual	2	2	2
11. **Operations with meaningful civil society organization engagement** (%) (number)[c]	Annual			76

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator		Period	2018	2019	2020
8.	Completed technical assistance projects rated *successful* (%) (sovereign and nonsovereign)	3-year	88	86	87
9.	Completed country strategies and assistance programs rated *successful* (%) (sovereign and nonsovereign)	3-year	63	67	71
10.	Impact evaluations completed (number)	Annual	2	1	1
11.	Operations with meaningful civil society organization engagement (%) (number)[c]				

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

Notes:

1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. Success rates of completed operations and country strategies and assistance programs are ratings evaluated by the Independent Evaluation Department based on validations of project and/or program completion reports, project and/or program performance evaluations, country assistance program evaluations, and validations of country partnership final reviews.
3. Technical assistance success ratings are from the technical assistance project completion reports, which are not reviewed by the Independent Evaluation Department.
4. The reporting year is 1 July–30 June and is based on the circulation year of completion reports reviewed. For example, RY2020 refers to 1 July 2018–30 June 2020. Indicators 1–3 and 8–9 are reported by reporting year. Indicators 4–6 and 10–11 are reported by calendar year.
5. Gray shading in cells indicates the column heading does not apply.
[a] Methodology under review.
[b] No client survey was conducted in 2018.
[c] Starting 2020, ADB reports operations with meaningful civil society organization (CSO) engagement based on the percentage of completed projects that delivered meaningful CSO engagement out of the total number of completed projects that had planned to deliver meaningful CSO engagement. ADB defines meaningful CSO engagement as significant information sharing or consultation activities, or any type of collaboration or partnership with CSOs. This replaces the tracking indicator in level 3C. Strategic Alignment: 27. Civil society organization participation, which was based on the number of committed sovereign operations in a year containing elements of activity and/or participation by civil society organizations (CSOs) in any stage of the project and as reflected in the reports and recommendations of the President, as a percentage of the total number of sovereign operations committed during the year. The value reported in 2019 report was 90% for 2019.

Sources: ADB (Strategy, Policy and Partnerships Department; Department of Communications; and Sustainable Development and Climate Change Department).

LEVEL 3: ADB's Operational Management

ADB Operations Overall

Indicator	SDG	Period	2018	2019	2020
LEVEL 3A. DESIGN AND IMPLEMENTATION QUALITY					
1. Performance of operations at implementation rated *satisfactory* (%) (sovereign)		Annual		52	64
a. Output		Annual		84	86
b. Contract award		Annual		75	68
c. Disbursement		Annual		75	67
d. Financial management		Annual		65	88
e. Safeguards		Annual		73	81
LEVEL 3B. DEVELOPMENT FINANCE					
2. Time from concept approval to first disbursement (months) (sovereign)		Annual	31.8	30.5	28.3
a. From concept approval to loan fact-finding		Annual	14.3	10.8	10.9
b. From loan fact-finding to approval		Annual	8.3	7.2	7.5
c. From approval to commitment		Annual	3.5	3.3	2.1
d. From commitment to first disbursement		Annual	5.7	9.2	8.9
3. Time from concept approval to first disbursement (months) (nonsovereign)		Annual	16.4	16.3	14.7
a. From concept clearance to project approval		Annual	7.2	8.4	7.3
b. From approval to signing		Annual	5.6	3.8	2.6
c. From signing to first disbursement		Annual	3.7	4.1	4.7
4. Overall disbursement ($ billion) (sovereign)		Annual	9.2	9.5	9.2
5. Disbursement ratio (%) (sovereign)		Annual	21.1	19.6	18.5
6. Approvals ($ billion) (sovereign and nonsovereign)		Annual	19.3	19.5	29.0
7. Commitments ($ billion) (sovereign and nonsovereign)		Annual	21.6	21.6	28.2

LEVEL 3: ADB's Operational Management

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	SDG	Period	2018	2019	2020
LEVEL 3A. DESIGN AND IMPLEMENTATION QUALITY					
1. **Performance of operations at implementation rated** *satisfactory* **(%) (sovereign)**		Annual		53	64
a. **Output**		Annual		84	85
b. **Contract award**		Annual		75	69
c. **Disbursement**		Annual		72	67
d. **Financial management**		Annual		67	89
e. **Safeguards**		Annual		75	80
LEVEL 3B. DEVELOPMENT FINANCE					
2. **Time from concept approval to first disbursement** (months) (sovereign)		Annual	33.2	29.6	28.2
a. **From concept approval to loan fact-finding**		Annual	15.7	10.6	12.1
b. **From loan fact-finding to approval**		Annual	8.7	7.0	7.1
c. **From approval to commitment**		Annual	2.9	2.9	2.0
d. **From commitment to first disbursement**		Annual	5.8	9.0	8.8
3. **Time from concept approval to first disbursement** (months) (nonsovereign)					
a. **From concept clearance to project approval**					
b. **From approval to signing**					
c. **From signing to first disbursement**					
4. **Overall disbursement** ($ billion) (sovereign)		Annual	1.9	1.9	1.9
5. **Disbursement ratio** (%) (sovereign)		Annual	19.8	15.7	14.6
6. **Approvals** ($ billion) (sovereign and nonsovereign)		Annual	5.2	3.5	5.5
7. **Commitments** ($ billion) (sovereign and nonsovereign)		Annual	5.3	4.5	5.4

ADB Operations Overall (continued)

Indicator	SDG	Period	2018	2019	2020
8. **Commitments in concessional assistance countries** (group A + group B) (%) (sovereign and nonsovereign)					
9. **Commitments in FCAS DMCs and SIDS** (%) (sovereign and nonsovereign)		Annual	8	8	10
10. **Private direct mobilization** ($ billion) (sovereign and nonsovereign)[a]		Annual	0.8	1.7	
11. **Sovereign cofinancing** ($ billion) (sovereign)		Annual		4.8	11.1
LEVEL 3C. STRATEGIC ALIGNMENT					
12. **Committed operations that promote gender equality** (%) (sovereign and nonsovereign)					
a1. GEN – sovereign operations		3-year	8	8	9
a2. GEN – nonsovereign operations		3-year	11	13	10
b1. EGM – sovereign operations		3-year	44	54	63
b2. EGM – nonsovereign operations		3-year	12	16	27
c1. SGE – sovereign operations		3-year	23	21	19
c2. SGE – nonsovereign operations		3-year	28	35	45
d1. NGE – sovereign operations		3-year	25	16	9
d2. NGE – nonsovereign operations		3-year	49	35	18
13. **Financing for gender equality** (%) (sovereign and nonsovereign)		3-year	41	51	65
14. **Committed operations supporting climate change** (%) (sovereign and nonsovereign)					
a. Mitigation		3-year	17	16	14
b. Adaptation		3-year	28	26	22
c. Both		3-year	12	17	22

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Period	2018	2019	2020
8. **Commitments in concessional assistance countries** (group A + group B) (%) (sovereign and nonsovereign)		Annual	45	40	36
9. **Commitments in FCAS DMCs and SIDS** (%) (sovereign and nonsovereign)		Annual	28	20	36
10. **Private direct mobilization** ($ billion) (sovereign and nonsovereign)[a]					
11. **Sovereign cofinancing** ($ billion) (sovereign)					

LEVEL 3C. STRATEGIC ALIGNMENT

Indicator	SDG	Period	2018	2019	2020
12. **Committed operations that promote gender equality** (%) (sovereign and nonsovereign)	5 GENDER EQUALITY				
a1. GEN – sovereign operations		3-year	12	13	10
a2. GEN – nonsovereign operations					
b1. EGM – sovereign operations		3-year	50	60	66
b2. EGM – nonsovereign operations					
c1. SGE – sovereign operations		3-year	20	18	18
c2. SGE – nonsovereign operations					
d1. NGE – sovereign operations		3-year	18	9	6
d2. NGE – nonsovereign operations					
13. **Financing for gender equality** (%) (sovereign and nonsovereign)	5 GENDER EQUALITY	3-year	67	71	67
14. **Committed operations supporting climate change** (%) (sovereign and nonsovereign)	13 CLIMATE ACTION				
a. Mitigation		3-year	10	8	7
b. Adaptation		3-year	35	36	33
c. Both		3-year	14	19	23

ADB Operations Overall (continued)

Indicator	SDG	Period	2018	2019	2020
15. **Financing for climate change** ($ billion, cumulative) (sovereign and nonsovereign)					
a. **Mitigation**		Annual		2.4	3.2
b. **Adaptation**		Annual		0.8	1.1
c. **Both**		Annual		3.3	6.5
16. **Nonsovereign operations as a share of total ADB operations** (%, $) (nonsovereign)		Annual	19.3	17.5	6.2
17. **Operations or transactions supporting inclusive business** (number) (nonsovereign)		Annual	6	8	6
18. **Knowledge products and services delivered** (%)		Annual	84	106	102
19. **Operations that are green, sustainable, inclusive, and resilient** (%) (sovereign and nonsovereign)		Annual		100	100
20. **Operations contributing to each of the seven operational priorities** (%) (sovereign and nonsovereign)					
Priority 1: Addressing Remaining Poverty and Reducing Inequalities		Annual		[75]	[86]
Priority 2: Accelerating Progress in Gender Equality (Categories 1, 2, 3)		Annual		[92]	[97]
Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability		Annual		[59]	[56]
Priority 4: Making Cities More Livable		Annual		[23]	[23]
Priority 5: Promoting Rural Development and Food Security		Annual		[27]	[23]

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Period	2018	2019	2020
15. Financing for climate change ($ billion, cumulative) (sovereign and nonsovereign)					
a. **Mitigation**		Annual		0.1	0.1
b. **Adaptation**		Annual		0.3	0.4
c. **Both**		Annual		0.3	0.8
16. Nonsovereign operations as a share of total ADB operations (%, $) (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 the seven operational priorities (%) (sovereign and nonsovereign)					
Priority 1: Addressing Remaining Poverty and Reducing Inequalities					
Priority 2: Accelerating Progress in Gender Equality (Categories 1, 2, 3)					
Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability					
Priority 4: Making Cities More Livable					
Priority 5: Promoting Rural Development and Food Security					

ADB Operations Overall (continued)

Indicator	SDG	Period	2018	2019	2020
🏛 Priority 6: Strengthening Governance and Institutional Capacity		Annual		[68]	[72]
🌼 Priority 7: Fostering Regional Cooperation and Integration		Annual		[22]	[29]
21. Operations contributing to social protection (%) (sovereign and nonsovereign)		3-year	5	5	10
22. Disability-inclusive operations (%) (sovereign and nonsovereign)		Annual		22	32
23. Operations aligned with SDGs (sovereign and nonsovereign) (%)					
SDG 1: No Poverty		Annual		35	56
SDG 2: Zero Hunger		Annual		7	16
SDG 3: Good Health and Well-being		Annual		12	27
SDG 4: Quality Education		Annual		8	5
SDG 5: Gender Equality		Annual		51	69
SDG 6: Clean Water and Sanitation		Annual		15	15
SDG 7: Affordable and Clean Energy		Annual		17	20
SDG 8: Decent Work and Economic Growth		Annual		16	37
SDG 9: Industry, Innovation, and Infrastructure		Annual		29	31
SDG 10: Reduced Inequalities		Annual		35	46
SDG 11: Sustainable Cities and Communities		Annual		18	20
SDG 12: Responsible Consumption and Production		Annual		15	18
SDG 13: Climate Action		Annual		62	53

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Period	2018	2019	2020
🏛 **Priority 6: Strengthening Governance and Institutional Capacity**					
🌼 **Priority 7: Fostering Regional Cooperation and Integration**					
21. **Operations contributing to social protection** (%) (sovereign and nonsovereign)	[SDG 10]	3-year	5	5	11
22. **Disability-inclusive operations** (%) (sovereign and nonsovereign)	[SDG 10]			12	30
23. **Operations aligned with SDGs** (sovereign and nonsovereign) (%)					
SDG 1: No Poverty					
SDG 2: Zero Hunger					
SDG 3: Good Health and Well-being					
SDG 4: Quality Education					
SDG 5: Gender Equality					
SDG 6: Clean Water and Sanitation					
SDG 7: Affordable and Clean Energy					
SDG 8: Decent Work and Economic Growth					
SDG 9: Industry, Innovation, and Infrastructure					
SDG 10: Reduced Inequalities					
SDG 11: Sustainable Cities and Communities					
SDG 12: Responsible Consumption and Production					
SDG 13: Climate Action					

ADB Operations Overall (continued)

Indicator	SDG	Period	2018	2019	2020
SDG 14: Life Below Water		Annual		1	1
SDG 15: Life on Land		Annual		1	2
SDG 16: Peace, Justice, and Strong Institutions		Annual		5	11
SDG 17: Partnerships for the Goals		Annual		5	15
24. Operations using country procurement systems (%) (sovereign)		Annual	54	60	76
25. Contracts using government e-procurement systems ($ billion) (sovereign)		Annual		4.5	4.6
26. Innovative operations and technical assistance projects (%) (sovereign and nonsovereign)[b]					

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	SDG	Period	2018	2019	2020
![] SDG 14: Life Below Water					
![] SDG 15: Life on Land					
![] SDG 16: Peace, Justice, and Strong Institutions					
![] SDG 17: Partnerships for the Goals					
24. **Operations using country procurement systems** (%) (sovereign)		Annual	35	58	76
25. **Contracts using government e-procurement systems** ($ billion) (sovereign)					
26. **Innovative operations and technical assistance projects** (%) (sovereign and nonsovereign)[b]					

ADB = Asian Development Bank, ADF = Asian Development Fund, DMC = developing member country, EGM = effective gender mainstreaming, FCAS = fragile and conflict-affected situations, GEN = gender equity theme, NGE = no gender elements, OCR = ordinary capital resources, SDG = Sustainable Development Goal, SGE = some gender elements, SIDS = small island developing state.

Notes:
1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. "Concessional assistance countries" refers to a subset of ADB DMCs that have access to regular OCR loans, concessional OCR loans, and ADF grants.
3. Gray shading in cells indicates the column heading does not apply.
4. Values presented in square brackets ([x]) were calculated using interim methodologies that will be revised in 2021.

[a] Data were collected with a 1-year time lag.
[b] Indicator methodology under development.

Sources: ADB (Central and West Asia Department; Controller's Department; East Asia Department; Pacific Department; Private Sector Operations Department; Procurement, Portfolio and Financial Management Department; South Asia Department; Southeast Asia Department; Strategy, Policy and Partnerships Department; Sustainable Development and Climate Change Department).

LEVEL 4: ADB's Organizational Effectiveness

ADB Operations Overall

Indicator	Period	2018	2019	2020
LEVEL 4A. ORGANIZATIONAL SYSTEMS AND PROCESSES				
1. **Capital utilization ratio** (%) (sovereign and nonsovereign)[a]	Annual			69.1
2. **Impaired loans ratio** (%) (nonsovereign)	Annual	4.9	4.8	4.2
3. **Weighted average risk rating of the nonsovereign portfolio** (nonsovereign)[b]	Annual	9.6 or B	9.6 or B	9.7 or B
4. **Internal administrative expenses per $1 million disbursement** ($ '000)	Annual	49.6	49.0	37.8
5. **Internal administrative expenses per project under administration** ($ '000)	Annual	751	794	771
6. **Internal administrative expenses per project approved** ($ '000)[c]	Annual	4,559	4,877	4,242
7. **Procurement time from advertisement to contract signing, $10 million or more** (days) (sovereign)	Annual	269	265	285
8. **Consulting services recruitment time for ADB-administered contracts, from consulting services recruitment notice to consultant contract signing** (days) (sovereign)	Annual	178	163	185
9. **Audited financial statements reviewed on time** (%) (sovereign)	Annual		55	76
10. **Representation of women in the international staff category** (%)	Annual	36.3	36.7	37.7
a. Levels 4–6		35.4	36.7	36.8
b. Levels 7–8		26.1	24.1	29.3
c. Levels 9–10		27.5	29.4	35.6
11. **Clients satisfied with ADB's responsiveness** (%)[d]	Every 2 years			63
12. **Stakeholders satisfied with ADB's collaboration with development partners** (%)[d]	Every 2 years			63

LEVEL 4: ADB's Organizational Effectiveness

Operations Financed by Concessional OCR Loans and ADF Grants

Indicator	Period	2018	2019	2020
LEVEL 4A. ORGANIZATIONAL SYSTEMS AND PROCESSES				
1. **Capital utilization ratio** (%) (sovereign and nonsovereign)[a]				
2. **Impaired loans ratio** (%) (nonsovereign)				
3. **Weighted average risk rating of the nonsovereign portfolio** (nonsovereign)[b]				
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)[c]				
7. **Procurement time from advertisement to contract signing, $10 million or more** (days) (sovereign)	Annual	378	322	332
8. **Consulting services recruitment time for ADB-administered contracts, from consulting services recruitment notice to consultant contract signing** (days) (sovereign)				
9. **Audited financial statements reviewed on time** (%) (sovereign)	Annual		55	76
10. **Representation of women in the international staff category** (%)				
a. **Levels 4–6**				
b. **Levels 7–8**				
c. **Levels 9–10**				
11. **Clients satisfied with ADB's responsiveness** (%)[d]				
12. **Stakeholders satisfied with ADB's collaboration with development partners** (%)[d]				

ADB Operations Overall (continued)

Indicator	Period	2018	2019	2020
LEVEL 4B. ORGANIZATIONAL CAPACITY				
13. **Digital products completed** (number)	Annual		27	50
14. **Internal training budget** (average $ per staff)	Annual		887	621
15. **Departments with documented and tested business continuity plans in place** (number)	Annual		7	4
16. **Budgeted international and national staff positions in FCAS DMCs and SIDS field offices** (number)	Annual	82	84	86
17. **Operations administered in field offices** (%) (sovereign)	Annual		53	57
18. **Share of operational expenses for operations departments and direct operations support departments** (%)	Annual	83.7	83.8	82.9
19. **Knowledge products and services drawn from k-Nexus** (number)	Annual		301	424

Operations Financed by Concessional OCR Loans and ADF Grants (continued)

Indicator	Period	2018	2019	2020
LEVEL 4B. ORGANIZATIONAL CAPACITY				
13. **Digital products completed** (number)				
14. **Internal training budget** (average $ per staff)				
15. **Departments with documented and tested business continuity plans in place** (number)				
16. **Budgeted international and national staff positions in FCAS DMCs and SIDS field offices** (number)				
17. **Operations administered in field offices** (%) (sovereign)	Annual		55	47
18. **Share of operational expenses for operations departments and direct operations support departments** (%)				
19. **Knowledge products and services drawn from k-Nexus** (number)				

ADB = Asian Development Bank, ADF = Asian Development Fund, DMC = developing member country, FCAS = fragile and conflict-affected situations, OCR = ordinary capital resources, SIDS = small island developing state.

Notes:

1. "ADB Operations Overall" refers to ADB operations financed by regular and concessional OCR and/or ADF grants.
2. Concessional assistance is the subset of ADB's overall operations financed by concessional OCR loans and ADF grants.
3. Gray shading in cells indicates the column heading does not apply.

[a] Starting 2020, ADB reports capital utilization ratio defined as the ratio of the total economic capital used to total available capital. The economic capital covers capital requirement for credit, market, operational, and other risk types. This indicator replaces reporting on equity-loan ratio.
[b] Starting in 2020, ADB reports weighted average risk rating based on outstanding exposure instead of exposure at default. Values for 2018 and 2019 were updated using this new methodology.
[c] Values for 2018 and 2019 have been updated to reflect a correction of the number of projects approved in 2016 (from 140 to 142) and 2019 (from 149 to 148).
[d] No survey was conducted in 2018.
Sources: ADB (Budget, Personnel, and Management Systems Department; Controller's Department; Information Technology Department; Office of Administrative Services; Office of Risk Management; Procurement, Portfolio and Financial Management Department; Strategy, Policy and Partnerships Department; and Sustainable Development and Climate Change Department).