

Section 1: General impressions

ADB is generally well-regarded and its efforts to help countries reach their development goals and objectives do not go unnoticed. Opinion leaders⁴ largely appreciate ADB's helpfulness and its effective contributions to development efforts in Asia and the Pacific, although more opinion leaders see ADB as somewhat rather than very helpful. In short, ADB is considered to be an asset to the region. Indeed, opinion leaders give slightly higher marks to ADB than to other multilateral development assistance organizations, and ADB's clients generally commend its technical skills, capacity, staff, and procedures.

This section starts with a discussion of ADB's helpfulness in meeting the region's development goals and objectives and details the key factors that contribute to this success, according to those opinion leaders who find ADB helpful. We then turn to an analysis of how ADB is viewed in comparison to other multilateral development assistance organizations. The section concludes with an examination of the major strengths and weaknesses of ADB and an examination of key ADB organizational attributes.

⁴ Throughout the text we will use the term "opinion leaders" to describe the people interviewed for this survey. They include senior government officials; senior staff in multilateral and bilateral donor agencies; senior staff in civil society organizations; journalists who cover development issues; academics who teach courses in development, international relations, or relevant social sciences; and senior business leaders. Opinion leaders were screened to ensure that they were knowledgeable about ADB. Roughly half of these opinion leaders had been involved in an ADB project, program, or research study in the past three years. See the methods section for full details about the sample design.

ADB helpfulness

ADB is clearly seen as an asset to developing countries in Asia and the Pacific.⁵ Large majorities of opinion leaders in each region surveyed report that ADB has been helpful in assisting to meet their country’s development goals and objectives over the past three years.

Specifically, eight in 10 or more opinion leaders in Southeast Asia (93%), the Pacific (91%), Mekong (86%), South Asia (86%), and East and Central Asia (82%) commend ADB for having been a helpful partner as their country strives to achieve development goals.⁶

But this does not mean ADB has no room to improve as an organization. Although a notable minority of opinion leaders in each region surveyed say ADB has been *very* helpful, more than half of opinion leaders in each region characterize ADB as *somewhat* helpful. However, only a few opinion leaders go as far as to say that ADB has not been too helpful or has not been helpful at all.

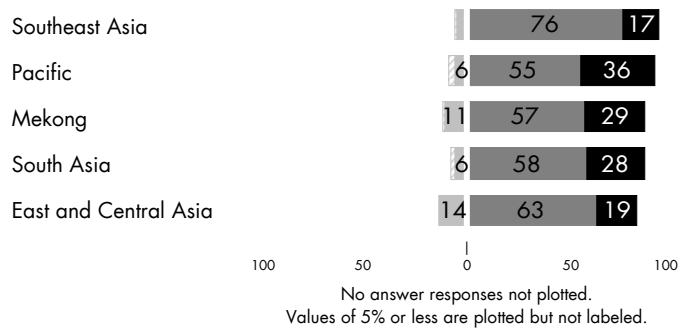
Involvement in ADB projects and programs and a high knowledge level of ADB and its activities help shape the views opinion leaders have of ADB’s efforts. Opinion leaders who describe themselves as very knowledgeable about ADB and opinion leaders who are ADB *clients* (i.e., a subgroup of opinion leaders who have had some involvement in an ADB project, program or research study in the past three years) are somewhat more likely to report that ADB has been very helpful in helping their country make progress compared with opinion leaders who have less knowledge of ADB (32% versus 21%) or who have not been personally involved in ADB activities (29% versus 18%).

The professional sector an opinion leader works in also shapes opinion about ADB’s efforts. Opinion leaders who work in government stand out as being more likely to say ADB has been very helpful in assisting their country. And, although a large majority of opinion leaders in all professional sectors give ADB credit for being at least somewhat helpful, opinion leaders working in civil society organizations and academia are less likely to say ADB has been helpful than opinion leaders in government.

Chart (Q13)

Helpfulness of ADB in assisting developing countries

► In the past three years, how helpful has ADB been in assisting [name of country] to meet its development goals and objectives—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?



Throughout, plotted and tabulated values represent percentages of respondents.

Don't know/Refused Percentages: Southeast Asia: Don't know (1%), Refused (0%); Pacific: Don't know (0%), Refused (0%); Mekong: Don't know (2%), Refused (0%); South Asia: Don't know (6%), Refused (1%); East and Central Asia: Don't know (4%), Refused (0%)

⁵ The question about the degree to which ADB has been helpful in assisting countries meet their development goals and the follow-up questions were only asked in developing member countries. These questions were not asked in donor countries.

⁶ Comparisons between regions are made whenever possible but should generally be interpreted with caution because of the small number of respondents, particularly when a question is asked only of a subset of opinion leaders. In particular, due to the relatively small sample size in the Pacific (N=33), apparent differences in the charts are often not statistically significant differences.

Many factors key to ADB’s positive rating—client insights

To gain a better understanding of the elements that contribute to ADB’s success in assisting developing countries, ADB clients in developing member countries were asked to assess 10 different features of ADB’s operations and services. The following sub-section summarizes the findings based on clients who said that ADB has been helpful in meeting their country’s development goals and objectives.⁷

The 10 elements of operations and services asked about cover a wide range—from ADB’s technical skills to its staff, field offices, and capacity. ADB’s clients generally see the organization as helpful in each of the areas suggesting that each of these different aspects of ADB’s operations accounts for, and in different ways are central to, ADB’s well regarded status and positive image. These findings suggest that for ADB to maintain this positive assessment, it must continue to perform well in each of these areas.

Human resources

Human resources—a talented, professional staff with the appropriate technical expertise—is key to any large organization’s success. ADB clients who find ADB to be a valuable partner in working toward reaching development targets often credit ADB’s technical skills and abilities, the range and quality of services offered by ADB’s field offices, and the knowledge and understanding professed by ADB staff.

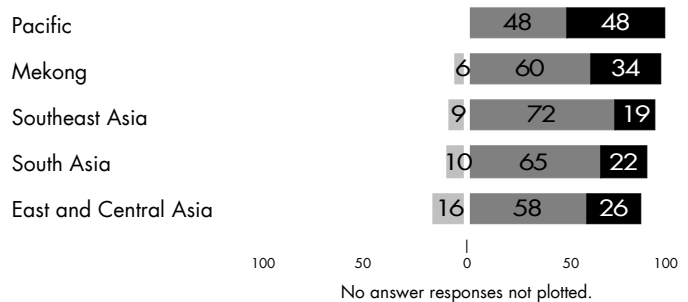
ADB’s technical expertise is an important ingredient of its success. Among clients who think ADB has been valuable in helping their country meet development goals and objectives, most credit ADB’s technical skills and abilities. Specifically, more than eight in 10 opinion leaders in every region find ADB’s technical skills and abilities to have been helpful.

Moreover, about half of the clients in the Pacific (48%) along with notable minorities in Mekong (34%), East and Central Asia (26%), South Asia (22%), and Southeast Asia (19%) report that ADB’s technical skills and abilities were very helpful. At the same time, clients imply that ADB’s technical expertise could be honed further, with half of clients in the Pacific and majorities in the other regions saying that ADB’s technical skills and abilities were somewhat helpful rather than very helpful. However, only a few opinion leaders indicate that ADB’s technical expertise did not really contribute to their overall positive evaluation of ADB.

Chart (Q14a)

Helpfulness of ADB’s technical skills and abilities

► In what ways was ADB helpful? Were its technical skills and abilities—very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn’t this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [▨] not helpful at all?



Not Applicable/Don’t know/Refused Percentages: Pacific: Not applicable (0%), Don’t know (4%), Refused (0%); Mekong: Not applicable (0%), Don’t know (0%), Refused (0%); Southeast Asia: Not applicable (0%), Don’t know (0%), Refused (0%); South Asia: Not applicable (0%), Don’t know (2%), Refused (0%); East and Central Asia: Not applicable (0%), Don’t know (0%), Refused (0%)

⁷ Clients who said ADB was not too helpful or not helpful at all were also asked to describe why. However, these data are not presented here because the number of respondents who find ADB unhelpful is too small to allow meaningful analysis.

In addition to ADB’s technical skills and abilities, clients consider ADB’s field offices to be a plus. The field offices are the primary operational interface between ADB and the countries it serves, with a mission of providing more direct access to ADB’s constituencies. Roughly 8 in 10 or more clients across the five regions report that the range and quality of services offered by ADB’s field offices have been helpful.

Although some clients in every region—the Pacific (35%), Mekong (23%), Southeast Asia (19%), South Asia (15%), and East and Central Asia (9%)—find the field offices to have been *very* helpful, a majority of clients in each region say that the offices have been somewhat helpful, indicating that there is some room for improvement. But only a handful of clients describe the field offices as not too helpful or not helpful at all.

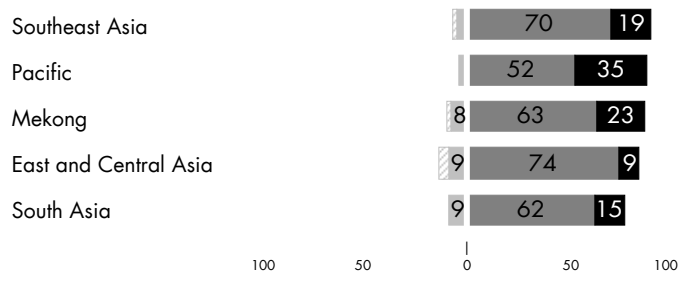
Asked further about specific characteristics of ADB staff, clients commend the staff’s knowledge level and understanding. ADB’s staff clearly play a positive role in contributing to a client’s evaluation of the organization. Among clients who think that ADB has played a helpful role as their country strives to meet development goals, nearly nine in 10 in each region say that ADB’s knowledgeable staff should be credited. Moreover, a majority in the Pacific (52%) and sizable minorities everywhere but East and Central Asia report that knowledge offered by ADB’s staff has been very helpful.

At the same time, clients indicate that there is room for improvement. With the exception of the Pacific, majorities in every region, including more than eight in 10 clients in East and Central Asia (84%), describe the knowledge level of ADB staff as somewhat helpful rather than very helpful.

Chart [Q14i]

Helpfulness of ADB’s field offices

► In what ways was ADB helpful? Were the range and quality of services offered by ADB’s field offices very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn’t this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?

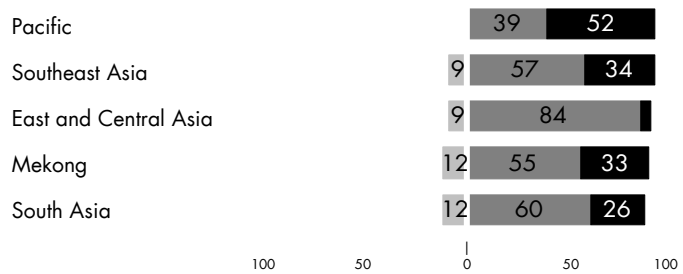


No answer responses not plotted.
Values of 5% or less are plotted but not labeled.
Not Applicable/Don’t know/Refused Percentages: Southeast Asia: Not applicable (0%), Don’t know (4%), Refused (0%); Pacific: Not applicable (4%), Don’t know (4%), Refused (0%); Mekong: Not applicable (0%), Don’t know (4%), Refused (0%); East and Central Asia: Not applicable (0%), Don’t know (0%), Refused (2%); South Asia: Not applicable (0%), Don’t know (14%), Refused (0%)

Chart [Q14b]

Helpfulness of ADB’s knowledgeable staff

► In what ways was ADB helpful? Was its knowledgeable staff very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn’t this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?



No answer responses not plotted.
Values of 5% or less are plotted but not labeled.
Not Applicable/Don’t know/Refused Percentages: Southeast Asia: Not applicable (0%), Don’t know (4%), Refused (0%); Pacific: Not applicable (4%), Don’t know (4%), Refused (0%); Mekong: Not applicable (0%), Don’t know (4%), Refused (0%); East and Central Asia: Not applicable (0%), Don’t know (0%), Refused (2%); South Asia: Not applicable (0%), Don’t know (14%), Refused (0%)

ADB's staff is also generally rated well for their understanding of, and empathy toward, the developing country's particular situation and needs. A solid majority of clients in each region say that the understanding and empathy expressed by ADB staff have been helpful as their country works to achieve its development goals. In most regions, however, clients are more likely to describe ADB's understanding and empathetic staff as somewhat helpful than very helpful. And in East and Central Asia, a notable minority of clients (23%) say that understanding and empathy on the part of ADB staff did not contribute to their positive evaluation of ADB as a whole.

Procedures and efficiency

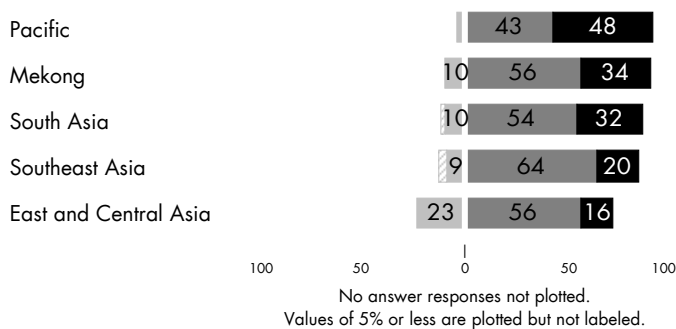
Clear and easy to follow procedures and processes contribute to ADB's helpfulness, according to clients who say their country has benefited from ADB's assistance. More than seven in 10 clients in Mekong (79%), the Pacific (78%), and East and Central Asia (74%) say that ADB's easy to follow and understand procedures and processes have helped their country meet its development goals. Somewhat fewer but still majorities in Southeast Asia (66%) and South Asia (58%) concur.

Despite this largely positive assessment, a notable number of clients in each of the regions, including a third of South Asians (34%), find ADB's procedures and processes either not too helpful or not helpful at all, suggesting that, although they view ADB as helpful overall, at least some clients may be having difficulties understanding ADB procedures. This finding is corroborated when opinion leaders talk about ADB's weaknesses. Asked to

Chart [Q14e]

Helpfulness of ADB's understanding and empathetic staff

► In what ways was ADB helpful? Were its understanding staff who were empathetic about our country's situation very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable— [●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?

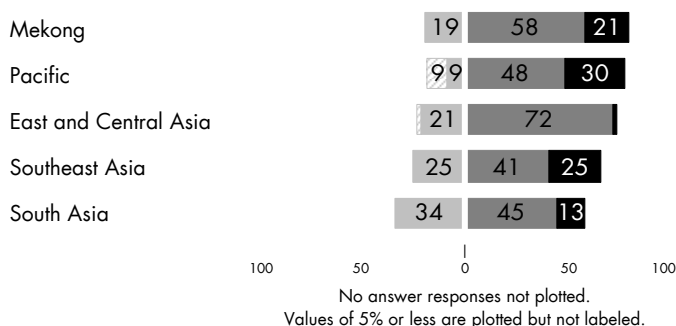


Not Applicable/Don't know/Refused Percentages: Pacific: Not applicable (0%), Don't know (4%), Refused (0%); Mekong: Not applicable (0%), Don't know (0%), Refused (0%); South Asia: Not applicable (0%), Don't know (1%), Refused (0%); Southeast Asia: Not applicable (0%), Don't know (4%), Refused (0%); East and Central Asia: Not applicable (0%), Don't know (2%), Refused (2%)

Chart [Q14c]

Helpfulness of ADB's procedures and processes

► In what ways was ADB helpful? Were its easy to follow and understand procedures and processes very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable— [●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?



Not Applicable/Don't know/Refused Percentages: Mekong: Not applicable (0%), Don't know (2%), Refused (0%); Pacific: Not applicable (0%), Don't know (4%), Refused (0%); East and Central Asia: Not applicable (0%), Don't know (2%), Refused (0%); Southeast Asia: Not applicable (0%), Don't know (2%), Refused (0%); South Asia: Not applicable (0%), Don't know (8%), Refused (0%)

name ADB's greatest weakness, some opinion leaders fault ADB for being slow, bureaucratic, or inflexible. (See section on ADB's greatest weaknesses for more details.)

In addition to the ease and clarity of procedures and processes, clients were asked about ADB's efficiency and approach to project management.

Again, majorities of six in 10 or more clients in each region respond positively, saying that ADB's efficiency and timely handling of projects have been helpful. Minorities from two in 10 (20%) in Southeast Asia to roughly four in 10 in East and Central Asia (37%), however, report that ADB's efficiency and timely handling of projects were not helpful.

Financial capacity

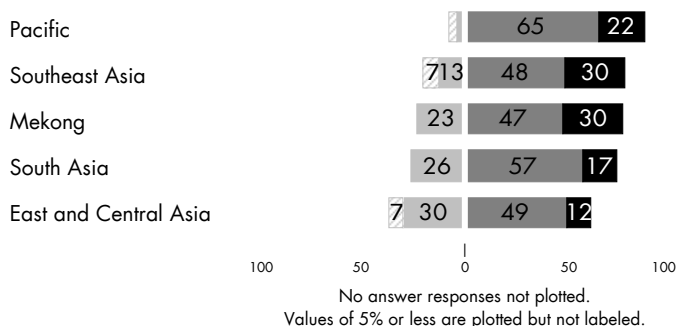
ADB's loan and resource capacity also play a role in explaining why clients say ADB's assistance has been helpful. More than eight in 10 clients say that ADB's loan and resource capacity accounts for why ADB has been helpful in assisting their country to meet its development goals and objectives.

Notably, sizable minorities in each region, ranging from nearly three in 10 in the Pacific (26%) to more than four in 10 in South Asia (45%), say ADB's loan and resource capacity has been very helpful. Most of the rest characterize ADB's financial capacity as somewhat helpful. Only about one in 10 or fewer clients in the regions surveyed say ADB's loan and resource capacity has not been too helpful.

Chart [Q14d]

Helpfulness of ADB's efficiency and timely project management

► In what ways was ADB helpful? Were its efficiency and timely handling of projects very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?

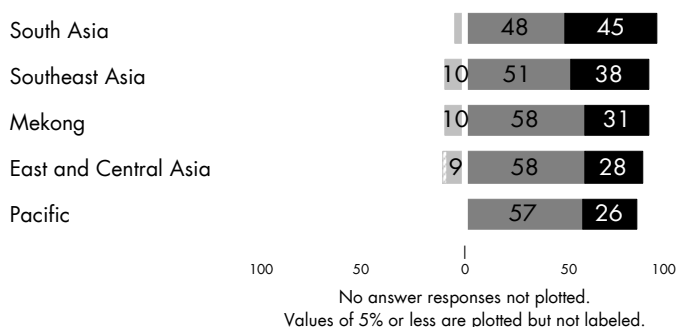


Not Applicable/ Don't know/Refused Percentages: Pacific: Not applicable (0%), Don't know (4%), Refused (0%); Southeast Asia: Not applicable (0%), Don't know (2%), Refused (0%); Mekong: Not applicable (0%), Don't know (0%), Refused (0%); South Asia: Not applicable (0%), Don't know (1%), Refused (0%); East and Central Asia: Not applicable (0%), Don't know (2%), Refused (0%)

Chart [Q14f]

Helpfulness of ADB's loan and resource capacity

► In what ways was ADB helpful? Was its loan and resource capacity very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?



Not Applicable/ Don't know/Refused Percentages: South Asia: Not applicable (0%), Don't know (2%), Refused (0%); Southeast Asia: Not applicable (2%), Don't know (0%), Refused (0%); Mekong: Not applicable (0%), Don't know (2%), Refused (0%); East and Central Asia: Not applicable (2%), Don't know (0%), Refused (0%); Pacific: Not applicable (4%), Don't know (13%), Refused (0%)

Partnerships and consultations

In addition to its financial capacity, ADB clients who say ADB’s assistance has been beneficial appreciate ADB’s non-financial capacity. Large majorities across all regions rate ADB as helpful because of its ability to bring together different partners, to work effectively with other development partners, and its effective consultations with different stakeholders.

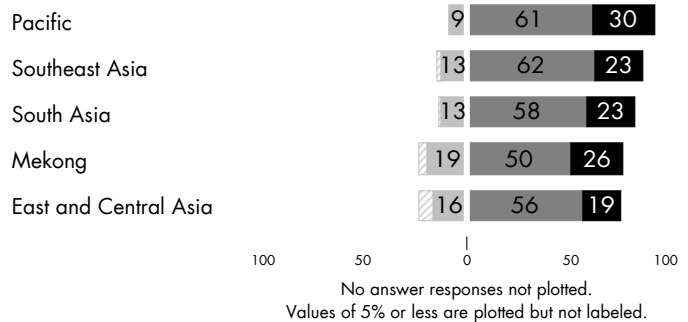
As with other qualities asked about, clients are more likely to say that ADB has been somewhat helpful rather than very helpful in all three areas—bringing different partners together, working effectively with other development partners, and consulting with different stakeholders. This pattern holds regardless of region.

While these partnerships and consultations are viewed as beneficial in helping countries meet their development goals and objectives, there are some who disagree.

Chart [Q14g]

Helpfulness of ADB’s ability to bring different partners together

► In what ways was ADB helpful? Was its ability to bring different partners together very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [▨] not helpful at all?

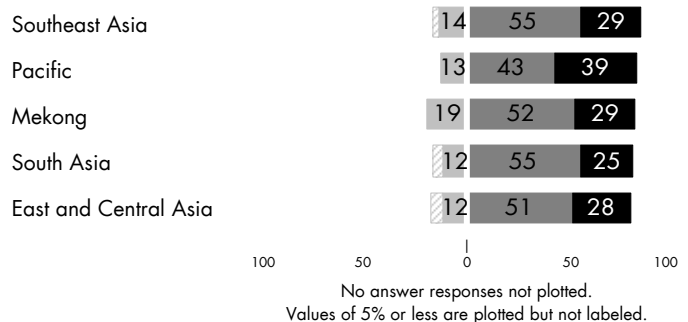


Not Applicable/Don't know/Refused Percentages: Pacific: Not applicable (0%), Don't know (0%), Refused (0%); Southeast Asia: Not applicable (0%), Don't know (0%), Refused (0%); South Asia: Not applicable (0%), Don't know (5%), Refused (0%); Mekong: Not applicable (0%), Don't know (0%), Refused (0%); East and Central Asia: Not applicable (0%), Don't know (2%), Refused (0%)

Chart [Q14h]

Helpfulness of ADB’s ability to work with other development partners

► In what ways was ADB helpful? Was its ability to work effectively with other development partners very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [▨] not helpful at all?



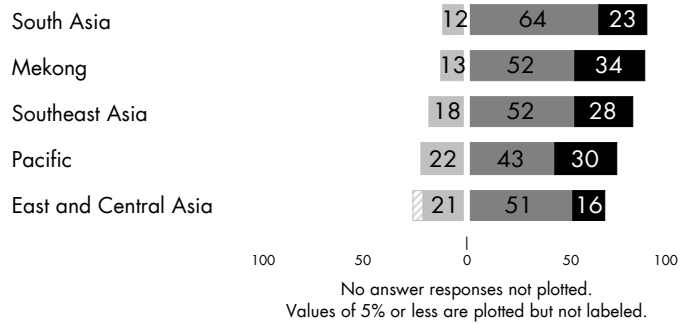
Not Applicable/Don't know/Refused Percentages: Southeast Asia: Not applicable (0%), Don't know (0%), Refused (0%); Pacific: Not applicable (0%), Don't know (4%), Refused (0%); Mekong: Not applicable (0%), Don't know (0%), Refused (0%); South Asia: Not applicable (0%), Don't know (5%), Refused (0%); East and Central Asia: Not applicable (0%), Don't know (5%), Refused (0%)

Minorities in every region report that ADB is not helpful when it comes to bringing different partners together, working with other development partners, and consulting with different stakeholders. However, in most cases these minorities are relatively small.

Chart [Q14i]

Helpfulness of ADB’s consultations with different stakeholders

► In what ways was ADB helpful? Were its effective consultations with different stakeholders very helpful, somewhat helpful, not too helpful or not helpful at all in assisting [name of country] to meet its development goals and objectives or isn't this applicable—[●] very helpful, [●] somewhat helpful, [●] not too helpful or [●] not helpful at all?



Not Applicable/Don't know/Refused Percentages: South Asia: Not applicable (0%), Don't know (1%), Refused (0%); Mekong: Not applicable (0%), Don't know (0%), Refused (0%); Southeast Asia: Not applicable (0%), Don't know (2%), Refused (0%); Pacific: Not applicable (0%), Don't know (4%), Refused (0%); East and Central Asia: Not applicable (0%), Don't know (7%), Refused (0%)

ADB in comparison to other development organizations

ADB is recognized as a positively influential force in developing Asia, even slightly more so than the World Bank, UNDP, or IMF, according to opinion leaders in ADB member countries.⁸ In brief, ADB elicits the most positive reaction from opinion leaders, while the World Bank and UNDP follow closely behind ADB in positive reputation. The IMF lags somewhat, although a modest majority of opinion leaders say that the IMF has a good impact on the way things are going.

Impact of ADB

Overall, ADB is considered an important partner. This praise spans across all regions—developing countries and donor countries alike. A vast majority of opinion leaders in East and Central Asia (94%), Southeast Asia (91%), South Asia (90%), Mekong (89%), the Pacific (85%), and donor countries (87%) say ADB is having a good impact on the way things are going.

But again, opinion leaders do see some room for improvement. Although a modest minority of opinion leaders say ADB’s impact is very good, opinion leaders are more likely to see ADB as having a somewhat good impact on the way things are going. But corroborating the mostly positive image of ADB, only a few opinion leaders say that ADB has a very or somewhat bad impact on the way things are going.

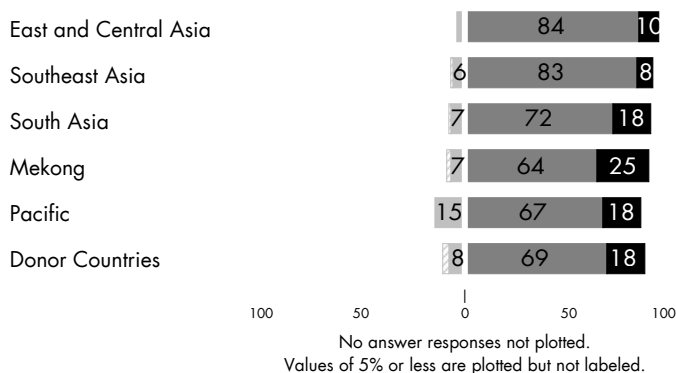
Although a majority of opinion leaders of all backgrounds say ADB is having a somewhat good impact, opinion leaders who have more knowledge of ADB and opinion leaders who have been involved in ADB activities are more likely to give ADB credit for having a very good impact. Opinion leaders who describe themselves as very knowledgeable of ADB and its activities (25%) are somewhat more likely to say ADB is having a very good impact on the way things are going than those who say they are somewhat knowledgeable of ADB (13%). Similarly, ADB clients (21%) think ADB is having a very good impact slightly more often than non-clients (12%).

To an extent, the professional sector an opinion leader works in also helps shape opinion leaders’ assessment. A large majority of opinion leaders in all professional sectors commend ADB for having a good impact, but senior representatives of civil society organizations stand out as most likely to criticize ADB for having a bad impact. Compared with just a handful of government (5%), donor

Chart (Q6d)

Impact of ADB on way things are going in developing countries

► Is the Asian Development Bank (ADB) having a very good, somewhat good, somewhat bad or very bad impact on the way things are going in [name of country] [in developing countries in Asia and the Pacific]— [●] very good, [●] somewhat good, [●] somewhat bad or [■] very bad?



No influence/Don't know/Refused Percentages: East and Central Asia: No influence (1%), Don't know (1%), Refused (0%); Southeast Asia: No influence (0%), Don't know (1%), Refused (2%); South Asia: No influence (<1%), Don't know (2%), Refused (0%); Mekong: No influence (1%), Don't know (0%), Refused (0%); Pacific: No influence (0%), Don't know (0%), Refused (0%); Donor Countries: No influence (<1%), Don't know (1%), Refused (1%)

⁸ Throughout the survey, opinion leaders in donor countries were asked about “developing countries in Asia and the Pacific” while opinion leaders in developing countries were asked about their country specifically.

agency (4%), and private sector (4%) leaders, 20 percent of opinion leaders in civil society organizations think ADB is having a bad impact.

Impact of World Bank

Like ADB, the World Bank has a good impact on the way things are going according to most opinion leaders. This positive assessment is shared across all regions.

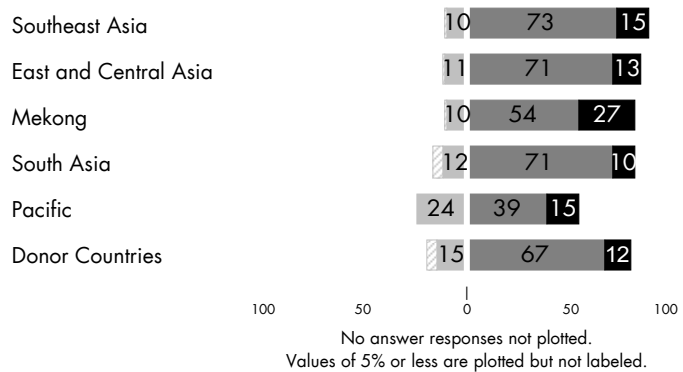
Specifically, large majorities in Southeast Asia (88%), East and Central Asia (84%), Mekong (81%), South Asia (81%) and donor countries (79%) say the World Bank is having a very good or somewhat good impact on the way things are going. Just over half in the Pacific (54%) concur, although a sizeable minority (21%) say they are unsure of what kind of impact the World Bank is having.

As is the case when evaluating ADB, opinion leaders describe the World Bank’s impact as somewhat good notably more often than as very good. Relatively few opinion leaders say the World Bank is having a very good impact, with the exception of Mekong, where nearly three in 10 opinion leaders (27%) say the World Bank is having a very good impact.

Chart (Q6c)

Impact of World Bank on way things are going in developing countries

► Is the World Bank having a very good, somewhat good, somewhat bad or very bad impact on the way things are going in [name of country] [in developing countries in Asia and the Pacific]—[●] very good, [●] somewhat good, [●] somewhat bad or [●] very bad?



No influence/Don't know/Refused Percentages: Southeast Asia: No influence (0%), Don't know (1%), Refused (0%); East and Central Asia: No influence (1%), Don't know (2%), Refused (0%); Mekong: No influence (5%), Don't know (2%), Refused (0%); South Asia: No influence (1%), Don't know (1%), Refused (0%); Pacific: No influence (0%), Don't know (21%), Refused (0%); Donor Countries: No influence (0%), Don't know (2%), Refused (1%)

Impact of UNDP

Similar to ADB and the World Bank, views on the impact of UNDP are mostly favorable and fairly even across all regions.

Large majorities of opinion leaders in Southeast Asia (85%), East and Central Asia (82%), the Pacific (82%), South Asia (80%), Mekong (73%), and donor countries (78%) believe UNDP has a good impact. However, this positive assessment is somewhat tempered—with the exception of Mekong (23%) and the Pacific (21%), relatively few opinion leaders say UNDP is having a very good impact on the way things are going.⁹

Impact of IMF

The IMF does not fare quite as well as ADB, the World Bank, or UNDP, although a sizable majority of opinion leaders in Mekong view the IMF favorably.

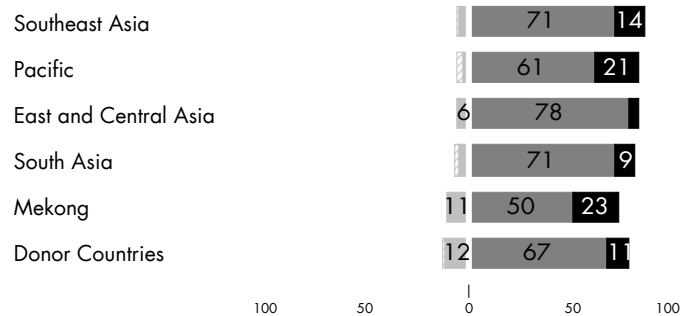
Over seven in 10 opinion leaders in Mekong (74%) say the IMF is having a very good or somewhat good impact in their country, including two in 10 (21%) who say it is having a very good impact. Just over half of opinion leaders in Southeast Asia (55%), East and Central Asia (55%), and donor countries (52%) say the impact of the IMF is very or somewhat good. Likewise, just over half in South Asia (57%) and the Pacific (54%) agree, although notable minorities (16% and 18%, respectively) simply say they do not know what kind of impact the IMF is having on developing countries.

Chart (Q6b, Q6e)

Impact of UNDP and IMF on way things are going in developing countries

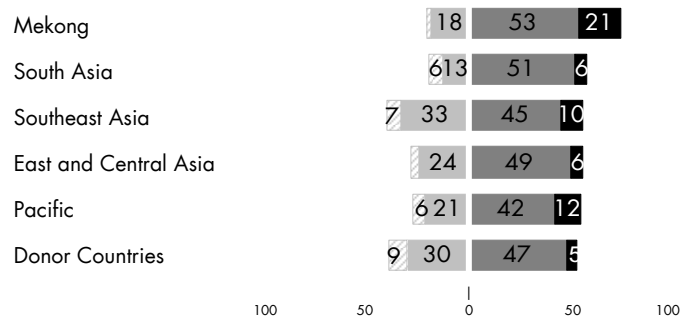
► For each, please tell me what kind of impact it is having on the way things are going in [name of country] [developing countries in Asia and the Pacific]. Is the [INSERT] having a [●] very good, [●] somewhat good, [●] somewhat bad or [●] very bad impact on the way things are going in [name of country] [in developing countries in Asia and the Pacific]?

► UNDP



No influence/Don't know/Refused Percentages: Southeast Asia: No influence (2%), Don't know (7%), Refused (0%); Pacific: No influence (0%), Don't know (9%), Refused (3%); East and Central Asia: No influence (5%), Don't know (5%), Refused (1%); South Asia: No influence (4%), Don't know (10%), Refused (0%); Mekong: No influence (8%), Don't know (7%), Refused (0%); Donor Countries: No influence (<1%), Don't know (7%), Refused (1%)

► IMF



No answer responses not plotted.
Values of 5% or less are plotted but not labeled.

No influence/Don't know/Refused Percentages: Mekong: No influence (5%), Don't know (1%), Refused (0%); South Asia: No influence (6%), Don't know (16%), Refused (1%); Southeast Asia: No influence (1%), Don't know (5%), Refused (0%); East and Central Asia: No influence (7%), Don't know (9%), Refused (0%); Pacific: No influence (0%), Don't know (18%), Refused (0%); Donor Countries: No influence (2%), Don't know (5%), Refused (<1%)

⁹ The difference between Mekong (23%) and Southeast Asia (14%) is not statistically significant, while the difference between Southeast Asia (14%) and East and Central Asia (4%) is a statistically significant difference. When comparing the Pacific with all other regions, only the difference between Pacific (21%) and East and Central Asia (4%) is statistically significant.

ADB strengths

Asked to indicate the greatest strength of ADB, both ADB's financial assets (in the form of loans, grants, and other types of financial assistance) and its non-financial knowledge-related services (i.e., providing knowledge and expertise, coordinating development efforts, introducing new technology, research, and organizing conferences) are mentioned. A smaller but notable number of opinion leaders also mention that ADB's greatest asset is its focus and concentration on one region and its proximity and familiarity with the countries it serves.

Table (Q7)

Greatest strength of Asian Development Bank

► In one short phrase, what is the greatest strength of the Asian Development Bank?

	East and Central Asia	Southeast Asia	South Asia	Mekong	Pacific	Donor Countries
Financial Assistance	23	61	38	40	12	21
Non-financial knowledge-related services	32	14	24	28	42	24
Regional Focus	12	17	8	1	18	19
Capacity	12	2	4	2	-	11
Work in Specific Sectors	4	-	5	4	6	7
Policies and Beliefs	7	4	10	14	3	3
Procedures and Processes	5	-	6	4	6	5
Projects and Programs	-	-	1	4	-	2

Responses vary by region when it comes to assessing ADB's greatest strength. ADB's financial assistance comes up most often in Southeast Asia, Mekong, and South Asia, while opinion leaders in the Pacific, East and Central Asia, and donor countries mention ADB's non-financial services most often.

ADB's financial assistance is by far the most appreciated aspect of ADB in Southeast Asia. A majority of six in 10 opinion leaders in Southeast Asia mention financial assistance (61%), with small minorities mentioning ADB's regional focus (17%) and its non-financial services (14%).

Opinion leaders in Mekong most often cite ADB's financial assistance (40%), followed by non-financial knowledge-related services (28%), and ADB's policies and beliefs (14%). Likewise, opinion leaders in South Asia say financial assistance (38%), knowledge-related services (24%), and ADB's policies and beliefs (10%) are ADB's greatest strengths.

Non-financial knowledge-related services (32%) and financial assistance (23%) top the list according to opinion leaders in East and Central Asia, followed by ADB's regional focus (12%) and capacity (12%). Opinion leaders in the Pacific also say knowledge-related services (42%) are ADB's greatest strength, in addition to its regional focus (18%) and financial assistance (12%). And opinion leaders in donor countries mention a variety of strengths, such as knowledge-related services (24%), financial assistance (21%), regional focus (19%) and ADB's capacity (11%).

ADB's weaknesses

Opinion leaders were also asked to describe ADB's greatest weakness. Many say ADB's procedures and practices, perceived for being bureaucratic, slow, inflexible, and lacking collaboration, are its greatest weakness. Other less frequently mentioned weaknesses include lacking adequate resources, trying to do too much, and programs/policies not tailored to the country or client.

ADB's primary weakness is its procedures and practices, according to opinion leaders from every region surveyed. Half of opinion leaders in Southeast Asia (51%) and many in the Pacific (36%), East and Central Asia (35%), Mekong (31%), South Asia (20%) and donor countries (34%) cite these reasons, with most responses having to do with ADB being slow, bureaucratic, or inflexible.

Other opinion leaders worry that ADB does not have enough capacity or is spread too thin. Two in 10 or more leaders in Mekong (24%), South Asia (21%) and donor countries (25%) say this is the greatest weakness of the Asian Development Bank. Fewer opinion leaders across all regions say that ADB's greatest weakness is a lack of responsiveness to client needs, the type of assistance given, or its particular projects and programs.

Table (Q8)

Greatest weakness of Asian Development Bank

► And in one short phrase, what is the greatest weakness of the Asian Development Bank?

	East and Central Asia	Southeast Asia	South Asia	Mekong	Pacific	Donor Countries
Procedures and Practices	35	51	20	31	36	34
Not Enough Capacity/Spread too Thin	16	13	21	24	9	25
Responsiveness to Client Needs	12	4	15	3	6	6
Type of Assistance Given	9	7	12	11	3	6
Projects and Programs	5	7	11	12	3	4
Management	3	1	2	9	3	7
Communications and Outreach	2	4	2	-	12	5
Policies and Beliefs	4	5	4	2	6	1
Staff	-	2	3	4	3	2
Association with the World Bank	-	-	1	-	3	1

Opinion leaders who have personally dealt with ADB are somewhat more likely to express frustration with ADB procedures than opinion leaders who have not. One in four ADB clients (24%) believe that being slow and bureaucratic is ADB's greatest weakness, compared with 17 percent of opinion leaders who have not been involved in an ADB project, program, or study in the past few years. Among the professional sectors surveyed, private sector leaders (29%) and government officials (24%) are most likely to point to lack of speed and too much bureaucracy as ADB's greatest weakness.

Institutional policies and practices

Opinion leaders generally believe that ADB operates in a transparent and open manner. Consistent with this finding, opinion leaders say that ADB strives to ensure its staff does not operate in a corrupt manner. Opinion leaders also find that ADB is able to adapt to developing countries' changing goals and needs.

Transparency and openness

In line with its recently adopted Public Communications Policy, ADB aims to proactively share information about its work with stakeholders and the public at large. According to a majority of opinion leaders surveyed, ADB is well on its way to living up to its stated goal. When evaluating ADB's transparency and openness, opinion leaders have fairly similar, positive views regardless of region. Eight in 10 opinion leaders in South Asia (82%), the Pacific (81%), East and Central Asia (80%), Mekong (79%), Southeast Asia (78%), and seven in 10 opinion leaders in donor countries (71%) hold the opinion that ADB operates transparently and openly.

Moreover, nearly four in 10 opinion leaders in South Asia (38%), three in 10 (33%) in the Pacific, and roughly two in 10 in the other regions report that in their opinion ADB operates transparently to a great extent. But implying that even more could be done in terms of transparency, a plurality or majority of opinion leaders in each region say ADB operates transparently to a moderate extent. Furthermore, a minority of opinion leaders in each region believes ADB is only open to a small extent or not at all.

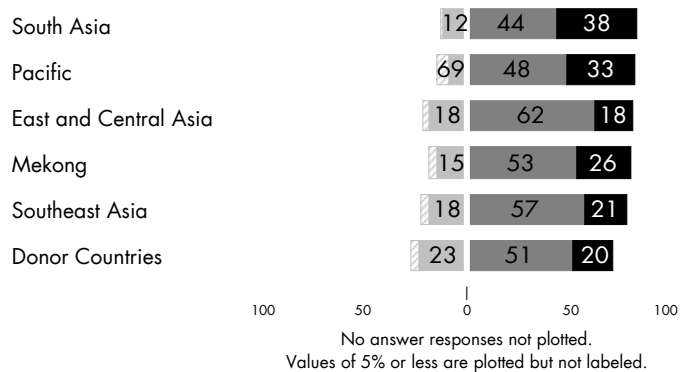
Involvement with and knowledge of ADB makes a difference when it comes to transparency. ADB clients are twice as likely as non-clients to say ADB operates transparently to a great extent (33% versus 17%). And opinion leaders who say they are very knowledgeable about ADB and its activities (31%) are also slightly more likely to say ADB operates transparently to a great extent than opinion leaders who describe themselves as only somewhat knowledgeable (23%).

A solid majority of opinion leaders in each of the professional sectors surveyed believe ADB operates transparently and openly to at least a moderate extent, but most of those who disagree can be found in civil society organizations and the media. Roughly three in 10 opinion leaders in civil society organizations (34%) and the media (29%) believe ADB is only transparent and open to a small extent or not at all. In comparison, only 16 percent of government officials agree with this assessment.

Chart (Q10a)

Extent ADB operates transparently and openly

► In your opinion, to what extent does ADB operate transparently and openly in [name of country] [developing countries in Asia and the Pacific—[●] great extent, [●] moderate extent, [●] small extent or [●] not at all?



Don't know/Refused Percentages: South Asia: Don't know (5%), Refused (0%); Pacific: Don't know (3%), Refused (0%); East and Central Asia: Don't know (0%), Refused (0%); Mekong: Don't know (2%), Refused (0%); Southeast Asia: Don't know (0%), Refused (0%); Donor Countries: Don't know (2%), Refused (0%)

Guarding against staff corruption

ADB's Anticorruption Policy requires that all ADB financial activity and its staff adhere to the highest financial and ethical standards. Substantial majorities of opinion leaders in Southeast Asia (83%), East and Central Asia (80%), the Pacific (76%), South Asia (70%), Mekong (64%), and donor countries (78%) believe that ADB ensures to a great or moderate extent that its staff does not operate in a corrupt manner.

Notably, opinion leaders in the Pacific (55%), South Asia (49%), and Southeast Asia (44%) are more likely to believe ADB works to prevent corruption within its organization to a great extent than opinion leaders in East and Central Asia (26%) and Mekong (26%). Opinion leaders in donor countries (33%) fall in between.

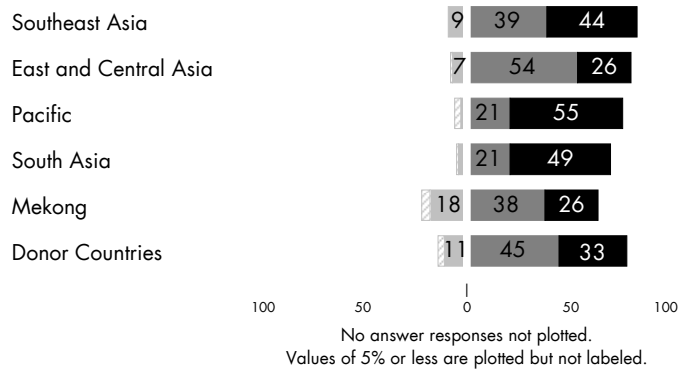
At the same time, at least some opinion leaders appear to be unaware of ADB efforts to prevent corruption. In particular, opinion leaders in South Asia (25%) are more than twice as likely as those in East and Central Asia (12%), Southeast Asia (8%) and donor countries (8%) to say they do not know the extent to which ADB guards against corruption among its staff.

Dealing with ADB first-hand helps lead opinion leaders to assess ADB's anti-corruption efforts in a more positive light. ADB clients, who have been involved in ADB activities in recent years, are more likely to believe ADB ensures its staff do not engage in corruption to a great extent than non-clients (44% versus 30%). On the negative side, opinion leaders in civil society organizations (21%) are more than twice as likely to think ADB prevents corruption among its staff only to a small extent or not at all than government officials (9%), private sector leaders (9%), academics (8%), or officials in multi- and bilateral donor agencies (5%).

Chart (Q10b)

Extent ADB ensures its staff do not operate in a corrupt manner

► In your opinion, to what extent does ADB ensure its staff do not operate in a corrupt manner in [name of country] [developing countries in Asia and the Pacific—[●] great extent, [●] moderate extent, [●] small extent or [▨] not at all?



Don't know/Refused Percentages: Southeast Asia: Don't know (8%), Refused (0%); East and Central Asia: Don't know (12%), Refused (0%); Pacific: Don't know (18%), Refused (0%); South Asia: Don't know (25%), Refused (1%); Mekong: Don't know (14%), Refused (0%); Donor Countries: Don't know (8%), Refused (0%)

Responding to changing goals

To be most useful to developing countries, foreign development assistance organizations must respond to the often rapidly changing social and economic environment in developing countries. Large majorities of opinion leaders in each of the regions surveyed say that ADB considers the changing development goals and needs of the countries in the region. Eight in 10 or more opinion leaders in East and Central Asia (88%), Mekong (86%), the Pacific (85%), South Asia (85%), Southeast Asia (80%), and donor countries (81%) believe that ADB takes into account changing developmental goals and needs at least to a moderate extent. Majorities in all regions report that ADB is able to adapt to changing conditions to a moderate extent, while minorities of two in 10 or more say ADB does this to a great extent.

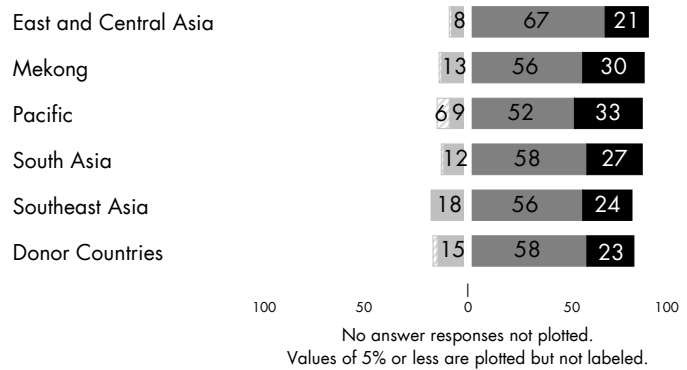
When assessing ADB’s adaptability, involvement with and knowledge of ADB activities matter to some extent. ADB clients (30%) and opinion leaders who say they are very knowledgeable of ADB (31%) are somewhat more likely to say ADB adapts to changing needs to a great extent than non-clients (20%) or those who are only somewhat knowledgeable (23%).

But perspective also matters. Opinion leaders in multi- and bilateral donor agencies (33%) and in government (29%) are somewhat more likely than opinion leaders in the private sector (19%) and media (16%) to believe ADB considers changing development goals and needs to a great extent.

Chart (Q10c)

Extent ADB considers the changing development goals and needs

► In your opinion, to what extent does ADB take into account the changing development goals and needs of [name of country] [developing countries in Asia and the Pacific—[●] great extent, [●] moderate extent, [●] small extent or [■] not at all?



Don't know/Refused Percentages: East and Central Asia: Don't know (3%), Refused (0%); Mekong: Don't know (1%), Refused (0%); Pacific: Don't know (0%), Refused (0%); South Asia: Don't know (2%), Refused (0%); Southeast Asia: Don't know (2%), Refused (0%); Donor Countries: Don't know (1%), Refused (1%)

Projects with adverse effects

Although ADB has an Accountability Mechanism to establish ADB accountability and assist people who have been adversely affected by ADB projects, opinion leaders have some concerns about the extent to which ADB assists people in finding solutions to their problems when adversely affected by ADB projects. Fewer than half of opinion leaders in the Pacific (48%), Southeast Asia (46%), Mekong (42%), East and Central Asia (39%), South Asia (35%) and donor countries (33%) are of the opinion that ADB assists people to a great or moderate extent. Almost as many are critical of ADB, saying it offers little or no assistance to people who have been adversely affected by ADB projects.

At the same time, it appears that ADB's efforts to address the needs of people who have been adversely affected by ADB projects are not well known among all opinion leaders. Across all regions surveyed, opinion leaders say they simply do not know how well ADB addresses the needs of people who have suffered negative consequences as a result of ADB projects. Four in 10 opinion leaders in South Asia (39%), followed by East and Central Asia (29%), the Pacific (21%), Mekong (16%), Southeast Asia (14%), and donor countries (28%) report that they do not know to what extent ADB assists people who have been adversely affected by ADB projects.

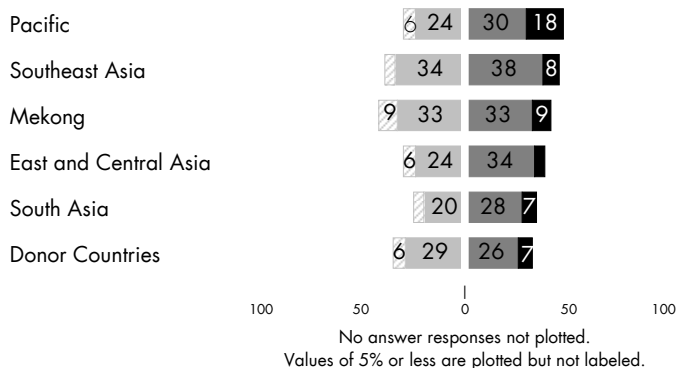
Involvement with and knowledge of ADB activities helps shape opinion leaders' views about accountability. ADB clients and opinion leaders who are very knowledgeable about ADB and its activities are somewhat more likely to believe ADB pays attention to the needs of adversely affected people to at least a moderate extent than non-clients (44% versus 31%) or opinion leaders who are only somewhat knowledgeable (45% versus 35%).

Perceptions of ADB actions to help adversely affected people also vary some by professional sector. The share of those who think ADB addresses the problems of people who are negatively impacted by ADB projects at least to a moderate degree ranges from 47 percent of government officials to only 26 percent of officials working in donor agencies, with other sectors falling in between. On the negative side, about four in 10 opinion leaders in civil society organizations (42%) believe ADB responds to adversely affected people only to a small extent or not at all, followed by opinion leaders in media (39%), academia (37%), donor agencies (30%), government (30%), and the private sector (29%). More than four in 10 officials in donor agencies (43%) and roughly three in 10 private sector leaders (31%) and academics (28%) say they do not know.

Chart (Q10f)

Extent ADB assists people who are adversely affected by ADB projects

► In your opinion, to what extent does ADB assist people who are adversely affected by ADB projects to find solutions to their problems in [name of country] [developing countries in Asia and the Pacific—[●] great extent, [●] moderate extent, [●] small extent or [●] not at all?



Don't know/Refused Percentages: South Asia: Don't know (39%), Refused (2%); Pacific: Don't know (21%), Refused (0%); East and Central Asia: Don't know (29%), Refused (2%); Mekong: Don't know (16%), Refused (0%); Southeast Asia: Don't know (14%), Refused (1%); Donor Countries: Don't know (28%), Refused (4%)

Ease of filing complaints

Not only do some opinion leaders express concern about the extent to which ADB assists people adversely affected by their projects, but opinion is split on the extent to which ADB makes it easy to file an official complaint when people have been adversely affected. Roughly as many say ADB makes it easy as say ADB does not. And a notable minority say they do not know.

Slim pluralities of opinion leaders in the Pacific (45%), Mekong (44%), East and Central Asia (41%), Southeast Asia (40%), South Asia (30%) and donor countries (34%) say ADB makes it easy to a great or moderate extent to file an official complaint.

Going in the other direction, some opinion leaders find fault with the process. Sizeable minorities in Mekong (40%), Southeast Asia (38%), East and Central Asia (33%), the Pacific (27%), South Asia (25%) and donor countries (33%) say that ADB does not make it very easy to file complaints.

And quite a few opinion leaders are unable to comment on the process of filing an official complaint. More than four in 10 in South Asia (44%) and sizeable minorities in East and Central Asia (24%), the Pacific (24%), Southeast Asia (21%), Mekong (15%) and donor countries (29%) report that they do not know to what extent this process is easy.

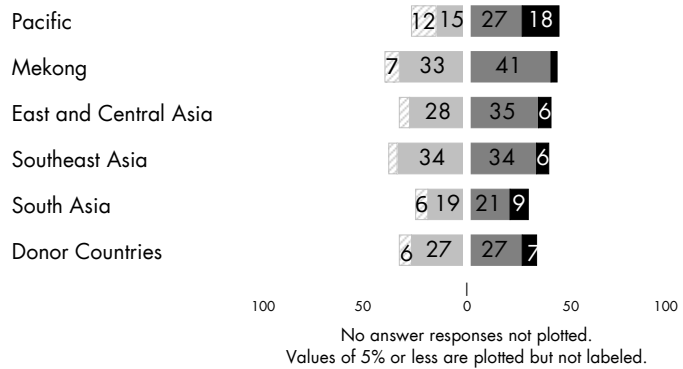
Personal involvement in ADB activities may positively impact opinion leaders' evaluation of the process required for filing complaints. ADB clients (42%) are somewhat more likely than non-clients (32%) to say that ADB makes the process at least moderately easy.

In addition to involvement in ADB activities, professional background of opinion leaders helps shape their views to an extent. Government officials (49%) are more likely to think ADB's complaint process is at least moderately easy than opinion leaders in the private sector (35%), civil society organizations (33%), media (27%), or donor agencies (25%). On the negative side, more than four in 10 opinion leaders in civil society organizations (45%) and the media (41%) believe the process for filing complains is easy only to a small extent or not at all, followed by opinion leaders in academia (32%), private sector (30%), government (29%), and donor agencies (25%). Half of officials in donor agencies (49%) and between two in 10 and three in 10 opinion leaders in the other sectors say they do not know.

Chart (Q10e)

Extent ADB makes it easy to file an official complaint when adversely affected by ADB project

► In your opinion, to what extent does ADB make it easy to file an official complaint when people have been adversely affected by ADB projects in [name of country] [developing countries in Asia and the Pacific—[●] great extent, [●] moderate extent, [●] small extent or [●] not at all?



Don't know/Refused Percentages: Pacific: Don't know (24%), Refused (3%); Mekong: Don't know (15%), Refused (0%); East and Central Asia: Don't know (24%), Refused (1%); Southeast Asia: Don't know (21%), Refused (1%); South Asia: Don't know (44%), Refused (1%); Donor Countries: Don't know (29%), Refused (3%)