

Section 3: Performance

ADB's primary mission is to fight poverty, and opinion leaders think ADB is doing moderately well in this regard. A large minority of opinion leaders give high marks—excellent or good—to ADB's job performance in poverty reduction, while just as many say ADB's performance is average. Few are critical of ADB's poverty reduction performance.

As detailed in the previous section, opinion leaders most often point to one of four operational areas when asked what they think would most contribute to poverty reduction—improving social services, improving governance, improving the infrastructure, and mobilizing resources to grow the private sector. Opinion leaders report that ADB performs moderately well in all of these areas. But ADB receives particularly high marks for its performance in improving infrastructure. Opinion is moderately positive about ADB's performance in improving social services, improving governance and mobilizing resources to grow the private sector. Roughly as many say ADB does an excellent or good job as say it does an average job in these areas.

In the remaining operational areas—the development of local capital markets, promoting regional cooperation and economic integration, promoting environmental sustainability, promoting gender equality, and establishing disaster management systems—opinion leaders are roughly split between saying ADB's performance is excellent or good and saying its performance is average, although with some regional variation. Only small minorities of opinion leaders say ADB is doing a poor job in any of the operational areas.

Poverty reduction

Asked how well ADB performs working toward its overarching goal of fighting poverty, many opinion leaders commend ADB on the job it is doing. Roughly as many opinion leaders rate ADB’s performance as average. By contrast, few say ADB is doing a poor job reducing poverty.

Across all regions, ADB is seen as doing moderately well in its efforts to reduce poverty in Asia and the Pacific. Many opinion leaders in East and Central Asia (48%), South Asia (47%), Southeast Asia (42%), Mekong (42%), the Pacific (42%) and donor countries (46%) say ADB does an excellent or good job in poverty reduction. About the same number of opinion leaders from every region say ADB performs at an average level. Only few opinion leaders—15 percent or less—think ADB does a poor or very poor job helping to reduce poverty.

Opinion leaders’ professional background and experience help shape their assessment of ADB performance. Opinion leaders who are very knowledgeable about ADB and its activities (54%) are somewhat more likely to think ADB does an excellent or good job helping reduce poverty than opinion leaders who describe themselves as somewhat knowledgeable (41%). Similarly, ADB *clients* (52%)—opinion leaders who have been involved in an ADB project, program, or research study within the past three years—are somewhat more likely to give a high rating than non-clients (38%).

Perspective also makes a difference. A solid majority of opinion leaders who work in government (58%) give ADB good marks when it comes to poverty reduction while fewer in the private sector (42%), academia (36%), and civil society organizations (29%) agree.

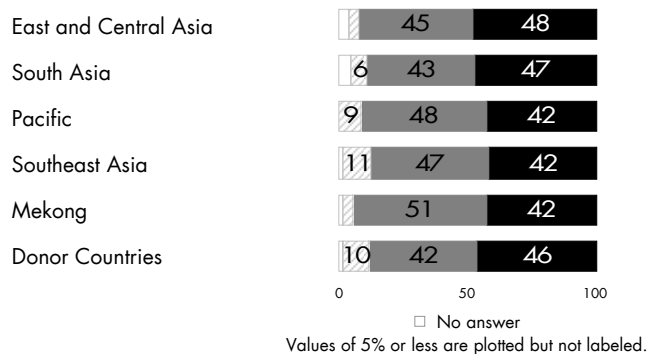
ADB clients were asked to elaborate on their assessment of ADB’s performance in reducing poverty. Clients who say ADB is doing an excellent or good job reducing poverty attribute ADB’s success to: (1) emphasizing and placing priority on poverty reduction, (2) knowledge and expertise, (3) vision and foresight, and (4) sufficient allocation of resources to fighting poverty.¹³

These same attributes also help explain why some clients say ADB does an average or poor job reducing poverty. When asked why ADB is doing an average or poor job, clients point to three things: (1) ADB not making poverty reduction a top priority, (2) ADB not allocating enough financial resources to poverty reduction, and (3) more broadly, poverty reduction being a problem that is too big and complicated for any organization — including ADB— to do adequately address. Fewer, but still slight

Chart (Q16)

ADB performance reducing poverty

► Poverty can be reduced directly through programs designed to aid low-income populations and indirectly through programs that aim to increase economic growth and develop the private sector. In your opinion, how good a job does the ADB do helping [your country] [developing countries in Asia and the Pacific] reduce poverty- [●] excellent or good, [●] average, or [■] poor or very poor?



¹³ There were too few respondents to analyze these responses by region. For this reason, the data are reported broadly and specific percentages are not given in order to avoid misleading the reader.

majorities of opinion leaders who say ADB is doing an average or poor job say it is ADB does not have the knowledge and expertise, or because ADB does not have the vision or foresight to reduce poverty.¹⁴

Performance: ADB operational areas

As pointed out in Section 2, four operational areas stand out as ones that opinion leaders believe would most contribute to poverty reduction: (1) improving social services, (2) improving governance, (3) improving the infrastructure, and (4) mobilizing resources to grow the private sector. In the following sections, we discuss opinion leaders’ perceptions of ADB performance in these four and five additional operational areas.

Improving infrastructure

Of the four operational areas opinion leaders think would most contribute to poverty reduction, infrastructure development stands out as an area in which ADB performs especially well according to opinion leaders. Opinion leaders generally think ADB does a good job at helping developing countries improve their infrastructure, with at least six in 10 opinion leaders rating ADB’s performance in this area as excellent or good.

Opinion leaders throughout ADB’s member countries say ADB’s efforts to improve infrastructure are excellent or good. Solid majorities in Mekong (75%), South Asia (74%), the Pacific (66%), East and Central Asia (65%), Southeast Asia (59%) and donor countries (74%) say ADB does an excellent or good job improving the infrastructure. Modest minorities in each region—South Asia (25%), Mekong (22%), East and Central Asia (17%), the Pacific (21%), Southeast Asia (14%) and donor countries (15%)—say ADB does an *excellent* job.

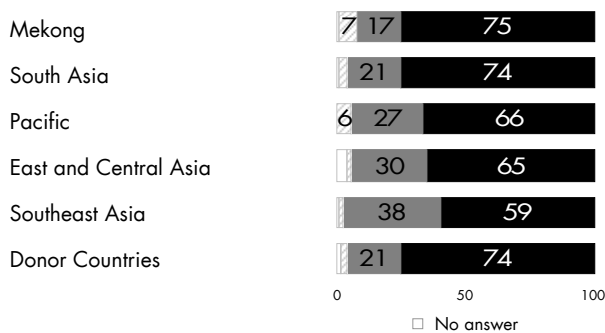
Opinion leaders who do not rate ADB’s performance as excellent or good, generally see its performance as average. Underscoring the relatively positive overall tone set by the opinion leaders, fewer than one in 10 opinion leaders across the regions surveyed think ADB does a poor or very poor job improving infrastructure.

Although a solid majority of opinion leaders of all backgrounds give ADB good marks for infrastructure improvements, opinion leaders’ knowledge and background differentiates their assessments somewhat. Opinion leaders who are very knowledgeable about ADB and its activities (80%) are somewhat more likely to give an excellent or good rating than somewhat knowledgeable opinion leaders (67%). In addition, opinion leaders in multi- and bilateral donor agencies (81%) and

Chart (Q19h)

ADB performance improving infrastructure

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] improve the infrastructure – [●] excellent or good, [●] average, or [▨] poor or very poor?



Values of 5% or less are plotted but not labeled.

¹⁴ There were too few respondents to analyze these responses by region. For this reason, the data are reported broadly and specific percentages are not given in order to avoid misleading the reader.

government (78%) give positive marks more frequently than opinion leaders in the private sector (67%), media (65%), civil society organizations (63%), and academia (60%).

Improving social services

Opinion on ADB’s performance helping improve social services such as health care and education is divided between opinion leaders who say it is excellent or good and opinion leaders who see it as average. Only a few opinion leaders say that ADB does a poor job helping to improve social services.

Opinion varies somewhat by region. Majorities of opinion leaders in Southeast Asia (59%) and South Asia (51%), and roughly four in 10 opinion leaders in East and Central Asia (43%), the Pacific (42%), Mekong (39%) and donor countries (43%), say ADB does an excellent or good job helping ensure that citizens in Asia and the Pacific receive adequate health care and a quality education.

Many opinion leaders rate ADB’s performance as average, including half of opinion leaders in Mekong (52%), about four in 10 in East and Central Asia (42%), the Pacific (39%), and donor countries (40%), and roughly three in 10 in Southeast Asia (34%) and South Asia (32%).

Consistent with findings related to other operational areas, relatively few opinion leaders say ADB does a very poor or poor job improving social services such as health care and education.

Government officials tend to be somewhat more positive about ADB’s contribution in the area of social services than opinion leaders in most other sectors. Six in 10 government officials (59%) rate ADB performance as excellent or good, compared to about four in 10 or fewer opinion leaders in academia (42%), donor agencies (41%), the private sector (41%), and civil society organizations (36%).

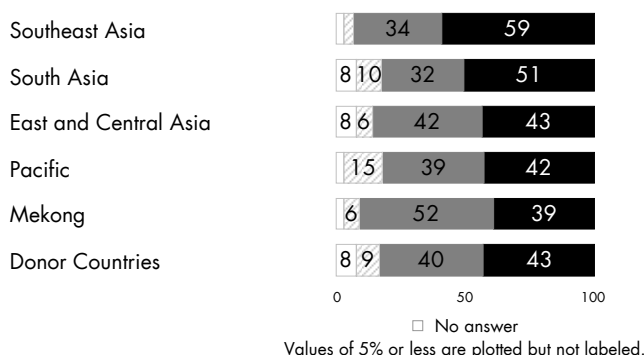
Improving governance

As is true for improving social services, opinion on ADB’s performance in helping to improve governance is divided between opinion leaders who say it is excellent or good and opinion leaders who rate it as average. Relatively few opinion leaders are critical of ADB’s performance in this area.

Chart (Q19i)

ADB performance improving social services

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] improve social services such as health care and education – [●] excellent or good, [●] average, or [■] poor or very poor?

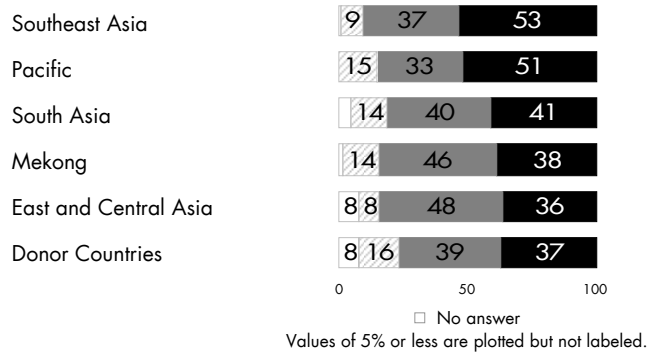


Opinion leaders from Southeast Asia and the Pacific lean towards saying ADB does an excellent or good job in this area while opinion leaders in other regions are either split about equally or lean toward saying ADB does an average job. Specifically, about half of opinion leaders in Southeast Asia (53%) and the Pacific (51%) say ADB does an excellent or good job improving governance in their country. Roughly four in 10 opinion leaders in South Asia (41%), Mekong (38%), East and Central Asia (36%) and donor countries (37%) agree. In East and Central Asia and Mekong more say ADB is doing an average rather than an excellent or good job, while in South Asia and the donor countries opinion is split with roughly as many saying ADB is doing an excellent or good job as an average job. Southeast Asia and the Pacific are two regions where more say ADB does an excellent or good job than an average job. Fewer than two in 10 opinion leaders in the regions surveyed say ADB does a poor or very poor job helping to improve governance.

Chart (Q19g)

ADB performance improving governance

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] improve governance – [●] excellent or good, [●] average, or [●] poor or very poor?



As is true for many other operational areas, knowledge of and involvement in ADB activities help lead to a more positive evaluation of ADB performance. Opinion leaders who describe themselves as very knowledgeable (50%) along with opinion leaders classified as ADB clients (47%) are somewhat more likely to characterize ADB performance improving governance as excellent or good than somewhat knowledgeable opinion leaders (37%) and non-clients (35%).

Professional sector also matters to a degree. Government officials (50%) are more likely to be positive about ADB' performance than opinion leaders in the private sector (37%), media (35%), and civil society organizations (32%). A quarter of opinion leaders working in civil society organizations (23%) say ADB's performance helping improve governance is poor or very poor.

Mobilizing resources for private sector growth

A vast majority of opinion leaders agree that ADB is doing at least an adequate job mobilizing resources, with some saying ADB is doing an excellent or good job while others characterize ADB's performance as average.

Half of opinion leaders in the Pacific (51%) and nearly as many in donor countries (45%) say ADB does an excellent or good job mobilizing resources for private sector growth. Four in 10 or fewer in Mekong (39%), Southeast Asia (38%), South Asia (37%) and East and Central Asia (33%) agree.

Most opinion leaders who do not rate ADB's performance as excellent or good, describe its performance as average. Half of opinion leaders in Southeast Asia (51%) and East and Central Asia (50%), and four in 10 or fewer in Mekong (41%), South Asia (40%), the Pacific (33%) and donor countries (40%) say ADB does an average job mobilizing resources for private sector growth. Roughly one in 10 opinion leaders in every region say ADB does poorly or very poorly in this area.

Generally, ADB is credited with playing a useful role in enhancing private sector development, according to a majority of opinion leaders. A substantial majority of opinion leaders believe that ADB assumes a useful role in enhancing the private sector.

Specifically, majorities of seven in 10 or more in the Pacific (84%), Mekong (79%), Southeast Asia (76%), East and Central Asia (71%), South Asia (71%) and donor countries (76%) strongly or somewhat agree that ADB plays a useful role in enhancing private sector development in their country. But opinion leaders are somewhat reserved in their assessment, with more saying they somewhat rather than

Chart (Q19d)

ADB performance mobilizing resources for private sector growth

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] mobilize resources to enhance the growth of the private sector - [●] excellent or good, [●] average, or [▨] poor or very poor?

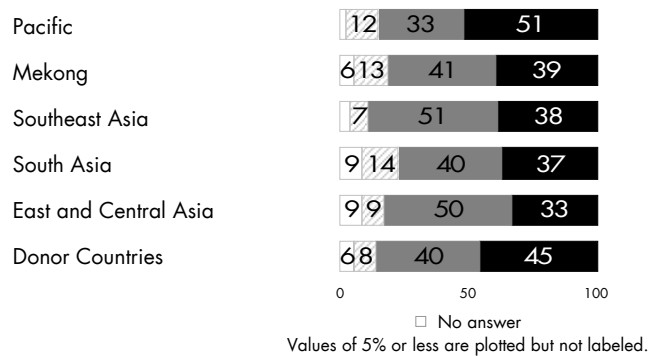
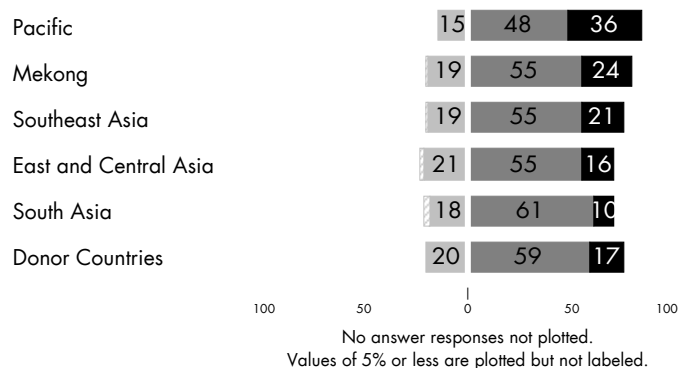


Chart (Q26b)

ADB'S role in enhancing private sector development

► ADB plays a useful role in enhancing private sector development in [name of country] [developing countries in Asia and the Pacific]. Please tell me whether you [●] strongly agree, [●] somewhat agree, [●] somewhat disagree or [▨] strongly disagree.



Don't know/Refused Percentages: Pacific: Don't know (0%), Refused (0%); Mekong: Don't know (1%), Refused (0%); Southeast Asia: Don't know (4%), Refused (0%); East and Central Asia: Don't know (5%), Refused (0%); South Asia: Don't know (8%), Refused (0%); Donor Countries: Don't know (3%), Refused (<1%)

strongly agree. Moreover, minorities of roughly two in 10 opinion leaders in the surveyed regions disagree that ADB is playing a useful role in enhancing private sector development.

Developing local capital markets

Overall, opinion leaders see ADB as doing an average job in helping to support the development of local capital markets. Somewhat fewer give ADB excellent or good marks in this operational area.

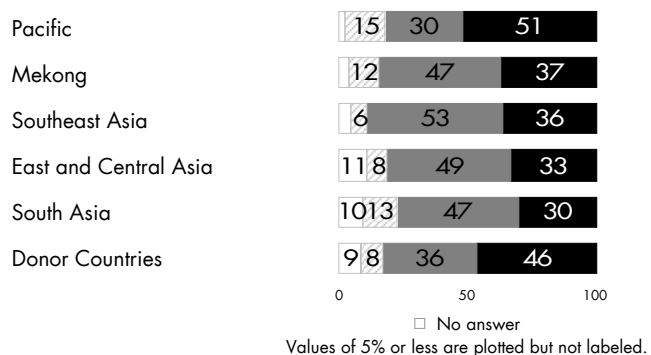
There is some variation from region to region. Half of opinion leaders in the Pacific (51%) say ADB does an excellent or good job supporting the development of local capital markets. Fewer than four in 10 opinion leaders in Mekong (37%), Southeast Asia (36%), South Asia (30%) and East and Central Asia (33%), but nearly as many in donor countries (46%) agree.

Rather, half of opinion leaders in Southeast Asia (53%), and nearly as many in East and Central Asia (49%), Mekong (47%) and South Asia (47%) say ADB does an average job supporting the development of capital markets. Fewer opinion leaders in the Pacific (30%) and donor countries (36%) concur. Across all regions, only a small minority say ADB does a very poor or poor job in this area.

Chart (Q19c)

ADB performance supporting development of local capital markets

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] support the development of local capital markets – [●] excellent or good, [●] average, or [●] poor or very poor?



Promoting regional cooperation and economic integration

Out of the nine operational areas asked about, opinion leader ratings of ADB performance in promoting regional cooperation and economic integration are among the highest, second only to infrastructure improvements. In most regions, half or more of opinion leaders rate ADB performance in this area as excellent or good, outnumbering those who characterize ADB performance as average. Despite this high performance rating, promoting regional cooperation and economic integration is not one of the top four operational areas that opinion leaders think would most contribute to poverty reduction.

There is some regional variation on this assessment. Solid majorities of opinion leaders in Mekong (68%) and East and Central Asia (64%), followed by half or more in the Pacific (51%), Southeast Asia (50%) and donor countries (56%) say ADB does an excellent or good job promoting regional cooperation and economic integration. A minority of fewer than four in 10 opinion leaders in South Asia (37%) share this view.

Just over four in 10 opinion leaders in South Asia (43%) and Southeast Asia (42%) say ADB does an average job. Roughly three in 10 or fewer in the Pacific (30%), East and Central Asia (26%), Mekong (25%) and donor countries (34%) agree that ADB does an average job when it comes to promoting regional cooperation and economic integration. Few opinion leaders think ADB does a poor job in this area.

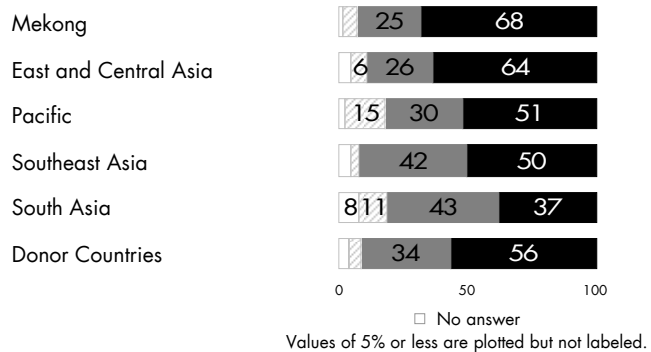
Opinion leaders' knowledge level and professional background help shape their views of ADB performance promoting cooperation and integration in the Asia Pacific region. Opinion leaders who describe themselves as very knowledgeable about ADB (64%) are somewhat more likely to rate ADB performance as excellent or good than opinion leaders who are only somewhat knowledgeable (50%).

Government officials also stand out as a particularly positive group. More than six in 10 government officials (63%) give ADB high marks, compared to half or fewer of opinion leaders in the private sector (49%), media (49%), and civil society organizations (45%). Academics (58%) and donor agency officials (52%) fall in between.

Chart (Q19b)

ADB performance promoting regional cooperation and economic integration

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] promote regional cooperation and economic integration – [●] excellent or good, [●] average, or [■] poor or very poor?



Promoting environmental sustainability

Four in 10 or more opinion leaders say that ADB does an excellent or good job helping developing countries promote environmental sustainability. Roughly as many say it does an average job in this area.

With the exception of Southeast Asia, opinion leaders from every region are essentially divided—just as many give ADB high marks as average marks. More than half of opinion leaders in Southeast Asia (55%) and nearly half in the Pacific (48%) say ADB does an excellent or good job helping promote environmental sustainability in their country. Four in 10 opinion leaders in East and Central Asia (44%), South Asia (44%), Mekong (40%) and donor countries (39%) agree. Most of the rest characterize ADB’s performance as average. Fewer than two in 10 opinion leaders in each region say ADB does a poor or very poor job in this area.

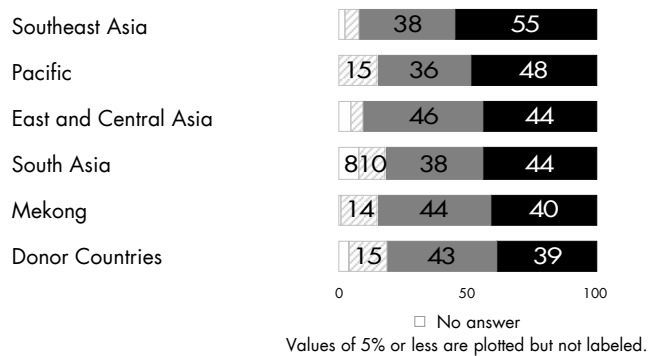
Opinion leaders’ background helps shape their assessment of ADB performance promoting environmental sustainability. Opinion leaders with a high level of knowledge of ADB and its activities (52%) are somewhat more likely to rate ADB performance as excellent or good than opinion leaders who describe themselves as only somewhat knowledgeable (41%). Along the same lines, ADB clients (49%)—opinion leaders who have been involved in ADB activities in the past few years—are somewhat more positive than non-clients (38%).

Professional sector also makes a difference. Government officials (54%) stand out as the only group offering majority praise for ADB performance supporting environmental sustainability. Fewer than half of opinion leaders in other sectors give ADB high marks—private sector (46%), academia (43%), donor agencies (40%), media (32%), and civil society organizations (32%). About two in 10 opinion leaders in civil society organizations (22%) consider ADB performance in this area to be poor or very poor.

Chart (Q19e)

ADB performance promoting environmental sustainability

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] promote environmental sustainability - [●] excellent or good, [●] average, or [●] poor or very poor?



Promoting gender equality

Following the pattern of findings on most of the operational areas, opinion on ADB's performance promoting gender equality and opportunities for girls and women is divided between opinion leaders who say it is excellent or good and opinion leaders who rate it as average.

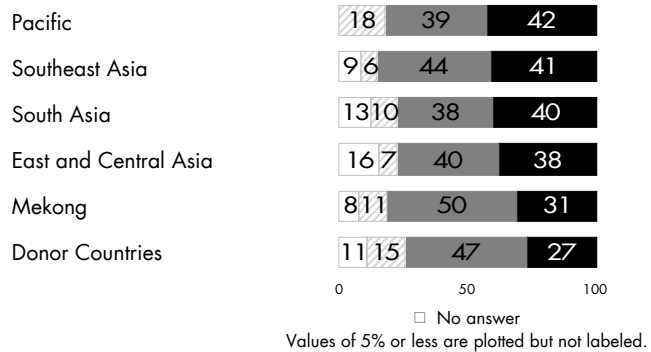
With the exception of Mekong and donor countries, opinion leaders are evenly divided, with about four in 10 rating ADB performance as excellent or good and roughly as many rating it average. In Mekong and donor countries, by contrast, average marks are more frequent than excellent or good marks.

Many fewer, but up to nearly two in 10, opinion leaders consider ADB to be doing a poor job helping promote gender equality and opportunities for girls and women.

Chart (Q19a)

ADB performance promoting gender equality and opportunities for girls and women

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] promote gender equality and opportunities for girls and women - [●] excellent or good, [●] average, or [▨] poor or very poor?



Establishing effective disaster management systems

From natural to man-made disasters, the Asia Pacific region faces earthquakes, tsunamis, typhoons, and terrorist attacks. In every region surveyed, opinion leaders are more likely to rate ADB’s performance in helping establish effective disaster management systems as average than as excellent or good.

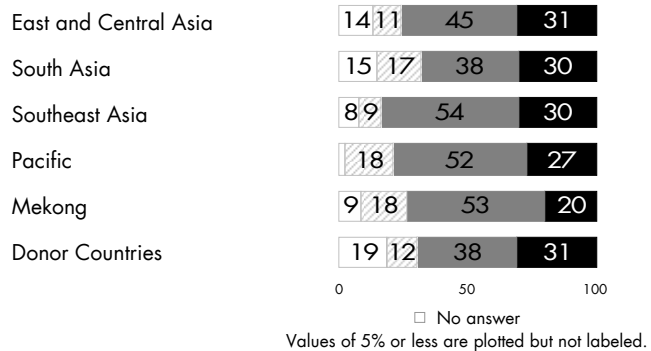
Three in 10 or fewer opinion leaders in every region—East and Central Asia (31%), Southeast Asia (30%), South Asia (30%), the Pacific (27%), Mekong (20%) and donor countries (31%)—say ADB does an excellent or good job helping to establish effective disaster management systems.

However, majorities in Southeast Asia (54%), Mekong (53%) and the Pacific (52%), as well as pluralities in East and Central Asia (45%), South Asia (38%), and donor countries (38%), believe that ADB does an average job in this operational area. And, although not numerous, each region has its dissenters. Up to two in 10 say ADB does a poor or very poor job helping establish effective disaster management systems.

Chart (Q19f)

ADB performance helping establish effective disaster management systems

► And in your opinion, how good a job does the ADB do helping [name of country] [developing countries in Asia and the Pacific] establish effective disaster management systems- [●] excellent or good, [●] average, or [▨] poor or very poor?



In addition to rating ADB performance helping establish disaster management systems, opinion leaders were asked to evaluate how quickly ADB is able to respond to crises and disasters. Modest majorities or more in South Asia (68%), Southeast Asia (66%), Mekong (58%), the Pacific (57%), East and Central Asia (52%) and donor countries (57%) say ADB responds quickly to crises and disasters to a great or moderate extent. On the flip side, minorities of two in 10 or more opinion leaders express concern about how quickly ADB responds to crises and disasters. Fully 38 percent in East and Central Asia, 37 percent in Mekong, 34 percent in donor countries, 31 percent in Southeast Asia, 27 percent in the Pacific, and 24 percent in South Asia indicate that ADB's response to crises and disasters could be quicker.

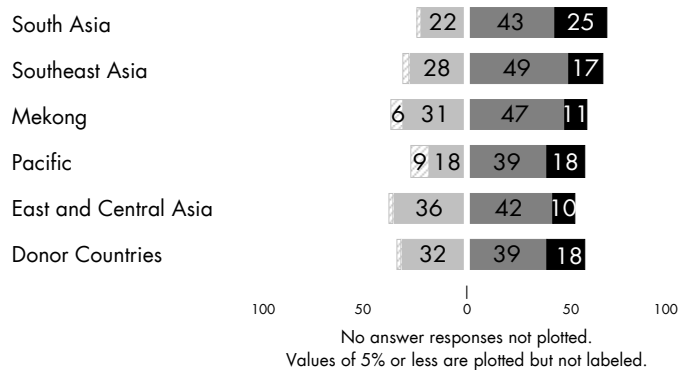
Having a high knowledge level of and having been involved in ADB activities may lead opinion leaders to have a more positive view of the speed at which ADB responds when disaster strikes in developing Asia. Opinion leaders who are very knowledgeable about ADB and its activities (70%) are somewhat more likely to say that ADB responds quickly to a great or moderate extent than opinion leaders who describe themselves as somewhat knowledgeable (56%). Furthermore, ADB clients (64%) are slightly more likely to think ADB response is at least moderately quick than non-clients (56%).

But professional sector also matters. A majority of seven in 10 government officials (70%) believe ADB's response tends to be at least moderately quick, compared to much smaller majorities of opinion leaders in the private sector (54%), donor agencies (53%), academia (52%), and civil society organizations (50%). However, media personnel (69%) are as likely to think ADB response is quick to a moderate extent as government officials.

Chart (Q10d)

Extent to which ADB responds quickly to crises and disasters

► In your opinion, to what extent does ADB respond quickly to crises and disasters 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 (8%), Refused (1%); Southeast Asia: Don't know (3%), Refused (0%); Mekong: Don't know (5%), Refused (0%); Pacific: Don't know (15%), Refused (0%); East and Central Asia: Don't know (10%), Refused (1%); Donor Countries: Don't know (8%), Refused (1%)

ADB as source of knowledge

A vast majority of opinion leaders strongly or somewhat agree ADB is an excellent source of research, analysis, and knowledge about a range of important development issues.

Agreement that ADB is an excellent source is fairly even from region to region. Specifically, nearly all opinion leaders in the Pacific (97%), Southeast Asia (91%), East and Central Asia (88%), South Asia (87%), Mekong (81%), and donor countries (86%) strongly or somewhat agree that ADB is an excellent source of research, analysis, and knowledge, including data and statistics, about a range of important development issues.

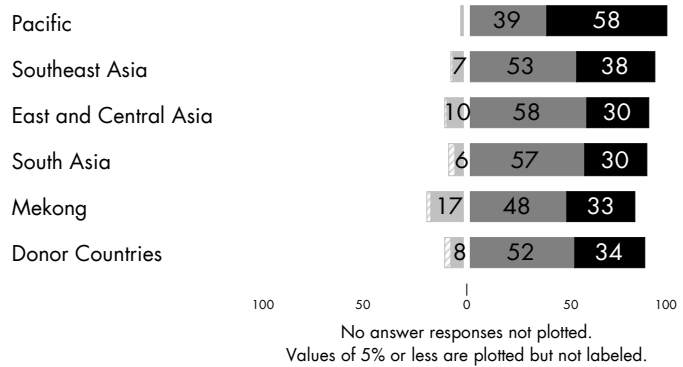
At least three in 10 opinion leaders in every region strongly agree that ADB is an excellent source. The exception is in the Pacific, where six in 10 opinion leaders (58%) strongly agree. Very few opinion leaders—one in 10 or less in all regions except Mekong (17%)—disagree that ADB is an excellent source of knowledge about development issues.

Private sector leaders are particularly appreciative of ADB’s knowledge products. Opinion leaders in the private sector (45%) are more likely to *strongly agree* that ADB is an excellent source for information about development issues than opinion leaders in almost all other sectors—government (33%), civil society organizations (31%), donor agencies (27%), and academia (20%).¹⁵

Chart (Q26a)

ADB as an excellent source of research, analysis and knowledge

► ADB is an excellent source of research, analysis, and knowledge, including data and statistics, about a range of important development issues. Please tell me whether you [●] strongly agree, [●] somewhat agree, [●] somewhat disagree or [●] strongly disagree.



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

¹⁵ Forty-four percent of opinion leaders in the media also strongly agree that ADB is an excellent information source, but the difference between media and most other sectors is not statistically significant.