

The Role and Responsibilities of Regional Departments as Focal Points for Country Operations

by

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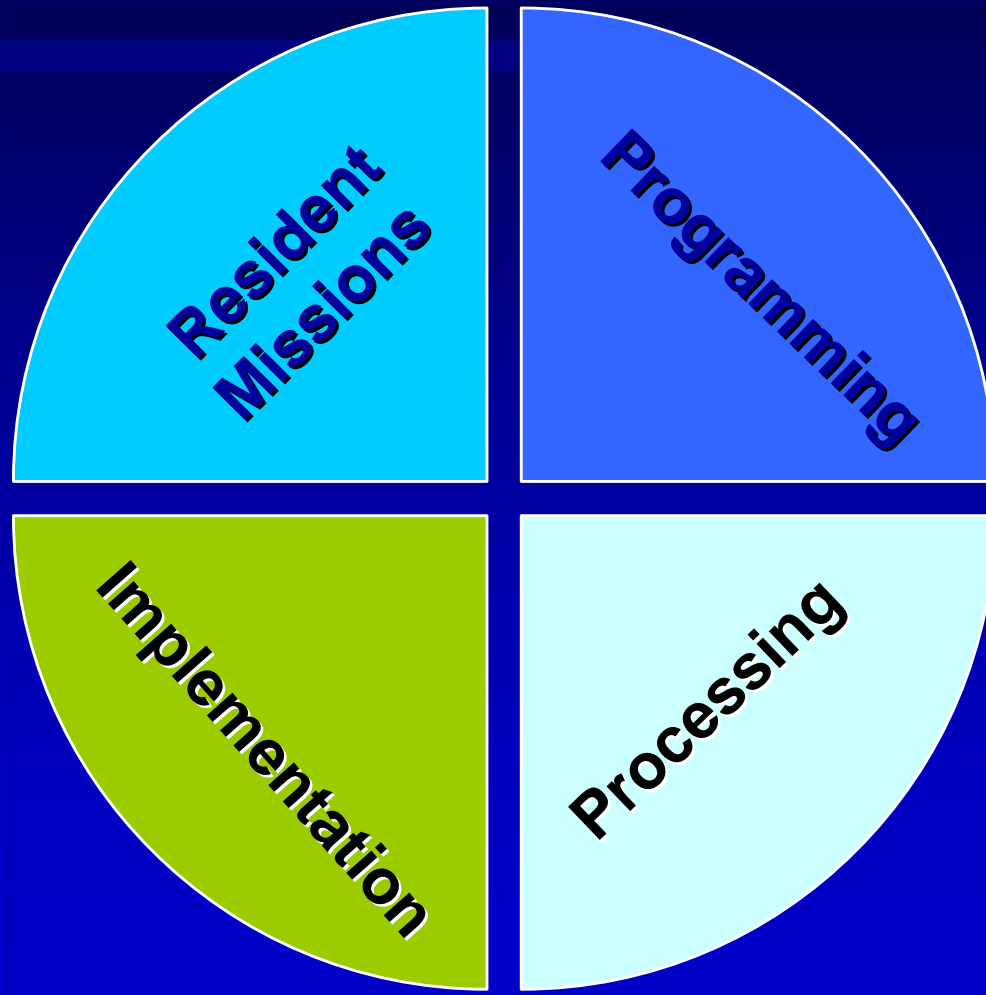
Five Regional Departments & Borrowing DMCs

Central & West Asia (CWRD)	Afghanistan, Armenia, Azerbaijan, Kazakhstan, Kyrgyz, Pakistan, Tajikistan, Turkmenistan, Uzbekistan
East Asia (EARD)	Mongolia, People's Republic of China
South Asia (SARD)	Bangladesh, Bhutan, India, Maldives, Nepal, Sri Lanka
South East Asia (SERD)	Cambodia, Indonesia, Lao PDR, Myanmar (currently not borrowing), Philippines, Thailand, Viet Nam
Pacific (PARD)	Cook Islands, Fiji Islands, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu

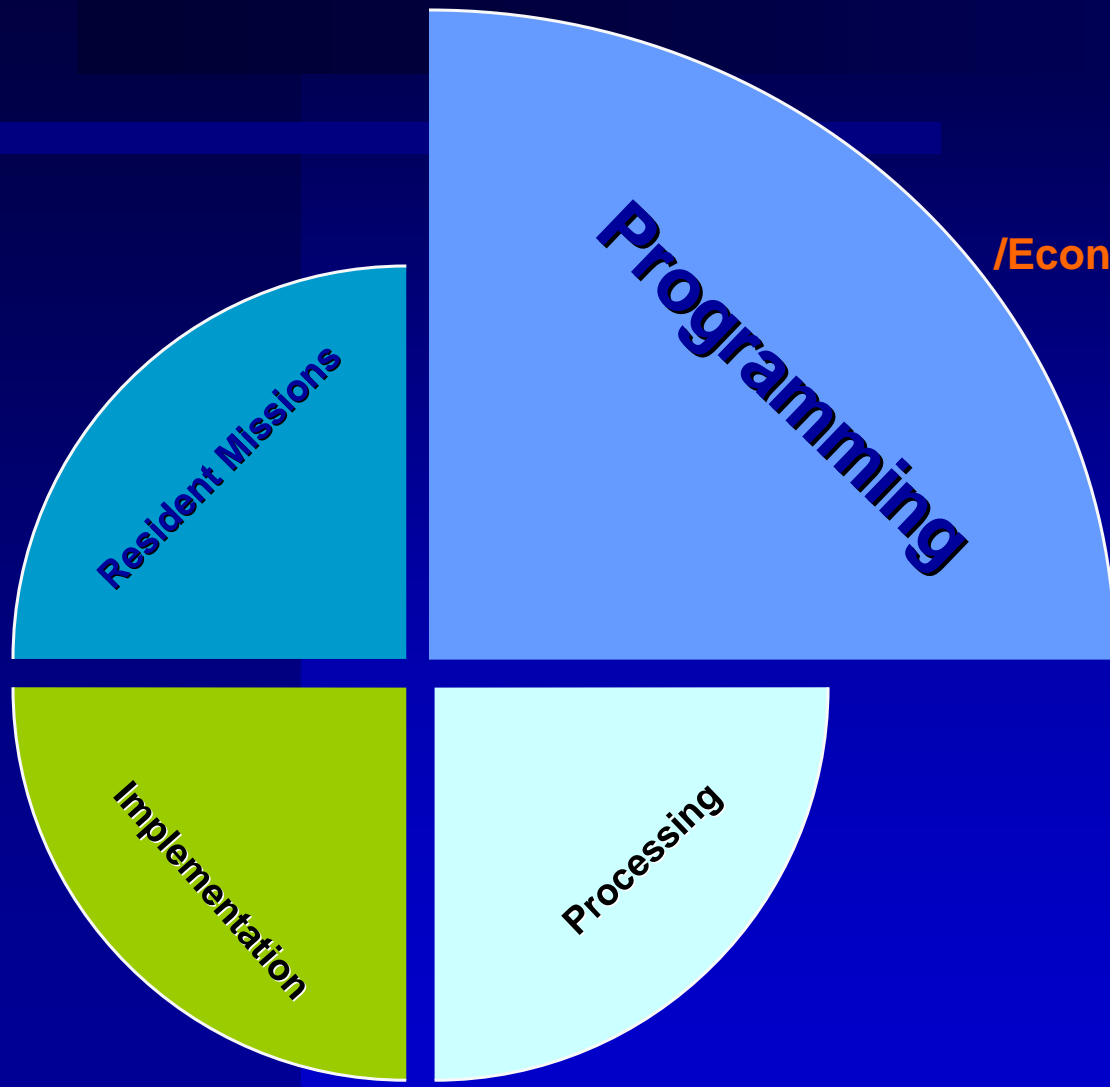
Structure of the Presentation

1. Role of Regional Departments (RDs)
 - Programming
 - Processing
 - Implementation
 - Resident Missions
2. Operational Challenges
3. Organizational Structure of RDs

Four Key Roles



Four Key Roles



Country Partnership Strategy
Knowledge Management
/Economic/Thematic/Sector Analyses
Regional Cooperation

Four Key Roles

Resident
Missions

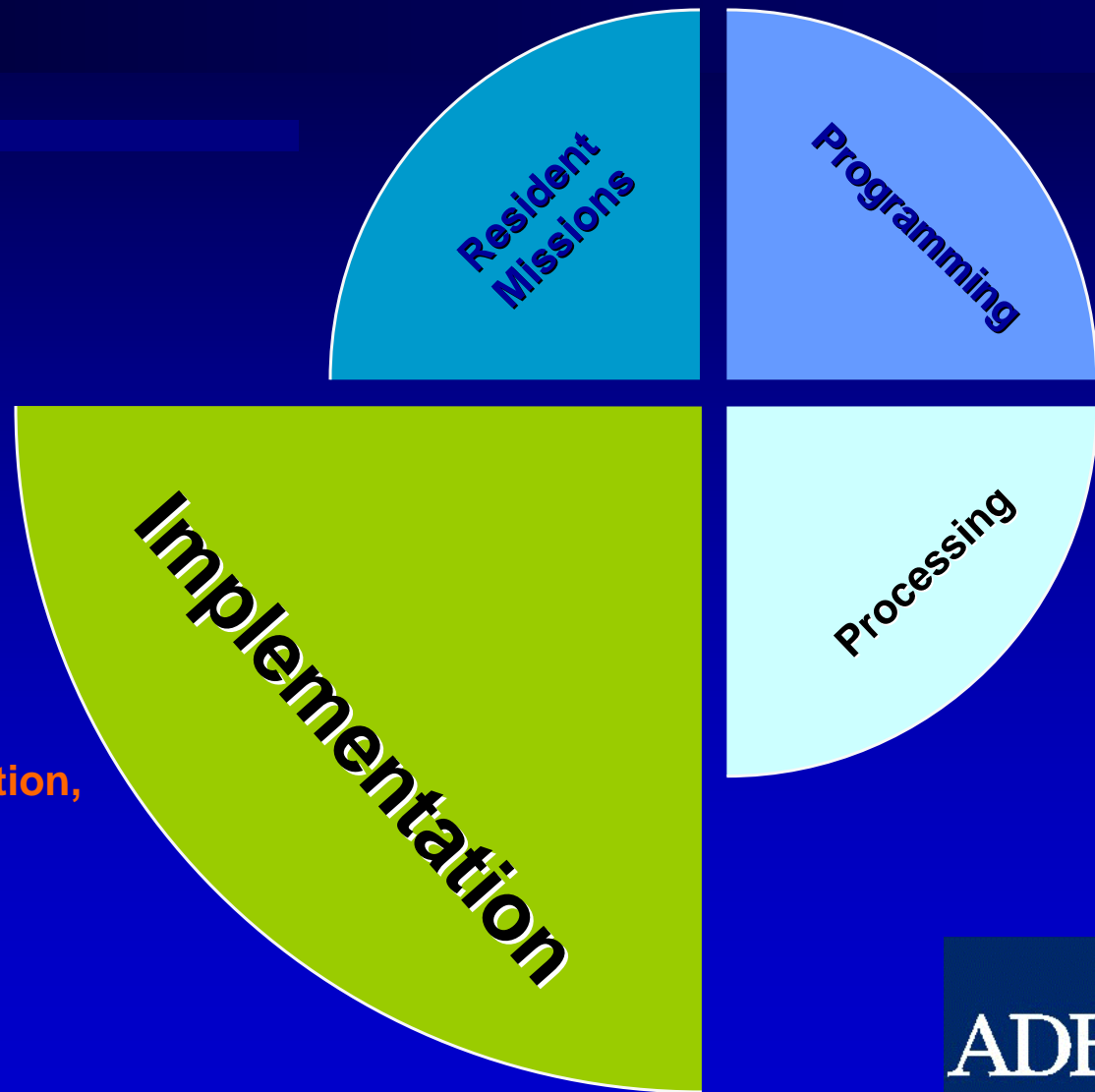
Programming

Implementation

Processing

Feasibility Study,
PPTA Preparation & Implementation,
Stakeholder & Beneficiary Participation,
Strengthening Design,
Peer Reviews,
Loan/TA Approval

Four Key Roles



Project Effectiveness & Inception,
Project Supervision,
Monitoring & Reporting,
Mid-term Review,
Country Portfolio Review

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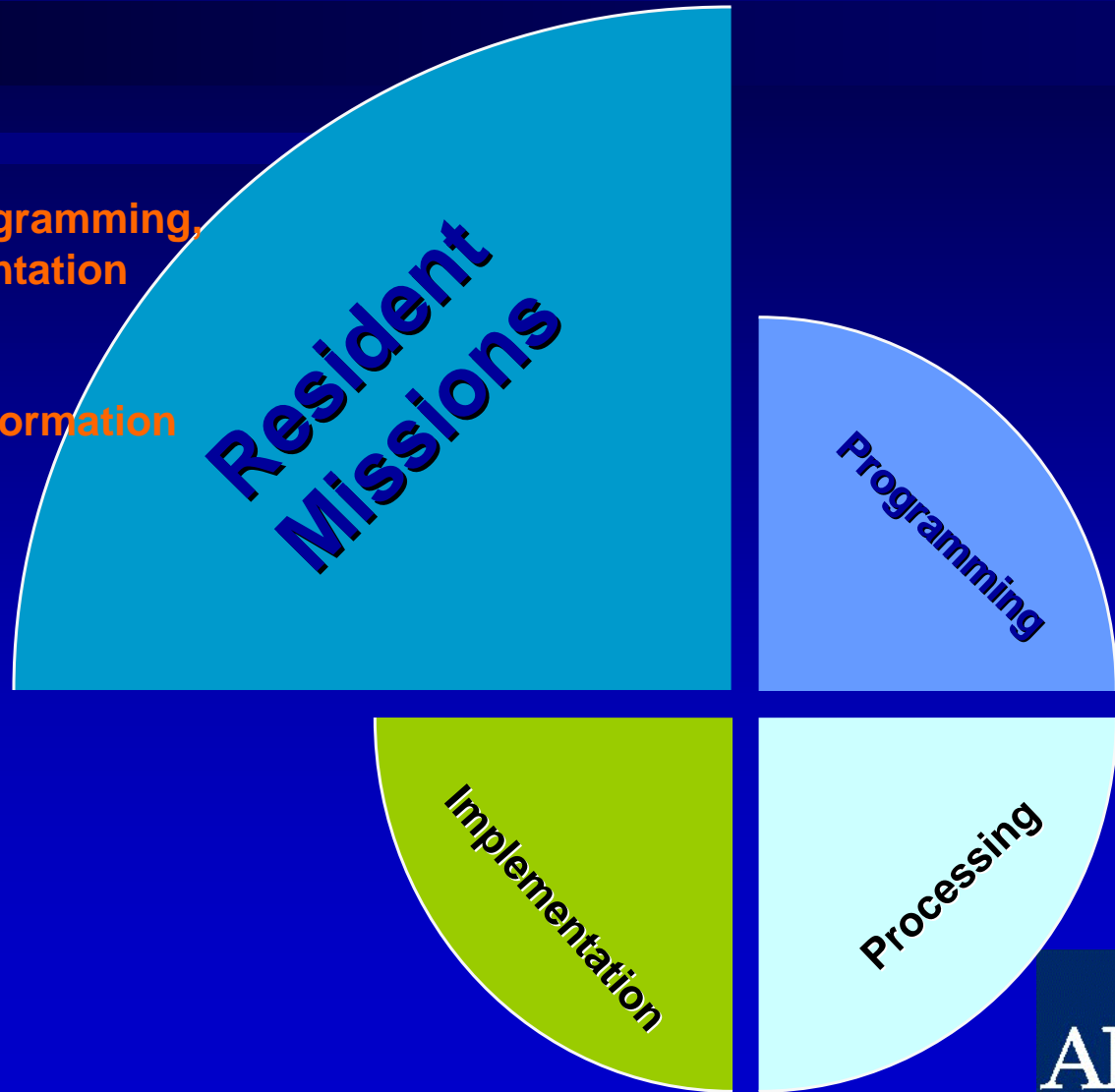
Four Key Roles

Client Relations

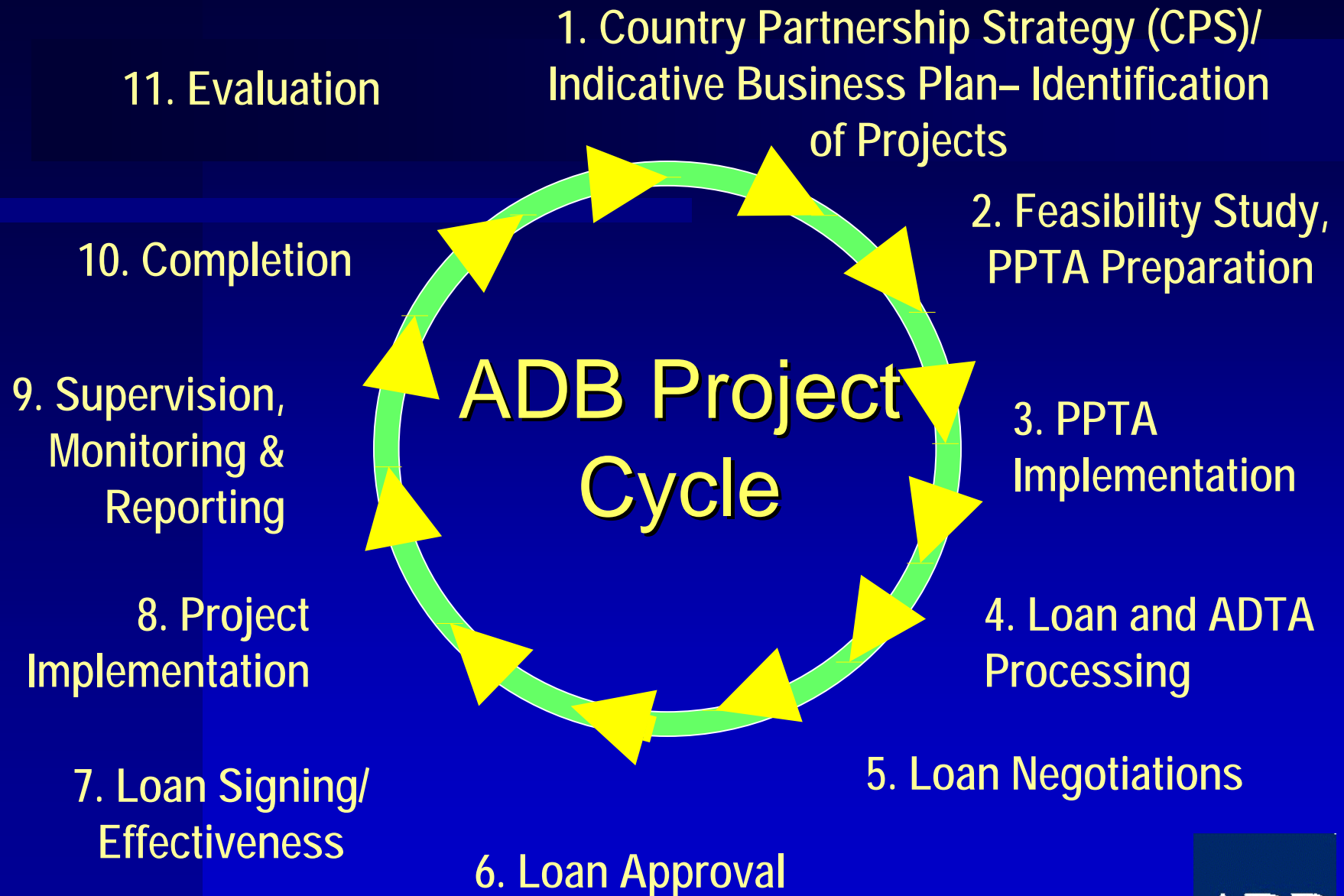
Operations support – Programming,
Processing, and Implementation

Donor Coordination

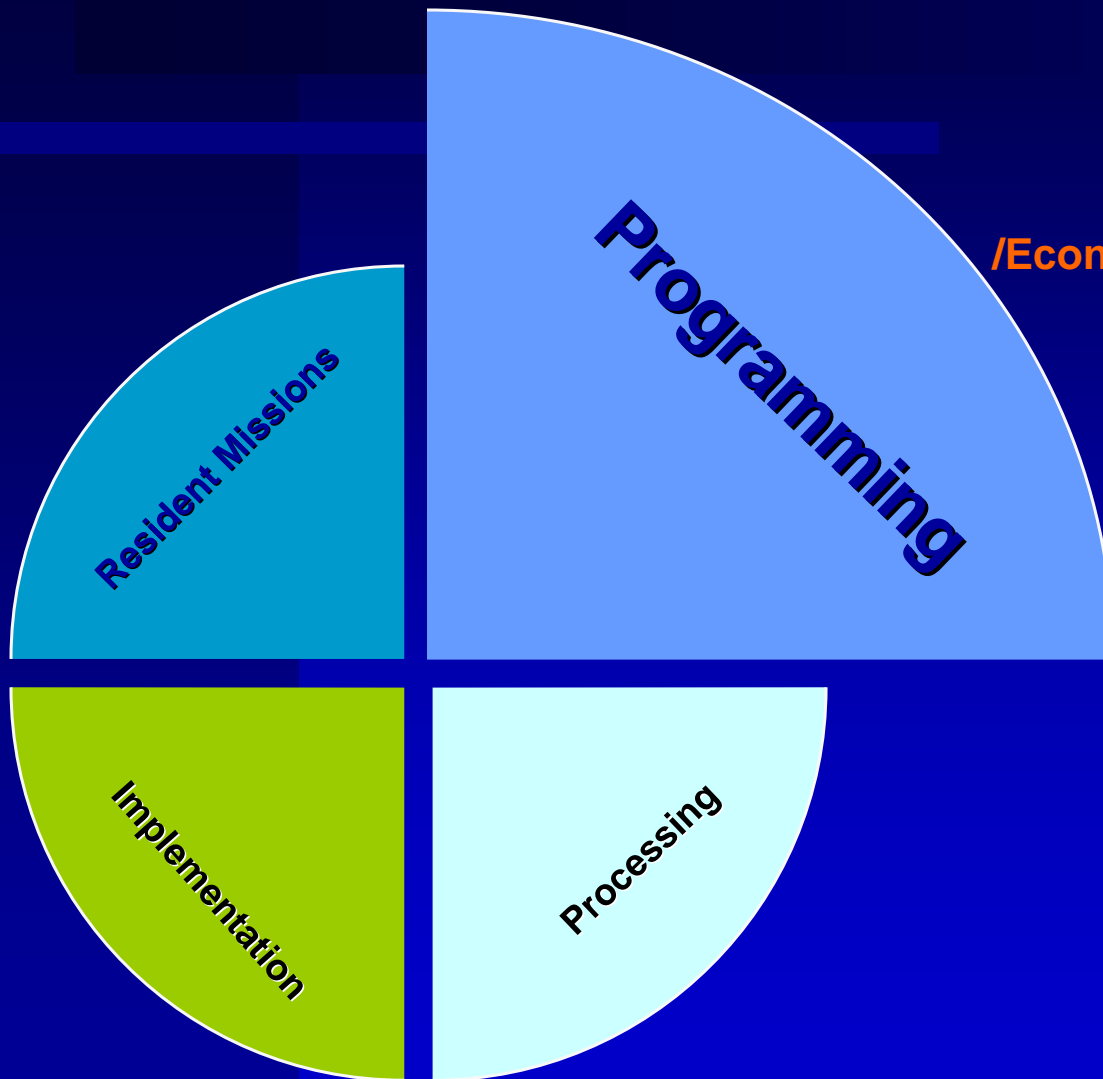
External Relations and Information
dissemination



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Programming

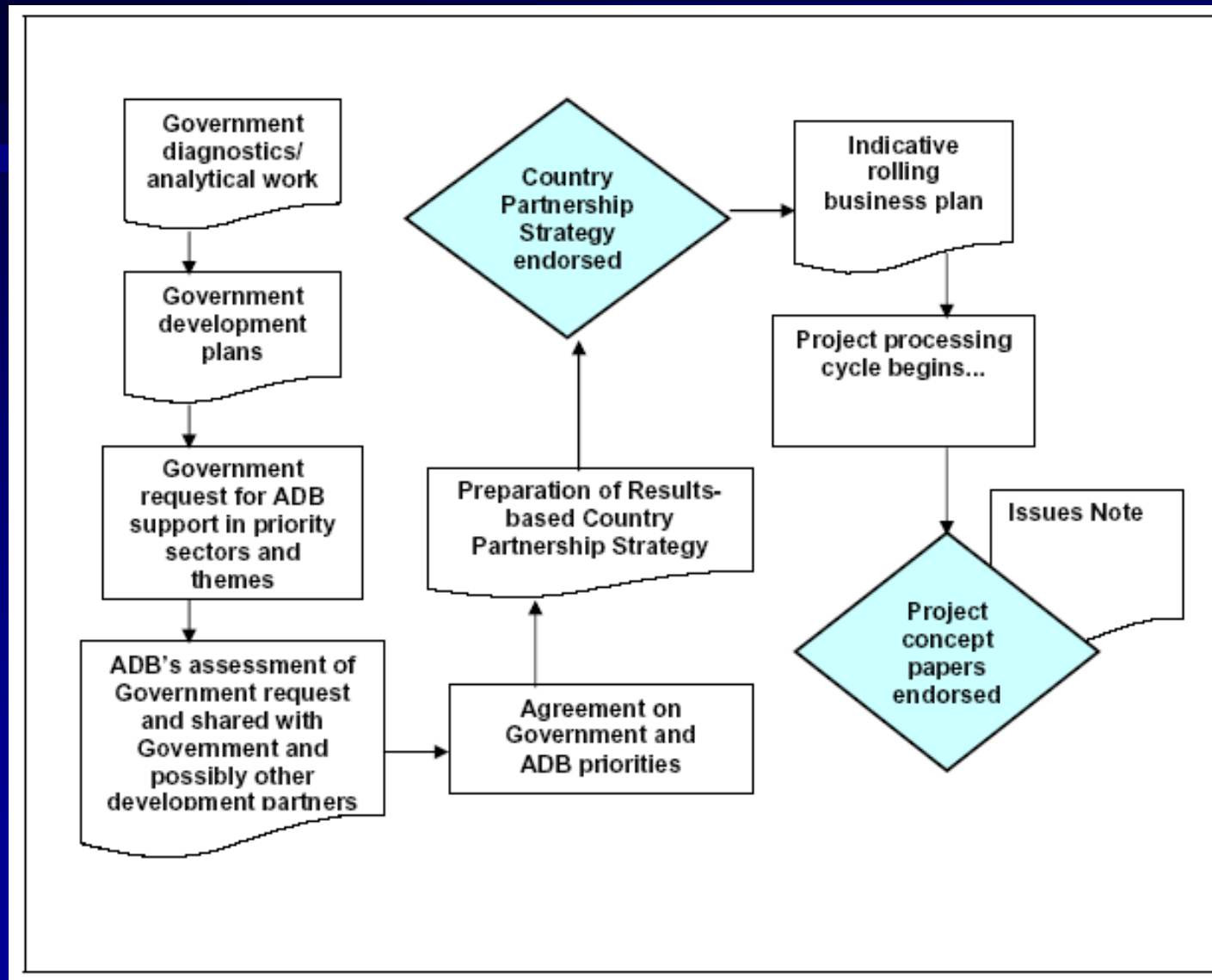


Country Partnership Strategy
Knowledge Management
/Economic/Thematic/Sector Analyses
Regional Cooperation

Programming: CPS Cycle

Year	Process
0	Prepare results-based CPS (usually for 5-year period) & an Indicative Rolling Business Plan (IRBP) for years 1-3
1 & 2	Prepare IRBP (for the next 3 years)
3	Mid-term review of CPS. Update risk assessment and risk management plan. Prepare IRBP (for the next 3 years)
4	Prepare IRBP (for the next 3 years)
5	CPS Completion Report, country program evaluation. Prepare new results-based CPS

CPS Preparation: Key Steps



Programming: CPS Process - 1

- Support Government's diagnostic and analytical work for their development plans
- Conduct in-depth sector assessments in priority areas and integrate thematic issues
- Assess procurement, public financial management, and corruption risks
- Evaluate cost sharing & expenditures eligibility criteria
- Integrate lessons learned – CPS Completion Report and Country Assistance Performance Evaluation (CAPE)

Programming: CPS Process - 2

- CPS to establish a clear link between strategy, sector roadmaps and individual interventions
- CPS to be synchronized with country planning cycles -- usually 5 years
- Annual preparation of 3-year Indicative Rolling (Country Operations) Business Plan to implement CPS
- CPS to have a risk mitigation plan to manage the assessed risks

Programming: CPS Process - 3

- CPS to be an integrated platform for public sector operations and private sector initiatives within agreed sector roadmaps
- CSP to have indicative information about private sector operations
- Business Plans to cover both sovereign and non-sovereign operations

Programming: CPS Process - 4

- Impact of priority interventions monitored through SMART (specific, measurable, adequate, realistic and time-bound) indicators
- Mid-term review of CPS to assess continued rationale, validity of strategy, and provide for possible mid-course revision if needed
- CPS monitoring and evaluation done by RD in CPS Completion Report; and by OED in CAPE

Programming: Knowledge Management

- Generate, manage and disseminate relevant knowledge products to enhance development effectiveness by
 - Conducting in-depth sector and thematic studies to understand sector policy issues and conduct policy dialogue
 - Monitoring economic, political and social developments in the country and the region
 - Encouraging staff to generate and share knowledge products to enhance their effectiveness
 - Adding value to operations through knowledge products
 - Disseminating international experience through operations

Programming: Regional Cooperation

Regional Cooperation - A unique ADB initiative and a key strategic goal

- **Objectives**

- Moving towards regional economic integration
- Sharing of complementarities
- Addressing shared problems
- Generating economies of scale

Major Regional Cooperation Initiatives in Asia



Major Groups

Central Asia
(CAREC)

Greater Mekong
(GMS)

Southeast Asia

South Asia

South and Central Asia

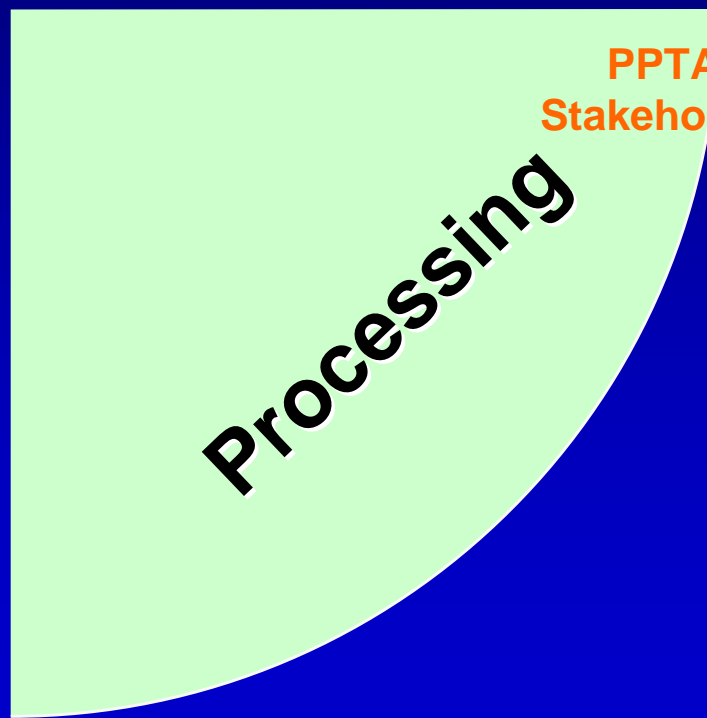
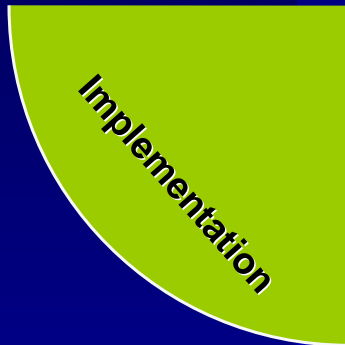
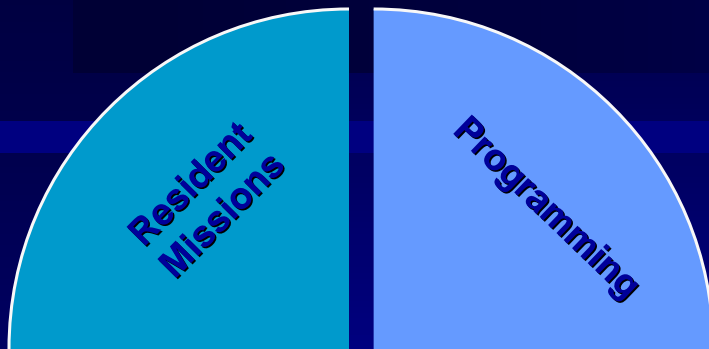
Central Asia Regional Economic Cooperation (CAREC)

- An alliance of 8 countries and 6 multilateral institutions with ADB as program secretariat
- Members: Afghanistan, Azerbaijan, Kazakhstan, Kyrgyz, Mongolia, Tajikistan, Uzbekistan and the Xinjiang-Uygur Autonomous Region of PRC
- CAREC's goal is to improve living standards and reduce poverty through regional cooperation by:
 - Developing regional transport infrastructure
 - Fostering cooperation in the energy sector
 - Facilitating trade
 - Promoting good trade policy

Greater Mekong Sub-region (GMS) Economic Cooperation

- Universally acknowledged as a good example of sub-regional cooperation
- Members – Cambodia, Lao PDR, Myanmar, Thailand, Viet Nam, and Yunnan Province and Guangxi Zhuang Autonomous Region of PRC
- Promote regional cooperation through three Cs – Connectivity, Competitiveness, and Community by:
 - Developing Infrastructure
 - Promoting multi-country agreements and reforms
 - Strengthening institutions

Processing



Feasibility Study,
PPTA Preparation & Implementation,
Stakeholder & Beneficiary Participation,
Strengthening Design,
Peer Reviews,
Loan/TA Approval

Project Processing : Loans and Technical Assistance (TA)

Loan & TA Projects are the Key Products of RDs

Technical Assistance Products:

- **PPTA: Project Preparatory Technical Assistance**
- **ADTA: Advisory Technical Assistance**
- **RETA: Regional Technical Assistance**
- **SSTA: Small Scale Technical Assistance**

Loan Products:

- **Project Loan**
- **Sector Loan**
- **Program Loan**
- **Sector Development Program Loan (SDP)**
- **TA Loan**

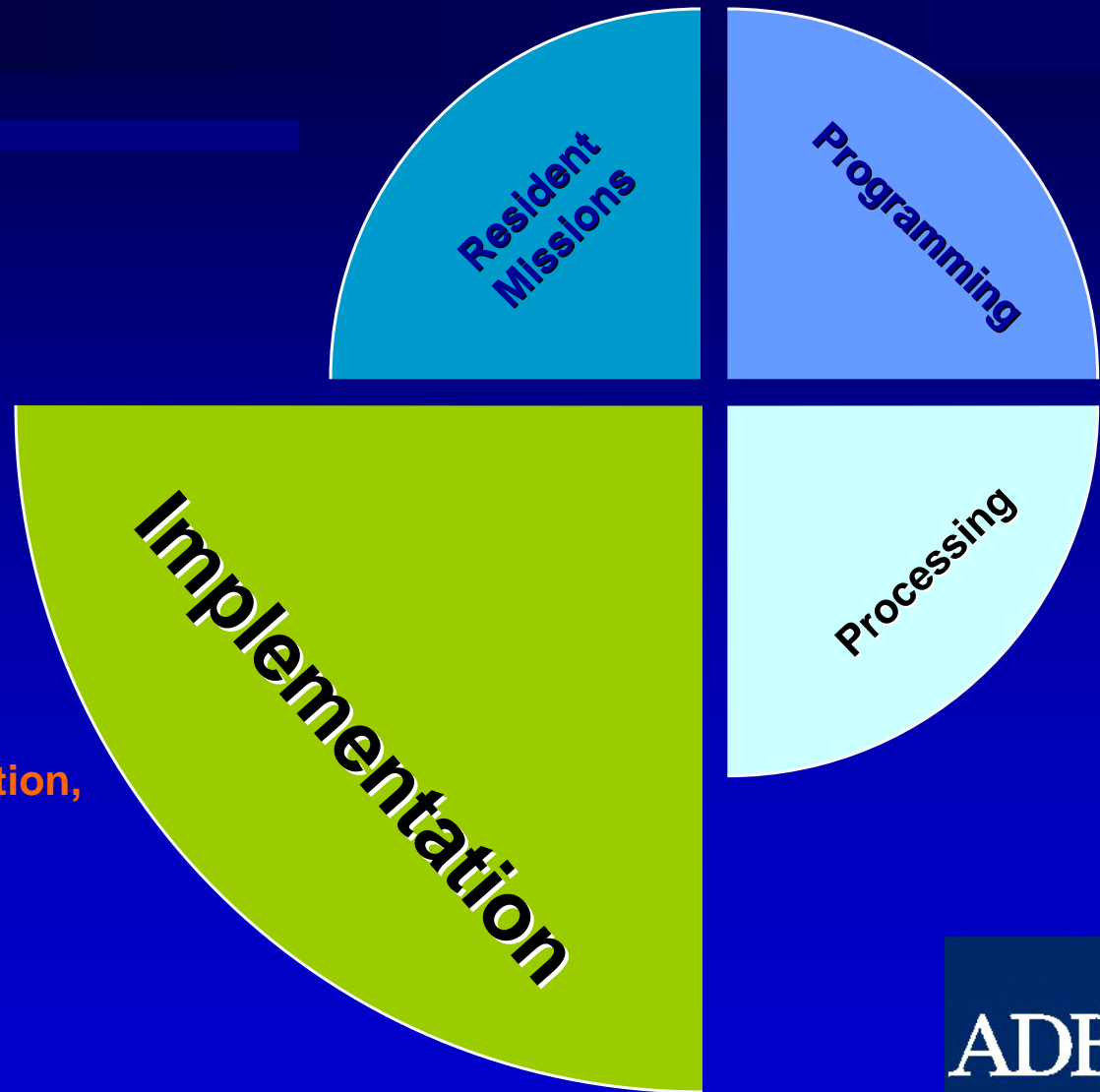
PPTA Processing and Implementation

Phase	Process	Output
PPTA Processing and Implementation	Project Concept Paper PPTA Fact Finding SRC Approval of TA Consultant Selection TA Inception Project Design Mid-term review Project Design – Final Tripartite review	MOU, BTOR TA Paper Inception Report Aide Memoire, BTOR Final project design Aide Memoire, BTOR

Loan Processing Milestones

Phase	Process	Output
Loan Processing	Based on PPTA output prepare draft of RRP MRM Appraisal Mission SRC / 2 nd MRM Loan Negotiations (RRP and Loan Documents) Board Circulation/ Consideration	RRP Draft 1 RRP reviewed AM & BTOR RRP Draft 2 RRP Draft 3 RRP – Final

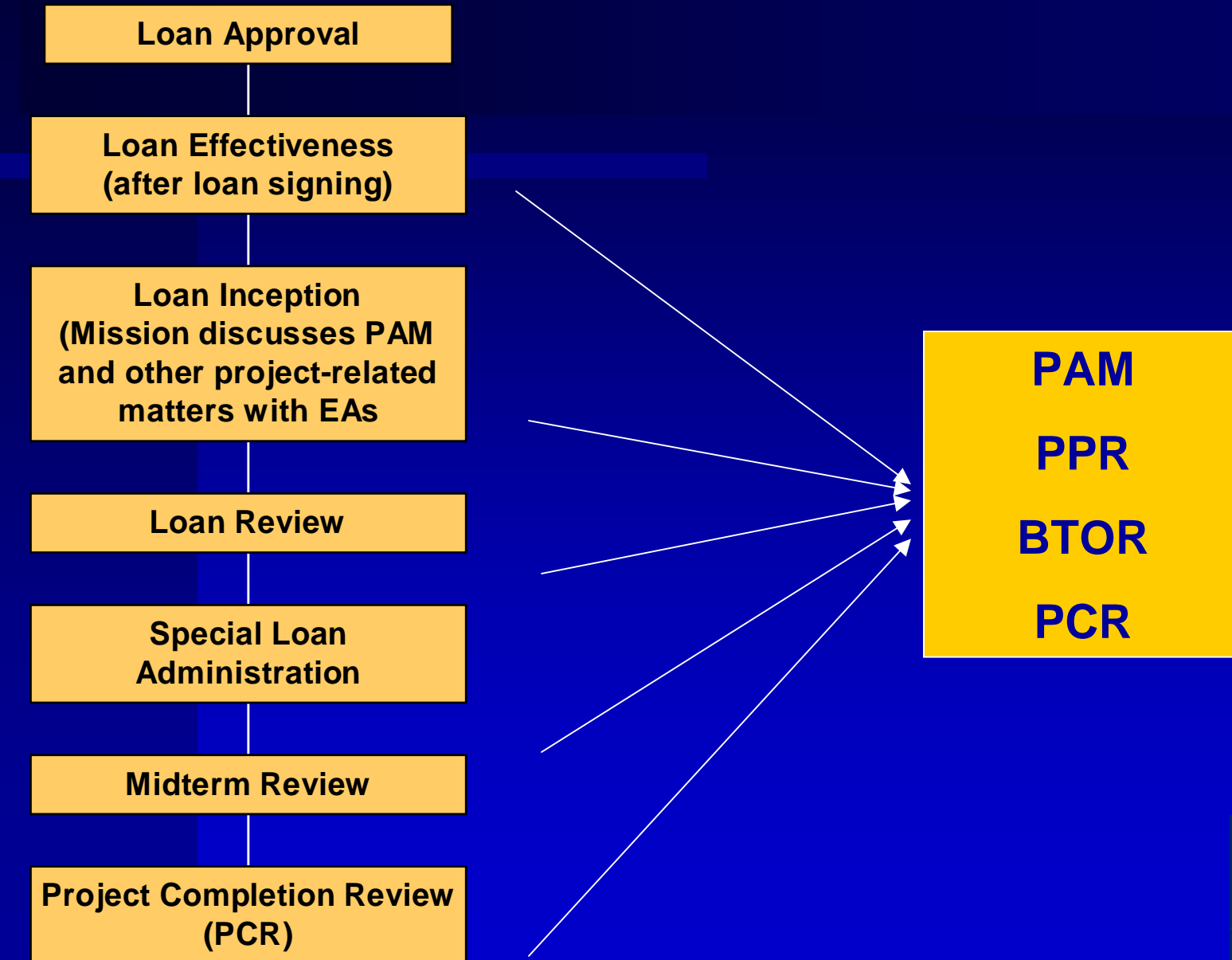
Implementation



Project Effectiveness & Inception,
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Country Portfolio Review

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PROJECT IMPLEMENTATION:



Loan Implementation Key Milestones

Phase	Process	Output
Loan Implementation	Effectiveness Inception Consultant selection, Procurement Review missions Changes in scope / reallocation Country Portfolio Review	Begin implementation PAM Contract awards & disbursements BTORs, PPRs Savings, cancellation MOUs, Action plans

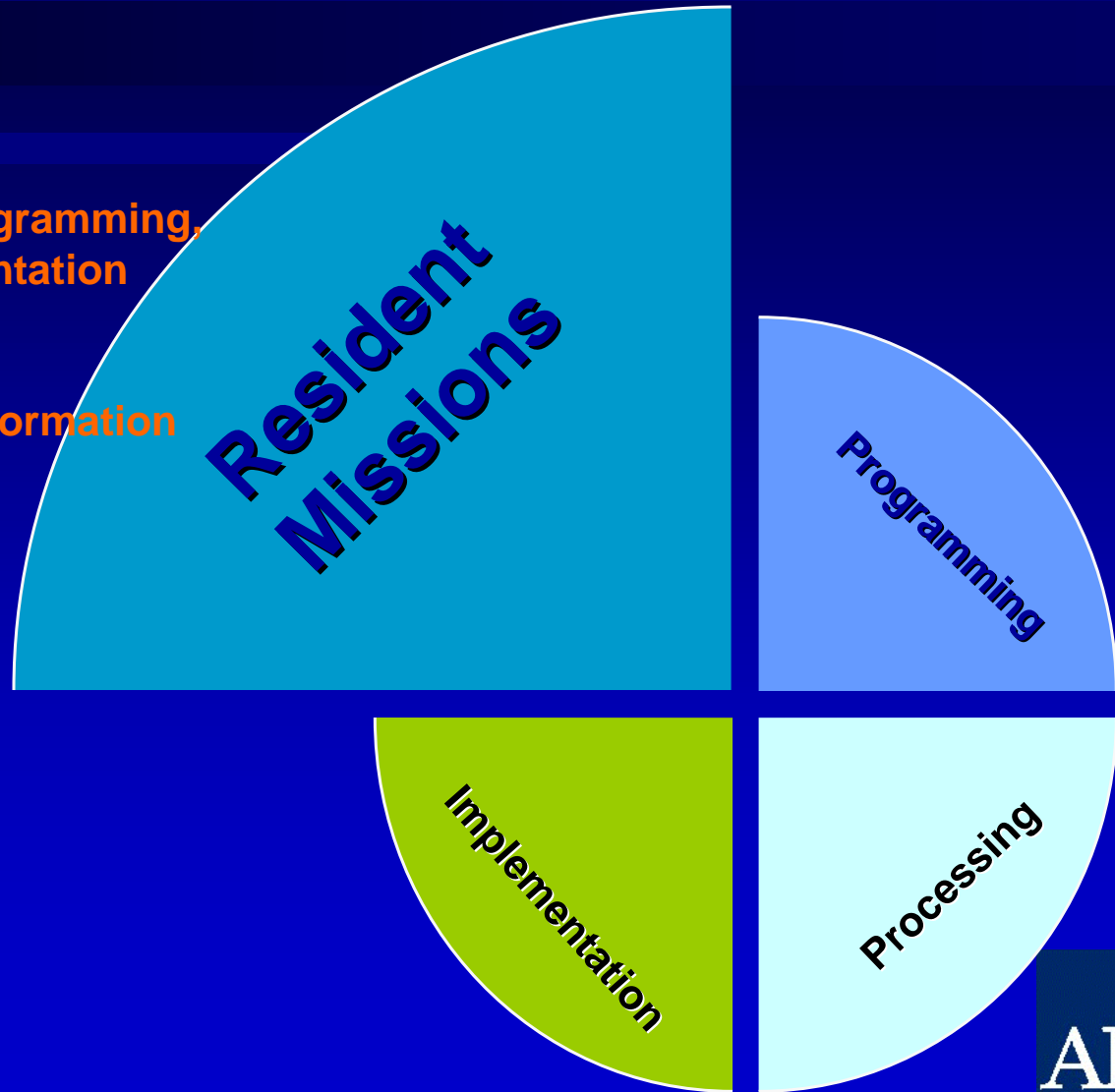
Resident Missions

Client Relations

Operations support – Programming,
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Donor Coordination

External Relations and Information
dissemination



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Resident Missions: ADB's Outreach in DMCs

- Establish and maintain excellent rapport with the Government, Donors, and NGOs
- Lead in conducting policy dialogue with Government
- Play a key role in harmonizing and aligning ADB activities with other Donors
- Conduct/contribute to country strategy to achieve more country-focused programs
- Contribute to project processing with good quality local knowledge

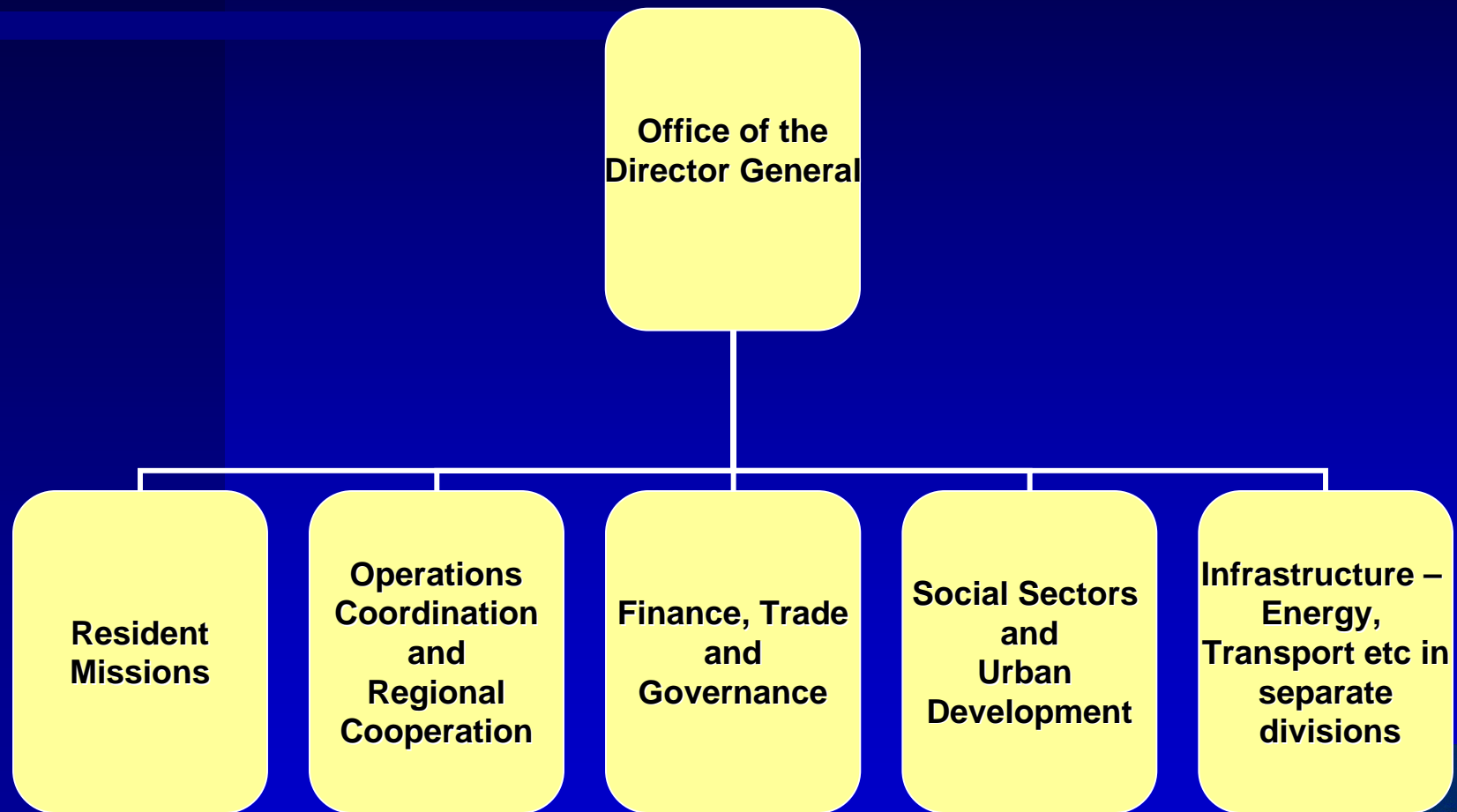
Resident Missions: ADB's Outreach in DMCs (cont.)

- Promote development effectiveness through close project supervision by assuming increasingly greater role in project administration
- Closely monitor economic, political, and social developments; conduct, and contribute to economic/thematic and sector work
- Interact closely with NGOs and other stakeholders and disseminate relevant project information
- Organize external relations activities & disseminate information to raise ADB's profile in the DMC

Regional Departments: Operational Challenges

- Responding effectively to changing operational conditions in DMCs
 - Effectively meeting the needs of MICs including enhancing knowledge content in operations
 - Improving relevance, responsiveness, and effectiveness for improved results focus
 - Scaling up of operations through Innovation and Efficiency Initiative (IEI) including non-sovereign lending
 - Constantly reinvigorate human resources to improve efficiency of service delivery
 - Linking of various regional cooperation initiatives

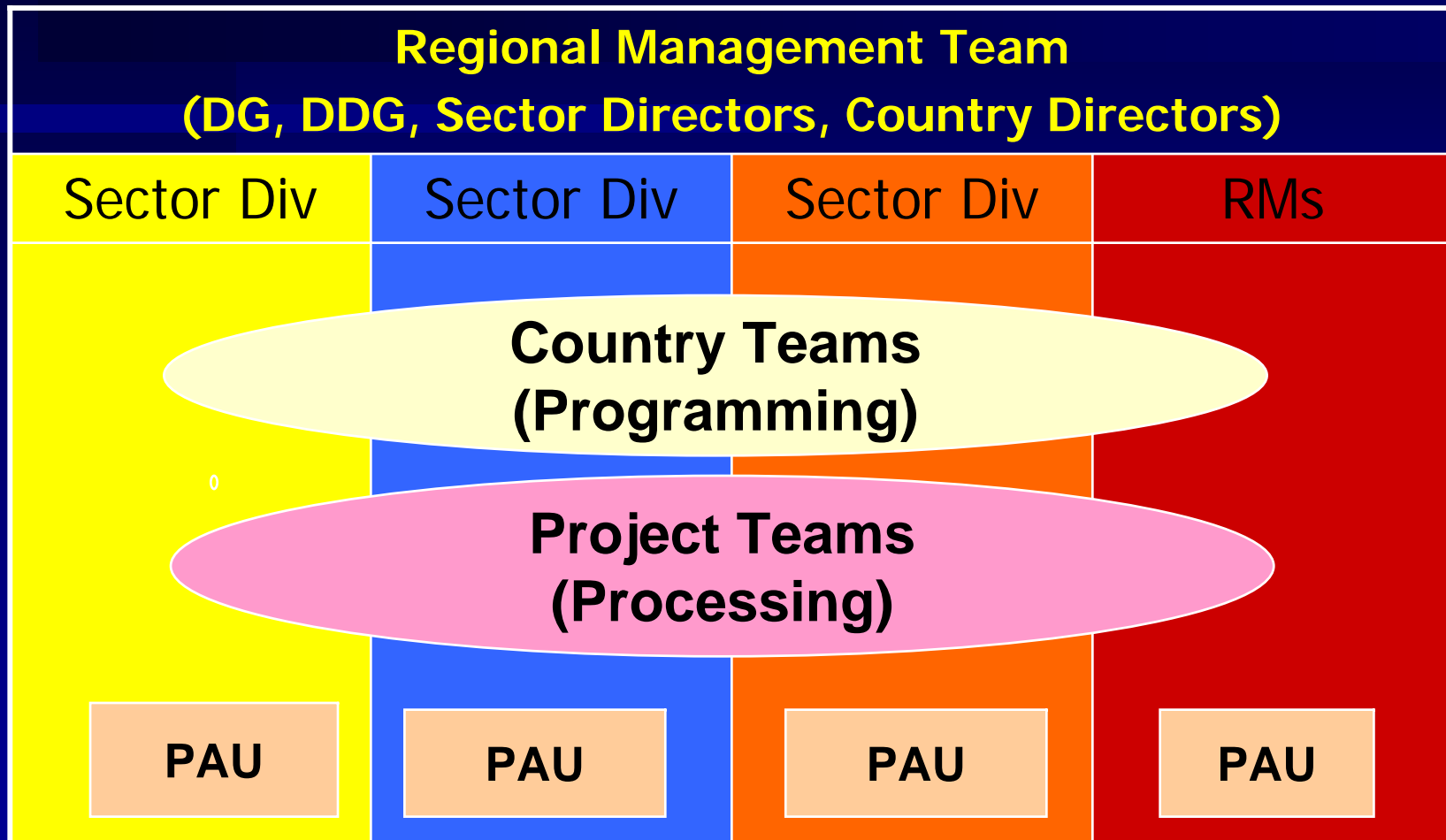
Organizational Structure of a Typical Regional Department



Organizational Structure

- **Typical Structure of the Regional Departments (RDs)**
 - Front Office – **Director General**
 - Operations Coordination Division (not in all RDs) - **Sector Director**
 - Sector Divisions – **Sector Directors**
 - Resident Missions – **Country Directors**

Functional Teams in RDs



Thank You



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