

## Evaluation Approach

# Corporate Evaluation Study on the Effectiveness of Asian Development Bank's Partnerships

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### A. Introduction

1. The Independent Evaluation Department (IED) will undertake a Corporate Evaluation Study on the Effectiveness of Asian Development Bank's (ADB) Partnerships. This is the first such in-depth evaluation of partnerships, although evaluation studies of several trust funds<sup>1</sup> and financing partnership facilities<sup>2</sup> have been completed in the past 6 years. There is widespread interest in an assessment of ADB partnerships, identified as one of the drivers of change under ADB's current long-term strategic framework, Strategy 2020.<sup>3</sup>

### B. Background and Context of Partnerships under ADB's Strategies

2. ADB has been involved in inter-agency collaboration since its establishment. In the past, ADB and its partners tended to develop partnerships primarily to promote the cofinancing of projects. ADB gradually broadened its approach to emphasize the need for strategic partnerships, bolster ADB's initiatives for coordination at a strategic level, leveraging resources, and fostering knowledge exchange. To date ADB has established partnerships with different international development agencies, multilateral and bilateral institutions, governments, private sector entities, international and regional organizations, private think-tanks, nongovernment organizations (NGOs), community-based organizations, research and academic institutions, and private foundations. Furthermore, recent developments in Asia and the Pacific and ADB's internal changes create opportunities for ADB to reconsider its partnerships approaches and modalities for delivering better outcomes in the member countries.

3. **The ADB Charter.** The 1965 Charter promotes ADB's engagement in cooperation with a host of institutions and entities. Article 2(v) of the Charter Agreement Establishing the Asian Development Bank (The Charter)<sup>4</sup> provides that one of the functions of ADB is "to cooperate, in such a manner as ADB may deem appropriate within the terms of the Charter, with the United Nations (UN), the UN's organs and subsidiary bodies, and other public or private international and national institutions and entities concerned with the investment of development funds in the Asia and Pacific region; and to foster the interest of such institutions and entities in new opportunities for investment and assistance."

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<sup>1</sup> These include: IED. 2008. *ADB's Poverty Reduction Technical Assistance Trust Funds*. Manila: ADB; IED. 2007. *ADB's Japan Funds: Japan Fund for Poverty Reduction, Japan Special Fund, and Japan Scholarship Program Summary Report*. Manila: ADB.

<sup>2</sup> IED. 2010. *Evaluation Study: Financing Partnership Facilities*. Manila: ADB.

<sup>3</sup> ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

<sup>4</sup> ADB. 1965. *Agreement Establishing the Asian Development Bank*. Manila.

4. **ADB's Corporate and Operational Strategies** in the 2000s have all stressed the need for engagement in cooperation and partnerships. ADB's past and current corporate and operational strategies underscore the importance of enhancing strategic alliance and partnerships with a broad range of partners at the institutional and operational/country levels.<sup>5</sup>

5. **ADB's 2006 Financing Partnership Strategy (FPS)**, outlined ADB's objectives, approaches, and measures to add value to its financing partnerships.<sup>6</sup> Financing partnerships refer to "any arrangement, generally expressed through an agreement or operational document, between ADB and financing partners at the institutional or program level with mutual recognition of the objectives to combine financial resources and create cofinancing opportunities."<sup>7</sup> The FPS focuses on mobilizing value-added financing solutions, and filling financing gaps. The FPS emphasizes financial partnering for ADB's grants and concessional partnerships; and commercial resource mobilization. The FPS targets the growth rate of direct value added (DVA)<sup>8</sup> financing partnership commitments to exceed ADB's own lending and investment operations. The FPS sets the long-term goal of achieving a DVA cofinancing level higher than ADB's own financing operations on a sustained basis.

6. **Strategy 2020**, issued in 2008, highlighted the partnership agenda to increase resource flow, assist with trade facilitation, disseminate new technology, and enrich networking expertise. Strategy 2020 advocated for partnerships to become a central form of ADB engagement in planning, financing, and implementing operations. Specific elements of partnerships aspirations under Strategy 2020 were: (i) to increase ADB's cofinanced lending at a faster rate than ADB's stand-alone financing operations, with a long-term objective of having total annual direct cofinancing exceed the value of ADB's stand-alone project financing by 2020; and (ii) to expand networking between ADB and development partners to enhance knowledge sharing and the interchange of ideas. Strategy 2020 stressed the need for a greater reliance on partnerships in areas other than ADB's own core operational areas (infrastructure, education, financial sector, environment and regional cooperation).

7. Partnerships are also highlighted under ADB's **Finance++ approach**, which aims to leverage financing with high-quality knowledge and strategic partnerships to maximize and accelerate development effectiveness.<sup>9</sup>

8. **The Midterm Review of Strategy 2020 (Strategy 2020 MTR)** reaffirmed the importance of partnerships to ADB's business model.<sup>10</sup> MTR identified expanding financial resources and partnerships as one of ADB's 10 strategic priorities leading up to 2020. While progress has been made in meeting cofinancing targets, the review underscored the need to meet the Strategy 2020 objective of having annual cofinancing exceed the value of ADB's own project financing. MTR also emphasized that civil society organizations (CSOs) have to be more involved in the design and implementation of projects, and in the monitoring of project activities and outputs. The MTR Action Plan<sup>11</sup> identified reform measures to implement MTR, some of which are relevant to

<sup>5</sup> ADB. 2001. *Medium-Term Strategy (2001–2005)* Manila; ADB. 2001. *Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: The Long Term Strategic Framework of ADB (2001–2005)*. Manila.

<sup>6</sup> ADB. 2006. *ADB's Financing Partnership Strategy*. Manila.

<sup>7</sup> ADB. 2009. *Operations Manual Section E1/BP*. Manila.

<sup>8</sup> Cofinancing with active coordination and formal agreements among financing partners that bring about defined client benefits, including contractual commitments by ADB (such as for credit enhancement, syndication, or financial administration) to facilitate mobilization, administration or participation in cofinancing.

<sup>9</sup> ADB. 2013. *Knowledge Management and Directions Action Plan 2013–2015: Supporting "Finance ++" at the Asian Development Bank*. Manila.

<sup>10</sup> ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

<sup>11</sup> ADB. 2014. *Strategy 2020 Midterm Review Action Plan*. Manila.

partnerships: (i) update business processes to expand CSOs' engagement in the design, implementation, and monitoring of projects and in knowledge work and policy dialogue; (ii) develop a framework involving flexible procurement rules and financing arrangements to facilitate strategic knowledge partnerships with external institutions, including research and academic institutions and CSOs and individuals; (iii) enhance business processes to meet cofinancing targets; (iv) streamline processes relating to Japan Fund for Poverty Reduction; (v) put credible cofinancing targets in CPSs and country operations business plan; (vi) streamline cofinancing procedures to minimize transaction costs; (vii) link corporate cofinancing target with differentiated department level targets and monitor; and (viii) allocate a portion of earned administrative fee to project teams for administration of cofinanced projects.

9. The updated results framework 2014-2016, which aims to align the results framework with the outcomes of the MTR of Strategy 2020, retains the two indicators in the 2013–2016 results framework: (i) DVA cofinancing (percent of ADB financing approved); and (ii) CSO participation in sovereign operations.<sup>12</sup>

10. **ADB Operations Manual Sections on Partnerships.** The three Operations Manual (OM) sections provide guidance in developing different formal and informal partnerships with numerous agencies, organizations, countries, and CSOs. These partnerships aim to mobilize more funds for development, utilize better the strengths of the partners involved, coordinate work better, reduce isolated work, avoid duplication of effort, avoid efforts going at cross purposes; all to more effectively address the development challenges in Asia and the Pacific region, and achieve better development outcomes.

11. ADB's OM Section E contains four subsections on partnerships: (E1) financing partnerships, (E2) Japan Fund for Poverty Reduction, (E3) cooperation arrangements for development partnership, and (E4) promotion of cooperation with nongovernment organizations. ADB often uses the term partnership interchangeably with collaboration, cooperation, cofinancing and/or alliance.

12. The following three types of partnerships under OM Section E are indicative of the breadth of the partnership concept used in ADB:

- (i) **Financing Partnerships** refer to arrangements covered by agreements between ADB and financing partners which aim to combine financial resources and create cofinancing opportunities. At the institutional level, financing partnerships are arranged through trust funds, framework agreements, and financing partnership facilities. At the transaction level, financing partnerships are carried out through cofinancing arrangements for project-specific initiatives.<sup>13</sup>
- (ii) **Cooperation Arrangements for Development Partnership** pertain to institutional or organizational memoranda of understanding (MOUs) that include administrative arrangements involving strategic, high level relationships with development partners and international and regional organizations that help ADB implement its corporate strategy. These arrangements generally involve more than one department or office within ADB, outline parties' objectives and value added of

<sup>12</sup> ADB. 2014. *ADB's Results Framework: Interim Update to Align with the Midterm Review of Strategy 2020*. Manila.

<sup>13</sup> ADB. 2013. *Financing Partnerships*. OM E1/BP. Manila.

cooperation to ADB, do not exclusively serve to mobilize cofinancing, and set out concrete activities to achieve objectives.<sup>14</sup>

- (iii) **Nongovernment Organizations partnerships** refer to cooperation arrangements with organizations that are not based in government, and are not created to earn profit.<sup>15</sup> The objective of ADB's cooperation with NGOs is to integrate their experience, knowledge, and expertise into ADB operations.

13. OM Section E3/BP of 26 March 2009 on Cooperation Arrangements for Development Partnership<sup>16</sup> states some elements and purposes of partnerships broadly: "Partnerships with a diverse range of institutions are a core element of ADB's business model. These partnerships will mobilize financial resources, pool knowledge, put ADB's unique abilities to wider and better use, meet special needs for specialized development projects, and improve aid effectiveness throughout the Asia and Pacific region."

### C. Mapping of ADB Partnerships

14. During preliminary discussions in May 2014 as a part of the mapping/stocktaking exercise for this study, the Strategy and Policy Department (SPD) proposed the following categories of ADB partnerships: (i) strategic and inter-agency coordination partnerships, (ii) sectors and drivers of change partnerships, and (iii) financing/cofinancing partnerships. Within these three groups, partnerships may be further subdivided into formal and informal partnerships. Formal partnerships are covered by written agreements e.g. memorandum of understanding, memorandum of agreement or similar agreements signed by ADB management designated to sign such documents under A.O. 1.03 (para 32).<sup>17</sup> Informal partnerships pertain to all other forms of collaboration and alliance considered as partnerships by the departments. All financing and cofinancing partnerships are formal in nature. As such, there are then five types of partnerships, although in reality, there is also a spectrum between formal and informal partnerships:

- (i) formal strategic and inter-agency coordination partnerships;
- (ii) informal strategic and inter-agency coordination partnerships;
- (iii) formal sectors and drivers of change partnerships;
- (iv) informal sectors and drivers of change partnerships; and
- (v) formal financing and cofinancing partnerships.

15. Mindful of the broad concept of partnership used by ADB in its various official documents, the study team conducted a mapping/ stock-taking exercise on partnerships in ADB, using the categorization of partnerships proposed by SPD (para. 14).<sup>18</sup> The mapping exercise involved an

<sup>14</sup> ADB. 2009. *Cooperation Arrangements for Development Partnership*. OM E3/BP. Manila; and ADB. 2014. *Clarification on Cooperation Arrangements for Development Partnerships*. Manila.

<sup>15</sup> ADB. 2003 *Promotion of Cooperation with Nongovernment Organizations*. Operational Manual; OM E4/BP. Manila.

<sup>16</sup> OM Section E3 is not applicable to general agreements for cooperation with other international organizations referred to in Article 28.2 (v) of the Charter. Cofinancing is covered mainly by the separate OM Section E1.

<sup>17</sup> *These are:* Vice President, Managing Director General; Director General, Strategy and Policy Department; - Director General, Regional and Sustainable Development Department (RSDD); - Director General, Regional Department, Chief Economist, Economics and Research Department; Head, Office of Anticorruption and Integrity (OAI); - Head, Office of Cofinancing Operations. The President signs general agreements for co-operation with other international organizations referred to in the ADB Charter

<sup>18</sup> SPD submitted the consolidated list of ADB's partnerships together with the categorization of partnerships on 3 July 2014. The study team then conducted follow-up interviews with 55 staff from the 5 regional departments, knowledge and operations support departments/offices, and 14 ADB's Sector and Thematic Groups (formerly, Communities of Practice or CoPs) to obtain more information about partnerships in the SPD list.

informal e-mail survey administered by IED in June 2014 to all ADB departments/offices on the partnerships they are engaged in.<sup>19</sup>

16. While five types of ADB partnerships can be distinguished (para. 14), there may be overlaps in some of these types. For instance, some partnerships are not framed under MOUs but still can be strategic such as the Multilateral Development Banks (MDBs) working groups on Aid Effectiveness Results. Some sectors and drivers of change partnerships may also be considered strategic as discussed in para. 20 below.

17. During the follow-up meetings held to clarify and obtain more information on partnerships of various departments/offices, ADB staff highlighted issues relating to partnerships, which could be examined by the evaluation, including modalities for engaging with partners under the current business process (procurement), other partnership modalities/instruments (such as for engaging with new partners) and incentives for staff to engage in partnerships' initiatives. Staff also provided examples of partnerships achieving results on the ground,<sup>20</sup> which will be examined by the evaluation as potential case studies.

18. The mapping exercise confirmed that partnerships are widely seen as essential to ADB's business operations for leveraging resources and knowledge, for better outcomes on the ground through donor coordination, mobilizing resources for projects, fostering innovations and know-how transfer, and knowledge exchange. Partnerships vary by level of formality, objectives, obligation, functions, geographic coverage, and timeframe.

19. All partnerships, formal and informal, are mapped, and presented in Appendix 1. The results of the mapping exercise covers all kinds of partnerships, and may include those that fall under the other broader inter-organizational relationships such as contractual engagements (Appendix Table A1.2). Table 1 below provides a snapshot of ADB partnerships, based on type and formality. As indicated in Section E below, the list will be further streamlined as part of the evaluation study. Based on results of the mapping exercise, the team identified the characteristics of ADB's partnerships and variables related to these partnerships (Appendix 2). These will be used in the analysis for this evaluation as described in Section E below.

**Table 1: Mapping of ADB Partnerships**

Category of Partnership	Form of Partnership			
	Formal		Informal	
	Number	Share of total (%)	Number	Share of total (%)
Financing & Co-financing	130	27%	-	0%
Strategic & Inter-Agency Coordination	51	10%	28	6%
Strategy 2020 Drivers of Change & Sectors	109	22%	172	35%
<b>Total Partnerships</b>	290	59%	200	41%

Source: Asian Development Bank Independent Evaluation Department.

<sup>19</sup> The following departments provided listing of partnerships: CWRD, DER, EARD, OAG, OAI, OCO, OCRP, OREI, OSPF, PARD, PSOD, RSDD, SARD, SERD, and SPD. Other departments submitted their lists after the follow-up interviews. This means the 400 partnerships identified is most likely still an underestimate.

<sup>20</sup> These include development partners working together in the road sector in Sri Lanka, and sector-wide approach in education (Bangladesh).

## 1. Formal and informal strategic partnerships

20. ADB's 79 strategic partnerships focus on economic and sector work, collaboration on capacity building, fiduciary assessments, cofinancing, and knowledge exchange. SPD coordinates ADB's relationships with MDBs, international organizations and bilateral agencies at the institutional level.<sup>21</sup> These include inter-agency (cooperation) partnerships involving ADB departments in working groups among MDBs. The Office of Cofinancing Operations (OCO) is the focal point for cooperating with other MDBs and bilateral agencies on official financing, and cofinancing partnerships at the institutional level.<sup>22</sup> An example of strategic partnerships is Operations Services and Financial Management Department's cooperation arrangement with procurement departments in other MDBs to harmonize procurement policy and master bidding documents across MDBs. Similarly, the Office of Anticorruption and Integrity (OAI) has a partnership on joint debarment procedures and the Office of the General Counsel (OGC) has one on legal and anti-money laundering issues. Economics and Research Department (ERD) also cooperates with other MDBs on the production and coordination of development statistics.

21. Twenty eight of the 79 partnerships fall under the informal category and are managed by Sector and Thematic Groups (STGs; formerly Communities of Practice), yet their focus has a strategic relation with ADB's operations. As such, they can still be labeled as strategic partnerships. For instance, the Financial Sector Development CoP is engaged in strategic partnerships on international standards setting such as the Basel Committee on Banking Supervision, the International Organization of Securities Commissions, and the International Association of Insurance Supervisors.

22. The five partnership types are operationalized at the country/regional levels through ADB's country partnership strategy (CPS) and regional cooperation strategy. In turn, CPS lead to various other collaborations pursued at the country level, mainly with government agencies, other development partners, and NGOs. These collaborations are not included in the 490 partnerships listed in Appendix 1, but many of these can also be considered partnerships.

23. ADB's CPS outlines the areas and sectors for ADB to contribute to a country's development objectives and includes a development coordination matrix.<sup>23</sup> Guided by the CPS, ADB can jointly finance and implement projects and technical assistance (TA), work on harmonization and alignment of procedures at the national level, and coordinate development efforts/activities at the national or subnational level. Partnerships at the country level, usually informal (except for cofinancing partnerships), provide an interesting perspective on results achieved on the ground (as was confirmed during meetings with staff), and ways of working with the development partners depending on each agency's agenda, comparative advantage, and value-addition, to contribute to the country's development. Country-level partnerships involve close coordination among various development partners through working group arrangements within sectors and themes or to promote coordination on broad topics or specific initiatives. In some cases, these partnerships converge into joint or parallel cofinanced projects, or in a sector-wide approach under a broader harmonization and alignment initiative (footnote 20).

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<sup>21</sup> ADB. 2013. A.O. 10.02. *Organization Bulletin*. Manila.

<sup>22</sup> ADB. 2013. A.O. 10.02. *Organization Bulletin*. Manila.

<sup>23</sup> The CPS includes a development coordination matrix, which is cited in the main text and included as a table in one of the Linked Documents (Country and Portfolio Indicators).

## 2. Formal and informal sectors and drivers of change partnerships

24. Partnerships under Strategy 2020 sectors and drivers of change focus on ADB's Strategy 2020 core and non-core operational areas and drivers of change. They are essentially knowledge partnerships, and are consistent with ADB's Finance ++ approach. Knowledge partnerships are increasingly used to help ADB get access to new or innovative ideas, enrich its knowledge on development, and share the knowledge it generates itself with the development community.<sup>24</sup> ADB seeks partnerships with knowledge organizations to: (i) accelerate the identification of world-class knowledge solutions for ADB's key operational areas, (ii) promote and implement greater South–South knowledge sharing in and across the region, (iii) design and manage innovative projects and projects for pilot-testing and learning, and (iv) instill and ensure excellence as a core element of knowledge management and capacity development in the region and in ADB. In this context, ADB departments and the 14 STGs are encouraged to work with centers of excellence or knowledge hubs representing public, private, academic, and civil entities. Most of the 14 STGs establish knowledge partnerships with global and regional knowledge centers to jointly organize learning events, and/or knowledge sharing activities wherein experts from these centers are invited as resource persons to ADB-organized events.

25. The mapping exercise identified 281 such partnerships involving the five regional departments, ERD, OCO, Office of Regional Economic Integration (OREI), Private Sector, Operations Department (PSOD), Regional and Sustainable Development Department (RSDD), and the 14 STGs. The number of knowledge partnerships has been steadily increasing since the adoption of Strategy 2020. The 14 STGs have fostered 187 knowledge partnerships in Appendix 1 Table A1.2. Strategy 2020 MTR pointed out that knowledge solutions need to be more closely linked to ADB's operations.<sup>25</sup> The evaluation study will examine trends towards this end.

26. ADB's Knowledge Sharing & Services Center has finalized a Guide on the Key Performance Indicators for Knowledge Solutions Results Framework, which outlines the knowledge indicators, including the knowledge partnerships under the knowledge services.

27. At the sub-regional level, ADB emphasizes regional integration as one of its three strategic agendas. Regional partnerships aim to foster regional integration by promoting trade and customs agreements, and joint financing of projects.<sup>26</sup> IED is currently undertaking a thematic evaluation study on ADB's Efforts on Regional Cooperation and Integration (RCI study).<sup>27</sup> The RCI study is expected to be completed in September 2015. To avoid duplication, this evaluation will not cover regional partnerships. However, relevant findings of the RCI study on partnerships will feed into this evaluation study.

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<sup>24</sup> In 2011, RSDD developed guidelines for knowledge partnerships which provide a framework for ADB to enhance its existing knowledge partnerships and develop new ones. ADB's Knowledge Management Framework and Action Plan (2009–2011) identifies knowledge partnerships as one of the four pillars upon which the framework is based. Definition of a Knowledge Partnership is a partnership that has a particular emphasis on the role of knowledge in accomplishing the goals and objectives of the partners, including the sharing of knowledge, the generation of new ideas and understanding, and the communication and application of that knowledge beyond the partnership itself.

<sup>25</sup> ADB. 2014. *Strategy 2020 Implementation Progress 2008–2012*. Manila.

<sup>26</sup> The main regional/sub-regional groupings are the Greater Mekong Sub-region (GMS), Central Asia Regional Economic Cooperation (CAREC), and South Asia Sub-regional Economic Cooperation (SASEC), the Association of Southeast Asian Nations (ASEAN), Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area (BIMP-EAGA), Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT), and the Pacific Plan.

<sup>27</sup> The evaluation approach paper for the study is available at: <http://www.adb.org/sites/default/files/evaluation-document/110946/files/rci-eap.pdf>

28. ADB has been working with a broad range of CSOs/NGOs, community-based organizations, labor unions, research institutes, and foundations. CSOs/NGOs serve as a source of information, consultants or contractors, or executing agencies. ADB also consults NGOs in the preparation of CPS; cooperates at the program and project levels to share information, identify development needs, and participate in developing and implementing specific projects and programs. ADB's 1998 Policy Paper on Cooperation between ADB and Non-Government Organizations establishes a broad framework of cooperation between ADB and NGOs.<sup>28</sup> The NGO and Civil Society Center (NGOC) in RSDD manage relationships with CSOs at the project, country, and policy levels and foster cooperation between ADB, governments, and CSOs. NGOC has three formal partnerships with the World Wildlife Fund, International Union for Conservation of Nature, and Plan International under signed MOUs. The Strategy 2020 MTR report calls on ADB to enhance partnership with CSOs in the design and implementation of projects and in consultations on safeguards and development policy issues. The updated results framework 2014–2016 introduced a new standard explanatory development indicator—civil society organization participation in the design of sovereign operations (percentage of approved operations) to monitor approaches and depth of CSO participation in the design of ADB operations. These partnerships may be examined as part of the evaluation.

### 3. Formal financing and cofinancing partnerships

29. Strategy 2020 emphasizes cofinancing partnerships, setting a target to match ADB's own financing by an equal or larger amount of cofinancing by 2020. Cofinancing brings additional resources for a country's development initiatives, enhances ability to undertake large scale projects while reducing risks of financiers, and helps in coordinating external support. OCO is responsible for developing, establishing, mobilizing resources, and administering official cofinancing arrangements including project-specific cofinancing agreements and broader agreements such as trust funds, framework agreements, and financing partnership facilities. The mapping exercise showed that the core operational areas have managed to foster more cofinancing partnerships than the non-core operational areas.

30. As of December 2014, ADB has established cofinancing partnerships with 28 bilateral and 13 multilateral partners, private foundations, and other concessional partners. In addition, ADB has 10 active framework cofinancing agreements and 5 financing partnership facilities supporting regional cooperation and integration (RCI), clean energy, urban development, water, and health. As of end 2014, there are 13 multi-partner trust funds, 14 single-donor trust funds, 2 special funds and initiatives, and 4 global funding initiatives. All of these are listed in Appendix 1 Table A1.3.

31. Official cofinancing of ADB financed projects increased significantly from \$850 million in 2006 to \$3.4 billion in 2011. Although cofinancing declined to \$2.1 billion in 2012, it recovered in 2013 reaching \$3.85 billion and \$4.28 billion in 2014.<sup>29</sup> Official cofinancing mainly pertains to operations in the core operational areas. During 2006–2014, there were 366 cofinanced loan and grant projects amounting to \$20.34 billion, about 20% of the total loans and grants approved during the period. While official cofinancing has been less volatile compared to commercial cofinancing (para. 32), official cofinancing shares (as a percentage of ADF and OCR approvals) has fluctuated across regional departments. About 940 TA projects with cofinancing totaling \$1.25 billion were approved, about 51% of the total amount of TA approvals during the period.

<sup>28</sup> This policy supersedes earlier policy paper *The Bank's Cooperation with Non-Governmental Organizations* (1987).

<sup>29</sup> ADB. 2013. *Official Cofinancing Operations: An Analytical Report*. Manila; ADB. 2013. *Donor Report: Partnering for Development*. Manila.



32. Commercial cofinancing operations grew dramatically from \$425 million in 2008 to \$6.1 billion in 2012. It declined to \$2.8 billion in 2013 but recovered to reach \$4.8 billion in 2014.<sup>30</sup> IED is currently undertaking an evaluation study of Credit Enhancement Products which will also cover PSOD's commercial cofinancing. However, the study team will carry out portfolio analysis of commercial cofinancing to determine a progress in achieving DVA cofinancing target.

#### D. Literature Review on Partnerships

33. **Definition of Partnership.** What is a partnership? What differentiates partnerships from other inter-organizational relations? What is an effective partnership? Based on the review of relevant literature, for this evaluation a good definition of partnership is that it is:<sup>31</sup>

*“a dynamic relationship among diverse actors based on mutually agreed objectives pursued through a shared understanding of the most rational division of labor based on the respective comparative advantages of each partners”<sup>32</sup>*

34. This definition underscores two important criteria that define and differentiate partnerships from other types of inter-organizational relationships: (i) *mutuality* (the spirit of partnership principles), and (ii) *organizational identity* (the rationale for selecting particular partners). “Mutuality refers to horizontal coordination and accountability among the partners (no hierarchical relations), and equality in decision making. Organization identity refers to that which is distinctive and enduring in a particular organization; the ability of each organization involved to maintain its core values and constituencies over time in the partnership is essential.”<sup>33</sup> Partnerships are often pursued because the other partner has something unique to offer (such as resources, expertise), which forms the basis of the other partner's value addition.

35. These two distinctive criteria distinguish partnerships from other types of inter-organizational relations such as contractual arrangements with firms or NGOs which involve “purchasing the unique advantages of a particular organization, but incorporate little mutuality, with the terms of the contract determined in advance by the purchasing organization.”<sup>34</sup>

36. In development evaluation, effectiveness is assessed in terms of outcomes achieved, and as such an effective partnership may be defined as one that leads to socially meaningful change, such as positive outcomes or effects in clients/communities targeted by a project, that would not have occurred without the partnership.<sup>35</sup>

37. Outcomes of partnerships could be external and internal to an organization. The *internal* outcomes are improved organization's capacity to deliver better services to its clients, including through streamlined business processes and strengthened organization's learning and knowledge. The *external* outcomes of partnerships are improved delivery, quality, and access to

<sup>30</sup> ADB. 2013. *Partnering for Development: Donor Report 2013*. Manila. Data for 2014 was provided by the Private Sector Operations Department.

<sup>31</sup> A summary of the preliminary review of relevant literature is in Appendix 3.

<sup>32</sup> J. Brinkerhoff. J. 2002. *Partnerships for International Development: Rhetoric or Results*. United Kingdom.

<sup>33</sup> See footnote 32.

<sup>34</sup> Another common relationship variation is extension where mutuality could be high, but over time one of the organizations' identity is easily lost. This can happen for instance to non-profits partnering with government, donors and the private sector. (Brinkerhoff, footnote 32). Such relations should not be seen as true partnerships.

<sup>35</sup> Abt Associates. 2011. *A Critical Review of Partnership Capacity and Effectiveness: Moving from Theory to Evidence*. Bethesda.

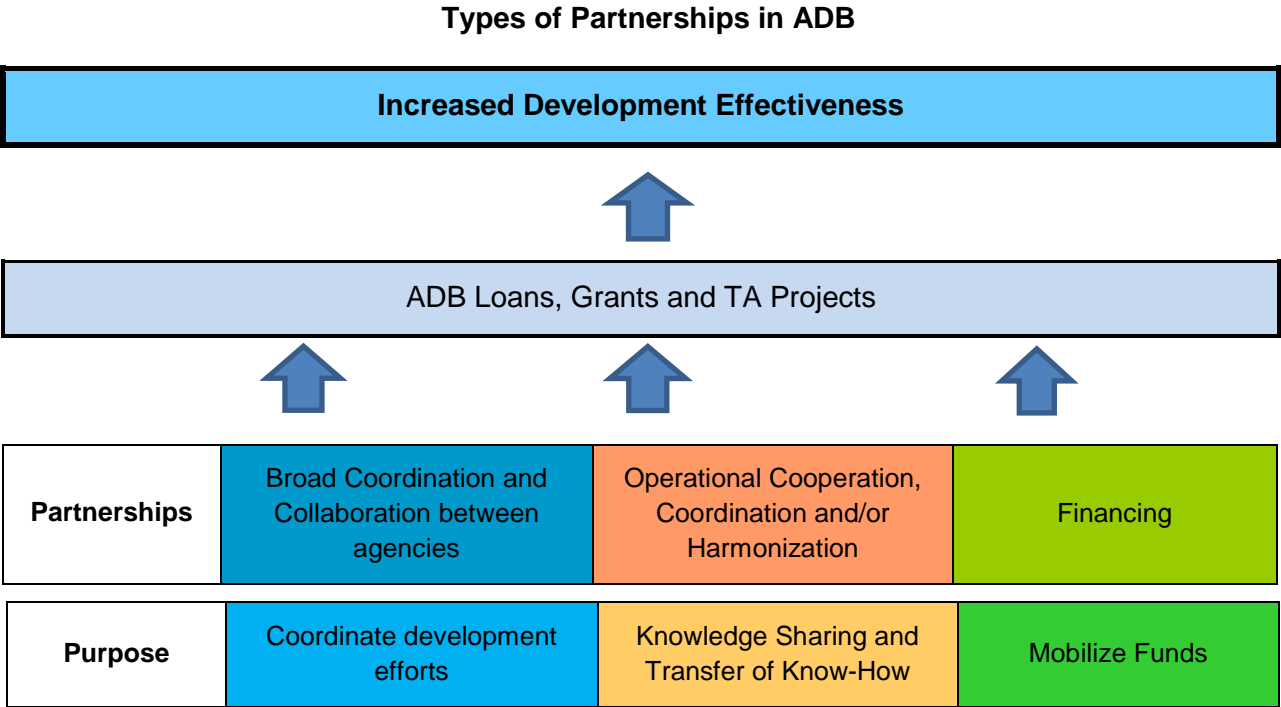
services to its clients (countries).<sup>36</sup> External outcomes may be the contribution of the partnership to the project outcome e.g. improved access to services, improved institutional capacity, contributions to global development agenda. Appendix 3 provides more on a literature review on development partnerships.

**E. Objective and Scope of the Evaluation**

38. Internal discussions have led to a review of the earlier chosen partnership types for the mapping exercise. For the evaluation, three types of ADB partnerships will be distinguished:

- (i) Partnerships for broad coordination and collaboration between agencies;
- (ii) Partnerships for operational cooperation, collaboration and/or harmonization, mainly for knowledge generation or sharing in a particular sector or theme; and
- (iii) financing/cofinancing partnerships<sup>37</sup>

39. Within these three groups, partnerships may be formal and informal in nature as explained previously. The figure below illustrates the linkages between objectives, outcomes and impact of partnership in ADB.



40. The objectives of this evaluation are to: (i) examine the relevance of different kinds of partnerships to ADB’s strategic agenda, (ii) review how well various kinds of partnerships enable ADB to be more effective in achieving development results, (iii) review efficiency issues relating to partnerships which ADB engages in (does the benefit outweigh the cost of such partnerships;

<sup>36</sup> OCO Statistics.

<sup>37</sup> The categories differ from categories proposed by SPD during preliminary discussions held at the beginning the mapping exercise: (i) strategic and inter-agency coordination partnerships, (ii) sectors and drivers of change partnerships, and (iii) financing/cofinancing partnerships.

do these partnerships enhance ADB's development effectiveness), and (iv) provide relevant lessons and recommendations to guide future ADB partnerships.

41. The evaluation's hypothesis is that partnerships can achieve goals including synergies that cannot be achieved otherwise, hence justifying the cost and efforts put into these partnerships. These goals range from achieving better (external and internal) outcomes such as harmonized procedures and approaches, reduced cost for countries, avoided duplication of efforts, improved access of member countries to goods and services to name a few. Guided by the definition and defining characteristics of partnerships, the evaluation check the conditions under which the hypothesis is indeed valid. For this, it will look into the partnerships that ADB departments have identified through the stocktaking mapping exercise and will analyze these in terms of formality, mutuality and organizational identity features, and other variables of interest outlined in Appendix 2.<sup>38</sup> Based on the findings, more relevant types will be explored, if necessary.<sup>39</sup> The evaluation will pay less attention to RCI partnerships and public private partnerships (PPP) since there are few completed PPP projects.

42. Key evaluation questions to be tackled by this evaluation are:

- (i) Has the range of ADB partnerships increased as envisioned under Strategy 2020? Which partnership types have expanded and why?
- (ii) What are typical external and internal outcomes of projects implemented through partnerships?
- (iii) What lessons can be drawn from cofinanced projects in terms of outputs, administrative arrangements, portfolio performance, and outcomes)? Have they promoted more operational partnerships, or helped better coordinate programs/projects in countries, or harmonized approaches and processes?
- (iv) Are ADB systems, policies and processes equipped to foster partnerships for delivering better services and outcomes to its clients, and for pursuing new/untapped opportunities? Are appropriate institutional structures and functional responsibilities for partnerships, budget allocations, mechanisms, and staff incentives in place for ADB to perform effectively in partnerships?

43. **Scope and Methodology:** The evaluation study will cover partnerships over 2000–2014 to provide a pre- and post-Strategy 2020 comparison, but focus on partnerships after 2008. The evaluation will use a mixed methods approach combining quantitative and qualitative methods to answer the key evaluation questions. Based on the issues identified during the mapping exercise, the evaluation will undertake the following activities:

- (i) review of relevant ADB documents (e.g., strategies, policies, partnership agreements/documents, project documents, completion reports) and literature on development partnerships (e.g., publications, evaluation studies including IED studies);
- (ii) review lists of partnerships identified through the mapping exercise on their objectives, formality, administrative arrangements, departmental responsibilities,

<sup>38</sup> The study team will refer to the definition of partnership as outlined in para.33 and with a focus on value-added of such partnerships.

<sup>39</sup> For example, a categorization as follows: (i) multipurpose organization-to-organization partnerships (e.g. AusAid-ADB, or WB-ADB); (ii) single-purpose sector/driver of change partnerships oriented to knowledge, harmonization and coordination (some organizations are however dealing with one sector only, e.g. WFP or WHO); and (iii) financial partnerships (one to one, or one to many, e.g. cofinancing of a project with one other organization, vs. trust fund financing from one or more partners).

- relevance to ADB's goals and countries' needs, efficiency and sustainability bottlenecks; and prepare case studies on partnerships;
- (iii) analyze ADB portfolio (cofinanced loans, grants, and TA against overall ADB operations) during 2000–2014, cofinancing arrangements; and conduct a statistical analysis of cofinanced vs. without cofinancing projects; and prepare case studies on cofinancing partnerships;
  - (iv) prepare a comparator study of similar and potential partnerships (policies and practices) and their related issues performed by other MDBs;
  - (v) survey questionnaire/semi-structured interviews/focused group discussions to ADB staff on their experiences with partnerships;
  - (vi) survey questionnaire to various development partners (MDBs, bilateral agencies, private entities, private foundations, NGOs, think-tanks, and research institutions) on their perception of ADB as a development partners and follow-up interviews with selected partners during field visits; and
  - (vii) key informant interviews with staff from HQ, resident missions, executing agencies, and development partners.

44. The evaluation framework outlining the key evaluation questions to the activities and data sources is presented in Appendix 4.

45. **Proposed Schedule.** The proposed timetable for the major milestones of the study is shown below:

<b>Activity</b>	<b>Schedule</b>
Approval of the evaluation approach paper	I March 2015
Document review and portfolio analysis	March–April 2015
HQ Follow-up and case study methodology	March–April 2015
Perception surveys	March–April 2015
Case study missions and consultations with development partners	May–June 2015
Storyline submitted to ILT	II August 2015
Preparation of initial draft	III August–II September 2015
Internal and external peer reviews	III–IV September 2015
One stop meeting	I October 2015
Interdepartmental circulation	II October 2015
Director General level meeting	III October 2015
Submission to editor	IV October 2015
Approval of final report by Director General	II November 2015
Circulation of final report	I January 2016
Development Effectiveness Committee meeting	February 2016 (date to be confirmed)

## **F. The Corporate Evaluation Study Team**

46. The evaluation study will be conducted by a team comprising Raikhan Sabirova (Team Leader, Senior Evaluation Specialist), Marco Gatti (Principal Evaluation Specialist), Srinivasan Palle Venkata (Evaluation Specialist), an Evaluation Specialist (to be identified), Ma. Patricia Lim (Evaluation Officer), and Glennie Castillo (Associate Evaluation Analyst). This evaluation approach paper and the draft of the study will be reviewed by external peer reviewers, Jennifer Brinkerhoff (George Washington University) and Marjolaine Nicod (OECD-DAC). Benjamin

Graham will be the internal peer reviewer. The evaluation report will also be subject to IED management and ADB interdepartmental review.

## **G. Resources**

47. The funding will be sourced from TA proceeds and administrative budget. The evaluation requires the input of two international consultants (an institutional effectiveness specialist for 6 months and a cofinancing specialist for 4 months), two national consultants (in-country) for a total of 4 months, and up to three HQ-based research associates for total of 10 months. The consultants will be recruited individually in accordance with ADB's Guidelines on the Use of Consultants. The team leader and team members will carry out missions to a few countries for the project case studies and to head offices of selected development partners.

## **H. Knowledge Sharing and Dissemination Plan**

48. This evaluation approach paper and the final report will be made available to the public via the IED webpage on ADB's external website upon IED Director General approval. A summary of the evaluation's key findings and lessons will be prepared and distributed electronically. The evaluation findings may also be presented at relevant forum such as the Asian Development Fund replenishment meetings and the Annual Financing Partnership Forum. In addition, internal in-house brown bag meetings will be organized to disseminate the findings, lessons, and recommendations of the study.

Attachments: Appendixes

Appendix 1 – Mapping of ADB Partnerships

Appendix 2 – Findings of the Mapping Exercise

Appendix 3 – Preliminary Review of Literature on Development Partnerships

Appendix 4 – Evaluation Framework and Key Evaluation Questions

## MAPPING OF ASIAN DEVELOPMENT BANK PARTNERSHIPS

**Table A1.1: Summary of ADB Partnerships, by department/office and the five categories**

ADB Dept/Office Involved	Strategic & Inter-Agency Coordination		Strategy 2020 Drivers of Change & Sectors		Financing & Co-financing	Totals	%Share
	Formal	Informal	Formal	Informal			
ADB (Bank-wide)	5					5	1.0%
ADBI			9	31		40	8.2%
BPMSD	1					1	0.2%
CWRD			4		2	6	1.2%
DER		2	2	8		12	2.4%
EARD	2	1	1	3	3	10	2.0%
ERD	2	6	39	13		60	12.2%
IED	1					1	0.2%
OAG	1	3		2		6	1.2%
OAI	4	2				6	1.2%
OCO	1				63	64	13.1%
OCR/P / CRP				10		10	2.0%
OREI	2	3	29	10	6	50	10.2%
OSPF				2		2	0.4%
PARD	6	5	3	6	5	25	5.1%
PSOD				2	7	9	1.8%
RSDD	6		14	37	7	64	13.1%
SARD			1	7		8	1.6%
SARD-BRM				1	24	25	5.1%
SARD-INRM				22	11	33	6.7%
SARD-NRM				1		1	0.2%
SERD	4		4	6	2	16	3.3%
SERD-CARM				1		1	
SERD-LRM	1					1	
SPD	15	6	3	10		34	6.9%
<b>TOTALS</b>	<b>51</b>	<b>28</b>	<b>109</b>	<b>172</b>	<b>130</b>	<b>490</b>	<b>100.0%</b>

**Table A1.2: Results of Mapping of ADB Partnerships, By Type of Partnership**

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors	III. Financing & Co-financing	
Formal	Partnerships on the global development agenda		ASEAN Infrastructure Fund	
			Yolanda Multi-donor Trust Fund	
			Japan ASEAN Integration Fund	
	ADB/World bank (WB) Development Coordination Offices and RETA-financed Development Coordination Offices (AUS)	Knowledge Solutions	2005 International Comparison Program (ICP) in Asia and the Pacific Purchasing Power Parities and Real Expenditures Highlights	Abu Dhabi Fund for Development (ADFD)
	Agreement For Mutual Enforcement of Debarment Decisions, 2010	Knowledge Solutions	2005 International Comparison Program in Asia and the Pacific Purchasing Power Parities and Real Expenditures	ADB Clean Technology Fund
	Association of Southeast Asian Nations (ASEAN) Secretariat	Knowledge Solutions	2005 International Comparison Program in Asia and the Pacific Purchasing Power Parity Preliminary Report	ADB Strategic Climate Fund (Forest Investment Program)
	Australia-ADB High Level Consultation	Knowledge Solutions	2005 International Comparison Program in Asia and the Pacific Research Study on Poverty-Specific Purchasing Power Parities for Selected Countries in Asia and the Pacific	ADB Strategic Climate Fund (Pilot Program for Climate Resilience)
	Australian Agency for International Development (AusAID) - ADB Partnership Framework 2009-2016	Knowledge Solutions	2005 International Comparison Program in Asia and the Pacific Research Study on Poverty-Specific Purchasing Power Parities for Selected Countries in Asia and the Pacific Highlights	ADB Strategic Climate Fund (Scaling Up Renewable Energy Program in Low-Income Countries)
	Confirmation Note for ADB-International Fund for Agricultural Development (IFAD) contribution, coordination and cooperation	Knowledge Solutions	2009 Purchasing Power Parity Update for Selected Economies in Asia and the Pacific: A Research Study	ADB-RSDD grant agreement with Association of Southeast Asian Nations (ASEAN) Secretariat
	Evaluation Cooperation Group (ECG) - Secretariat & membership	Finance sector development	Access to Insurance Initiative	Afghanistan Infrastructure Trust Fund
	Food and Agriculture Organization (FAO), UN Economic and Social Commission for Asia and the Pacific (UNESCAP), Statistical Institute for Asia and the Pacific - on agricultural and rural statistics	Knowledge Solutions	ADB EWP Series No. 245 - Updating 2005 Purchasing Power Parities to 2009 in the Asia and Pacific Region: Methodology and Empirical Results	Agence Française de Développement (AFD)
	Government-led Development Partners Forum/Coordination Mechanism	Knowledge Solutions	ADB EWP Series No. 290 - Subnational Purchasing Power Parities toward Integration of ICP and CPI: The Case of the Philippines	Aide Memoire with Export Development Corporation (Canada)
	Institute of Internal Auditors (IIA) - membership	Finance sector development	Alliance for Financial Inclusion (AFI) - membership	Asia Pacific Carbon Fund
	LOI with Federal Ministry for Economic Cooperation and Development (BMZ) for German Development Cooperation (GDC)	Knowledge solutions	ASEAN Secretariat (Asian Economic Integration Monitor)	Asian Clean Energy Fund or ACEF (2011)
	LOI with International Federation of Red Cross and Red Crescent Societies (IFRC)	Regional cooperation & integration	ASEAN Secretariat (Secretariat capacity building)	Australia-ADB South Asia Development Partnership Facility
	LOI with UN Office of Drugs and Crime (UNODC)	Regional cooperation & integration	ASEAN+3 – secretariat for ASEAN+3's Asian Bond Markets Initiative (ABMI) and Future Priorities	Australian Agency for International Development (AusAID)
LOI with US Environmental Protection Agency (US-EPA)	Regional cooperation & integration	ASEAN+3 Macroeconomic Research Office (AMRO)	Australian Technical Assistance Grant	
MDB Heads of Integrity (HOI)	Knowledge Solutions	Asian Development Review	Canadian Cooperation Fund on Climate Change	
MOU for Administrative Arrangements with New Energy and Industrial Technology Development Organization (NEDO)	Regional cooperation & integration	Asia-Pacific Economic Cooperation (under the APEC Finance Ministers' process)	Canadian International Development Agency (CIDA)	

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
	MOU with African Development Bank (AfDB) and the African Development Fund (AFD)	Finance sector development	Asia-Pacific Finance and Development Center - APEC Financial Regulators Training Initiative (FRTI)	Carbon Capture and Storage Fund under the Clean Energy FPF
	MOU with African Development Bank (AfDB), Islamic Development Bank (IsDB), World Bank, International Monetary Fund (IMF), and United Nations (UN) on Statistical Activities	Knowledge Solutions	Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics 2013-2017	China General Nuclear Power Corporation
	MOU with Aga Khan Development Network	Knowledge Solutions	Assessing the Costs of Climate Change and Adaptation in South Asia	Clean Energy Fund under the Clean Energy FPF
	MOU with Association of Southeast Asian Nations (ASEAN)	Knowledge solutions	Australian APEC Study Centre, RMIT University, Australia	Clean Technology Fund or CTF (2013)
	MOU with Association of Southeast Asian Nations (ASEAN) Secretariat (2012-2015)	Knowledge solutions	Bertelsmann Stiftung, Germany	Climate Change Fund or CCF (2011)
	MOU with Boao Forum for Asia	Knowledge Solutions	Bhutan Living Standards Survey 2012 Report	Contribution for Experts - Health FPF
	MOU with China Development Bank	Regional cooperation & integration	Boao Forum for Asia (capacity building on managing RCI issues through 6 TAs)	Cooperation Fund for Fighting the Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) in Asia and the Pacific
	MOU with Corporacion Andina de Fomento (CAF), 2011 – 2015	Knowledge solutions	Bruegel, Brussels	Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries
	MOU with Department for International Development or DFID (UK)	Knowledge solutions	Centre d'Etudes Prospectives et d'Informations Internationales (CEPII), France	Cooperation Fund for Regional Trade and Financial Security Initiative
	MOU with Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) on Coordination of Assistance to BIMP-EAGA	Knowledge solutions	Centre for East Asian Studies at Korea University	Cooperation Fund for the Water Sector
	MOU with European Bank for Reconstruction and Development (EBRD)	Knowledge solutions	Chinese Academy of Social Sciences - Institute of World Economics and Politics (CASS-IWEP)	Cooperation Fund in Support of Managing for Development Results
	MOU with European Investment Bank (EIB)	Finance sector development	Consultative Group to Assist the Poor (CGAP) - membership	Cooperation Fund in Support of the Formulation and Implementation of National Poverty Reduction Strategies
	MOU with Fraud Control of the Australian Agency for International Development (AusAID)	Knowledge Solutions	Country Diagnostics Studies Nepal: Critical Development Constraints	Credit Guarantee and Investment Facility
	MOU with International Fund for Agricultural Development (IFAD)	Knowledge Solutions	Country Diagnostics Studies: Bhutan: Critical Development Constraints	Danish Cooperation Fund for Renewable Energy and Energy Efficiency in Rural Areas
	MOU with International Labour Organization (ILO)	Knowledge Solutions	Country Diagnostics Studies: Indonesia: Critical Development Constraints	Danish Cooperation Fund for Technical Assistance
	MOU with Lee Kuan Yew School of Public Policy (LKYSPP)	Knowledge Solutions	Department of Foreign Affairs, Trade and Development (Canada), Asia Pacific Economic Cooperation (APEC), Liu Institute for Global Issues, University of British Columbia (UBC)	Department for International Development or DFID (UK)
	MOU with Organization for Economic Cooperation and Development (OECD)	Finance sector development	Deutsche Gesellschaft für Internationale Zusammenarbeit or GIZ (insurance seminar)	Dutch Cooperation Fund for Promoting of Renewable Energy and Energy Efficiency
	MOU with UN Economic and Social Commission for Asia and the Pacific (UNESCAP)	Knowledge Solutions	Diagnosing the Indonesian Economy: Toward Inclusive and Green Growth	e-Asia and Knowledge Partnership Fund
	MOU with United Nations Children's Fund, Sept. 23, 2010	Knowledge Solutions	Diagnosing the Philippine Economy: Toward Inclusive Growth	European Commission (EC)
	MOU with United Nations Development Programme (UNDP)	Knowledge Solutions	Food Security and Poverty in Asia and the Pacific: Key Challenges and Policy Issues	European Investment Bank (EIB)
	MOU with United Nations Human Settlements Programme (HABITAT)	Knowledge Solutions	Food Security in Asia and the Pacific	Export-Import Bank of China
	MOU with World Bank (WB)	Knowledge Solutions	Future of Factory Asia	FCA with Agence Française de Développement (AFD)



Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors	III. Financing & Co-financing	
	MOU with World Customs Organization (WCO)	Knowledge Solutions	Global Crisis, Remittances, and Poverty in Asia	FCA with Islamic Development Bank Group dated 25 November 2011
	MOU with World Wide Fund for Nature (WWF)	Regional cooperation & integration	Greater Mekong Subregion (GMS) - Greater Mekong Railway Association (GMRA)	FCA with OPEC Fund for International Development (OFID)
	MOUs for secondment/staff exchange - various IFIs, MDBs, CSOs, government agencies	Knowledge Solutions	ICP 2011 International Comparison Program In Asia and the Pacific Purchasing Power Parities and Real Expenditures	Financial Sector Development Partnership Fund
	MOUs with World Customs Organization and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), World Trade Organization and its Standards and Trade Development Facility, Food and Agriculture Organization (FAO), International Road Transport Union (IRU), United Nations Development Programme (UNDP), United Nations Conference on Trade and Development (UNCTAD), United Nations Industrial Development Organization (UNIDO), European Union (EU), US Agency for International Development (USAID), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Japan International Cooperation Agency (JICA), Korea International Cooperation Agency (KOICA), and United Nations Economic Commission for Europe (UNECE)	Knowledge Solutions	ICP 2011 International Comparison Program In Asia and the Pacific Purchasing Power Parities and Real Expenditures A Summary Report	Finland
	Outcome document on Busan Partnership for Effective Development Cooperation	Knowledge Solutions	Improving the Investment Climate in Indonesia	Fourth High Level Forum on Aid Effectiveness Trust Fund
	Pacific Regional Infrastructure Facility (PRIF) Management Committee (PMC): Multi-donor partnership	Knowledge Solutions	Improving the Investment Climate in the Philippines	Framework Agreement with Agence Francaise de Developpement (PROPARCO for private sector cofinancing) 2010-2016
	PF with Inter American Development Bank	Finance sector development	Inter-American Development Bank - co-organized seminar	Future Carbon Fund
	PRIF Sector Working Group	Knowledge Solutions	International Labor Organization (ILO), Islamic Development Bank (IsDB)	Gender and Development Cooperation Fund
	UN Economic and Social Commission for Asia and the Pacific (UNESCAP)/United Nations Development Programme(UNDP) Post-2015 development agenda consultations	Knowledge Solutions	International Labor Organization (ILO), Department for International Development or DFID (UK)	General Agreement with Swedish International Development Cooperation Agency (SIDA) related to co-financing
	Uniform Framework for Preventing and Combating Fraud and Corruption, 2006	Knowledge solutions	International Labor Organization for publication on ASEAN labor	Global Agriculture and Food Security Program (AFS)
	United Nations Industrial Development Organization (UNIDO)	Finance sector development	International Labor Organization's Microinsurance Innovation Facility	Global Environment Facility (GEF)
	US Agency for International Development (USAID)	Knowledge solutions	International New York Times (INYT), Wall Street Journal Asia (WSJA), Financial Times (FT); CNBC Europe, Channel NewsAsia, Bloomberg TV	Governance Cooperation Fund
	World Bank and Japan International Cooperation Agency (JICA)	Finance sector development	Japan International Cooperation Agency (JICA)	Grant agreement with ASEAN Secretariat - Amendments
		Knowledge Solutions	Japan International Cooperation Agency (JICA), Australian Agency for International Development (AusAID)	Integrated Disaster Risk Management Fund
		Infrastructure	JDI with Federal Ministry for Economic Cooperation and Development (BMZ) on the Cities Development Initiative for Asia (CDIA)	International Cooperative and Mutual Insurers Federation

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
		Regional cooperation & integration	Korea Capital Market Institute (KCMI) - copublication	International Enterprise Singapore (2013)
		Regional cooperation & integration	Korea Capital Market Institute (KCMI) and Korea Export Import Bank (KEXIM) - APEC FRTI	International Fund for Agricultural Development (IFAD)
		Regional cooperation & integration	Korea Economic Research Institute - copublication	Investment Climate Facilitation Fund under the RCI FPF
		Regional cooperation & integration	LOAs with United Nations Conference on Trade and Development (UNCTAD), Research and Information System for Developing Countries (RIS), Indian Council for Research on International Economic Relations (ICRIER)	Islamic Development Bank (IsDB)
		Regional cooperation & integration	LOI with Asian Institute of Management	Italian Cooperation Fund for Consulting Services
		Environment	LOI with Asian Institute of Technology, United Nations Environment Programme, United Nations Economic and Social Commission for Asia and the Pacific	Japan Fund for Information and Communication Technology
		Finance sector development	LOI with International Association of Insurance Supervisors (IAIS)	Japan Fund for Poverty Reduction
		Finance sector development	LOI with Japan International Cooperation Agency (JICA) for Continued Development and Delivery of the Seminar for Bond Market Development in ASEAN Countries	Japan Fund for Public Policy Training
		Knowledge solutions	LOI with Microsoft Operations Pte Ltd	Japan International Cooperation Agency (JICA)
		Environment	LOI with Tsinghua 3E on Regional Knowledge Hub on Climate Change	Japan Scholarship Program
		Knowledge solutions	MOA with International School of Economics Tbilisi State University in Georgia	Japan Special Fund
			MOU with Agence Française de Développement at a country level (2010)	KfW Development Bank
		Knowledge solutions	MOU with Caucasus Institute in Armenia	KfW Development Bank (2012: Himachal Pradesh Clean Energy Development Investment Program – Tranche 4)
		Infrastructure	MOU with College of Architecture and Urban Planning (CAUP), Tongji University, PRC	Korea International Cooperation Agency (KOICA)
		Infrastructure	MOU with FIA Foundation for the Automobile and Society	MOU on cofinancing arrangements with Korea Development Bank (KDB)
		Knowledge solutions	MOU with four universities in four provinces (Siem Reap, Kampong Cham, Battambang, and Preah Sihanouk)	MOU with Abu Dhabi Fund for Development (ADFD)
		Environment	MOU with Institute for Global Environmental Strategies (IGES)	MOU with European Bank for Reconstruction and Development (EBRD)
		Infrastructure	MOU with Institute for Transportation and Development Policy (ITDP)	MOU with Global Environment Facility (GEF) Secretariat
		Infrastructure	MOU with Inter American Development Bank (IDB) for Cooperation on Sustainable Low Carbon Transport	MOU with Japan International Cooperation Agency (JICA) on road and railway sector development in South Caucasus
		Infrastructure	MOU with International Enterprise Singapore Board for the Asia Training and Research Initiative for Urban Management (ATRIUM)	MOU/FA with Japan Bank for International Cooperation
		Infrastructure	MOU with International Road Assessment Programme (IRAP)	Munich Re Foundation

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors	III. Financing & Co-financing	
		Environment	MOU with International Union for Conservation of Nature-The World Conservation Union	Netherlands Trust Fund under the Water FPF
		Infrastructure	MOU with International Union of Railways (IUC)	OPEC Fund for International Development (OFID)
		Finance sector development	MOU with Islamic Financial Services Board	Pacific Business Investment Facility and Pacific Business Investment Trust Fund
		Finance sector development	MOU with Japan International Cooperation Agency (JICA) for Continued Development and Delivery of the Seminar for Bond Market Development in ASEAN Countries	Pacific Regional Infrastructure Facility (PRIF) - cofinancing
		Infrastructure	MOU with Korea Energy Management Corporation (KEMCO) in the Field of Energy Efficiency and Climate Change	People's Republic of China Regional Cooperation and Poverty Reduction Fund
		Infrastructure	MOU with Korea Transport Institute (KOTI)	PFA with the Government of Kazakhstan
		Knowledge solutions	MOU with the Government of Kazakhstan - Joint Knowledge and Experience Exchange Program	Phu Bia Mining Co. (2013)
			MOU with the Government of Singapore (May 2012)	Pilot Program for Climate Resilience (PPCR) under the Strategic Climate Fund (SCF)
		Regional cooperation & integration	MOU with World Customs Organization (WCO)	Poverty and Environment Fund
		Knowledge Solutions	Myanmar: Unlocking the Potential Country Diagnostic Study	Poverty Reduction Cooperation Fund
		Knowledge solutions	Nanyang Technological University, Singapore	PRC Regional Cooperation and Poverty Reduction Fund (PRC)
		Finance sector development	Organisation for Economic Co-operation and Development (OECD) - co-host insurance seminar	Private Sector Development Initiative (PSDI) – cofinancing
		Good governance and capacity development	Organisation for Economic Co-operation and Development (OECD), MDBs, development partners, civil society, United Nations Development Programme (UNDP) - Aid Effectiveness	Regional Malaria and other Communicable Disease Threats Trust Fund under the Health FPF
		Finance sector development	Pacific Pension Institute	RSDD RETA on water twinning arrangement with Pacific Water Association
		Knowledge Solutions	Poverty Impact Analysis Selected Tools and Applications	Sanitation Financing Partnership Trust Fund under the Water FPF
		Private sector development	Private Sector Development Initiative (PSDI) Partner Workshop (annual)	Second Danish Cooperation Fund for Renewable Energy and Energy Efficiency in Rural Areas
		Knowledge Solutions	Reducing Investment Climate Constraints to Higher Growth: Lao People's Democratic Republic Private Sector and Investment Climate Assessment	Second Danish Cooperation Fund for Technical Assistance
Knowledge Solutions	Sri Lanka: Improving the Rural and Urban Investment Climate	Second Finnish Technical Assistance Grant Fund		
		Knowledge Solutions	Supply and Use Tables for Selected Economies in Asia and the Pacific, A Research Study	Solomon Islands–Transport Sector Development Project and National Transport Fund
		Finance sector development	Swiss Re (insurance seminar)	Spanish Cooperation Fund for Technical Assistance
		Knowledge Solutions	The Economics of Climate Change in Southeast Asia: A Regional Review	Supplemental MOU with Export-Import Bank of Korea (signed in 2014)
		Knowledge Solutions	The Economics of Climate Change in the Pacific	Swedish International Development Cooperation (SIDA)
		Knowledge Solutions	The Informal Sector and Informal Employment in Armenia A Country Report 2010	Swedish International Development Cooperation Agency (SIDA), Fundo Portugues de Carbono, Swedish Energy

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
				Agency, Climate Cent Foundation, POSCO, Eneco Holding N.V., Canadian International Development Agency (CIDA), Global Carbon Capture Storage Institute
		Knowledge Solutions	The Informal Sector and Informal Employment in Bangladesh A Country Report 2010	Swiss Agency for Development and Cooperation (SDC)
		Knowledge Solutions	The Informal Sector and Informal Employment in Indonesia A Country Report 2010	Swiss Cooperation Fund for Consulting Services
		Education	Timor-Leste ADB-International Labor Organization (ILO) - skills training and employment	Technical Assistance Grant Fund (BEL)
		Public sector management	Timor-Leste ADB-World Bank-International Monetary Fund (IMF) - International conference on managing resource wealth; partnership with Pacific Financial Technical Assistance Centre (PFTAC); and Economic Working Groups/Joint Policy Reform Mechanisms	Technical Assistance Grant Fund (FRA)
		Regional cooperation & integration	Toronto Center - APEC Financial Regulators Training Initiative (FRTI)	Technical Assistance Grant Fund (NOR) II
		Regional cooperation & integration	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	Technical Assistance Grant Fund (NZL)
		Finance sector development	United Nations Environment Programme Finance Initiative (UNEP FI) Principles for Sustainable Insurance Initiative	Technical Assistance Grant Fund (SWE)
		Knowledge solutions	Waseda University, Japan	Technical Assistance Grant Fund (UKG)
		Finance sector development	WeatherPredict Consulting, Inc. & Renaissance Re Risk Sciences Foundation	United Nations Children's Fund (UNICEF)
		Knowledge solutions	World Economic Forum (WEF)	Urban Climate Change Resilience Trust Fund under the Urban FPF
		Regional cooperation & integration	World Trade Organization - Regional Technical Group on Aid for Trade in Asia and the Pacific	Urban Environmental Infrastructure Fund under the Urban FPF
		Knowledge solutions	Zhejiang University, PRC.	Water Financing Partnership Facility (Multi-Donor Trust Fund)
				Water Financing Partnership Facility (NET)
				World Bank
<b>Informal</b>	All MDBs - Quarterly Chief Economists' Council meeting	Knowledge solutions	ActionAid India	
	ASEAN+3 Macroeconomic Research Office (AMRO)-Organisation for Economic Co-operation and Development (OECD)-ADB Joint Asian Regional Roundtable	Knowledge solutions	Advantage India	
	Australia-ADB Pacific 6-monthly consultations	Knowledge solutions	Aga Khan Foundation	
	Australian National University - annual economic update conferences	Good governance and capacity development	Agence Française de Développement (AFD) - Annual High Level Retreat	
	CAREC Development Partner consultations	Knowledge Solutions	Aging, Economic Growth, and Old-Age Security in Asia	
	Collaboration with Outside Internal Auditing Institutions	Knowledge solutions	Apprenticeship Program	
	External Auditors (ADB)	Regional cooperation & integration	ASEAN and ASEAN+3 (regional policy dialogue support)	

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
	Financial Stability Board (FSB)-Regional Consultative Group (Asia) - membership	Finance sector development	ASEAN Insurance Regulators Meeting	
	Food and Agriculture Organization (FAO), World Bank, African Development Bank (AFDB), World Food Programme (WFP), World Health Organization (WHO), Inter-American Development Bank (IADB), International Labor Organization (ILO), International Fund for Agricultural Development (IFAD), United Nations (UN) - Working Group on Agricultural and Rural Statistics	Knowledge solutions	Asia Pacific Center for Water Security (based in Tsinghua University)	
	Global Issues Group	Knowledge Solutions	Asian Development Outlook 2014 UPDATE: Asia in Global Value Chains	
	Guest Auditor Program	Regional cooperation & integration	Asian Forum for Insurance Regulators	
	Heptagon: World Bank/International Finance Corporation (IFC), European Investment Bank (EIB), European Union (EU), Japan International Cooperation Agency (JICA), Australia, New Zealand	Knowledge solutions	Asian Society for Entrepreneurship and Development (ASEED)	
	IFI Private Sector Integrity	Good governance and capacity development	Asia-Pacific Community of Practice on Managing for Development Results (MfDR) Working Group	
	Insight Report: Redefining Emerging Market Opportunity (2012)	Infrastructure	Asia-Pacific Economic Cooperation (APEC)	
	International Aid Transparency Initiative	Knowledge solutions	Asia-Pacific Economic Cooperation (APEC), including its Business Advisory Council and its secretariat	
	International Association of Insurance Supervisors (IAIS) - membership	Finance sector development	Asia-Pacific Finance and Development Center (AFDC)	
	International Monetary Fund (IMF) Article IV mission (Fiji, Tonga, Tuvalu, Kiribati, Samoa)	Good governance and capacity development	Asia-Pacific of Practice on Managing for Development Results (APCoP)	
	International Organization of Securities Commissions (IOSCO) - membership	Knowledge solutions	Association for Stimulating Know How (ASK)	
	MDB Informal Working Group on Aid Effectiveness:	Knowledge solutions	Association of Southeast Asian Nations (ASEAN), including secretariat	
	MDB Informal Working Group on Results	Knowledge solutions	Australian National University	
	Organisation for Economic Co-operation and Development (OECD) - common standards of creditor reporting system	Knowledge solutions	Bank of Italy (Representative Office in Tokyo)	
	Publish What You Fund	Regional cooperation & integration	Bay of Bengal Initiative for Multisectoral Technical and Economic Cooperation (BIMSTEC)	
	Timor-Leste Informal Donor Coordination Mechanisms	Education	Benchmarking Education Systems for Results - World Bank	
	UN Economic and Social Commission for Asia and the Pacific (UNESCAP), World Health Organization (WHO), SPC, Plan International, and 18 Asia-Pacific Countries - Regional Steering Group	Good governance and capacity development	Black Sea Trade and Development Bank (BSTD)	
	United Nations Development Programme, Social and Environment Compliance Unit (SECU) and Office of Audit Investigations (OAI)	Knowledge solutions	Brookings Institution	
	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) - Annual Consultation Meeting	Agriculture	CABI (formerly CAB International)	

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
	United Nations Statistics Division (UNSD), UN Women, World Bank (WB), African Development Bank (AfDB), Organisation for Economic Co-operation and Development (OECD), Canadian International Development Agency (CIDA), US Agency for International Development (USAID), United Nations Economic Commission for Europe (UNECE), UN Economic and Social Commission for Asia and the Pacific (UNESCAP)	Regional cooperation & integration	Cambodia Development Research Institute (Asian Economic Integration Monitor or AIEM)	
		Knowledge solutions	Cambodia Development Resource Institute (CDRI)	
		Good governance and capacity development	Caribbean Development Bank	
		Knowledge solutions	Centre for Science and Environment	
		Knowledge solutions	Centre for Social Research	
		Knowledge solutions	Chatham House, UK	
		Infrastructure	City Development Initiatives for Asia (CDIA)	
		Good governance and capacity development	Compliance Advisor Ombudsman (CAO)/ International Finance Corporation (IFC)	
		Agriculture	Consultative Group on International Agricultural Research (CGIAR)	
Regional cooperation & integration	Department for International Development or DFID (UK), World Bank, Japan International Cooperation Agency (JICA), and Australian Agency for International Development (AusAID)			
Knowledge solutions	Development Alternatives			
Knowledge solutions	Economic Research Institute for ASEAN and East Asia (ERIA), Indonesia			
Good governance and capacity development	European Bank for Reconstruction and Development (EBRD)-Project Complaint Mechanism			
Good governance and capacity development	European Investment Bank (EIB) - European Ombudsman			
Knowledge solutions	Fiji CPS			
Knowledge solutions	Financial Services Agency (FSA), Japan			
Agriculture	Food and Agriculture Organization (FAO)			
Agriculture	Food and Agriculture Organization (FAO)/International Fund for Agricultural Development (IFAD)			
Knowledge Solutions	Global Development Network (GDN), East Asian Development Network, Philippine Institute for Development Studies (PIDS) - GDN's 14th Annual Global Development Conference			

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
		Good governance and capacity development	Global Partnership for Effective Development Cooperation	
		Knowledge solutions	Global Partnership for Jobs	
		Infrastructure	global Transport Knowledge Practice (gTKP)	
		Good governance and capacity development	Government of Australia - Annual High Level Consultations	
		Good governance and capacity development	Government of Japan - Annual High Level Policy Dialogue	
		Good governance and capacity development	Government of Korea - Annual High Level Retreat	
		Good governance and capacity development	Government of Myanmar and development partners - Nay Pyi Taw Accord for Effective Development Cooperation (no agreement signed)	
		Good governance and capacity development	Government of the Philippines, United States Agency for International Development (USAID), United Nations Development Programme (UNDP) - Ombudsman Integrity Caravan Lecture Series. August 2013 – May 2014	
		Good governance and capacity development	Government of the Philippines, World Bank, and Japan International Cooperation Agency (JICA) - donor harmonization	
		Knowledge solutions	Grassroots India Trust (GIT)	
		Agriculture	Grow Asia Agriculture Forum	
		Infrastructure	Highway Development and Management Model (HDM-4) -HDMGlobal	
		Knowledge Solutions	Improving Rice Production and Commercialization In Cambodia Findings from the Farm Investment Climate Assessment	
		Good governance and capacity development	Independent Accountability Mechanisms (IAMS) Network - IFIs	
		Knowledge solutions	India Network on Participatory Irrigation Management	
		Knowledge solutions	Indian Council for Research on International Economic Relations (ICRIER)	
		Infrastructure	Industry Agenda: Strategic Infrastructure Initiative	
		Knowledge Solutions	Infrastructure for Supporting Inclusive Growth and Poverty Reduction in Asia	
		Education	Inter-Agency Working Group on TVET	
		Knowledge solutions	Inter-American Development Bank (IADB)	
		Good governance and capacity development	Inter-American Development Bank (IADB) - Independent Consultation and Investigation Mechanism	
		Infrastructure	Inter-American Development Bank (IDB), CAF Development Bank of Latin America - South-South Cooperation	

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
		Agriculture	International Center for Agricultural Research in the Dry Areas (ICARDA)/International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)	
		Agriculture	International Center for Integrated Mountain Development	
		Agriculture	International Center for Tropical Agriculture (CIAT)	
		Infrastructure	International Energy Agency (IEA)	
		Agriculture	International Fund for Agricultural Development (IFAD)	
		Environment	International Initiative for Impact Evaluation (3ie), Evidence for Policy Design, Philippine Institute for Development Studies (PIDS), Abdul Latif Jameel Poverty Action Lab (J-PAL), World Bank's Development Impact Evaluation Initiative (DIME), Millennium Challenge Corporation - Impact Evaluation, International Fund for Agricultural Development (IFAD)	
		Knowledge Solutions	International Labor Organization (ILO)	
		Infrastructure	International Renewable Energy Agency (IRENA)	
		Agriculture	International Rice Research Institute (IRRI)/Foreign Policy Research Institute (FPRI)	
		Agriculture	International Water Management Institute (IWMI)	
		Knowledge solutions	Istituto Superiore Mario Boella (ISMB), Italy	
		Knowledge Solutions	Japan Aerospace Exploration Agency	
		Knowledge solutions	Japan Bank for International Cooperation (JBIC)	
		Good governance and capacity development	Japan Bank for International Cooperation (JBIC) - Office of Examiner for Environmental Guidelines	
		Knowledge solutions	Japan Fair Trade Commission (JFTC)	
		Good governance and capacity development	Japan International Cooperation Agency (JICA) - Annual Consultation Meeting	
		Infrastructure	Japan Renewable Energy Association	
		Knowledge solutions	Japan Water Agency	
		Health	Joint United Nations Programme on HIV and AIDS (UNAIDS)	
		Knowledge Solutions	Korea Energy Economics Institute	
		Knowledge solutions	Korea University	
		Knowledge solutions	Mekong Institute	
		Knowledge solutions	Ministry of Finance, Japan	
		Knowledge solutions	Myanmar Development Research Institute (MDRI)	
		Knowledge Solutions	Myanmar Development Resource Institute–Centre for Economic and Social Development	



Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
		Knowledge solutions	National Bureau of Economic Research (NBER), US	
		Knowledge Solutions	National School of Development, Peking University	
		Knowledge solutions	Network of Asian River Basin Organizations (NARBO)	
		Good governance and capacity development	Network of Global Agenda Councils - GAC on Global Reform Systems	
		Infrastructure	Network of Global Agenda Councils - GAC on Infrastructure	
		Regional cooperation & integration	Network of Global Agenda Councils - GAC on Southeast Asia	
		Infrastructure	New Energy Architecture: Myanmar Study	
		Good governance and capacity development	Nippon Export and Investment Insurance (NEXI)	
		Good governance and capacity development	Nordic Investment Bank (NIB)	
		Good governance and capacity development	Office of the Extractive Sector Corporate Social Responsibility Counsellor, Government of Canada	
		Knowledge solutions	Organisation for Economic Co-operation and Development (OECD), Task Team on South-South Cooperation	
		Regional cooperation & integration	Otoritas Jasa Keuangan (Indonesia) - Asia Bond Monitor or ABM	
		Good governance and capacity development	Overseas Private Investment Corporation (OPIC)	
		Knowledge solutions	Oxfam India	
		Agriculture	Oxfam International	
		Finance sector development	Pacific Islands Financial Inclusion Working Group	
		Regional cooperation & integration	Pacific Islands Forum - Asian Economic Integration Monitor	
		Knowledge solutions	Participatory Research in Asia (PRIA)	
		Knowledge Solutions	Pension Systems and Old-Age Income Support in East and Southeast Asia— Overview and Reform Directions	
		Knowledge solutions	Peterson Institute for International Economics	
		Regional cooperation & integration	Philippine Institute for Development Studies (PIDS)	
		Finance sector development	Philippines Association of Government Internal Auditors (AGIA) – forum	
		Knowledge solutions	Plan India	
		Knowledge solutions	Policy Research Institute, Ministry of Finance, Japan	

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
		Knowledge solutions	Politecnico di Torino, Italy	
		Knowledge solutions	PRAXIS- Institute for Participatory Practices	
		Knowledge solutions	Professional Assistance for Development Action (PRADAN)	
		Knowledge solutions	Project-level partnerships with CSOs, such as those with Philippines Country Office (PhCO)	
		Private sector development	PSD Donor Working Group	
		Knowledge solutions	Public Services International (PSI)	
		Agriculture	Regional and local CSOs	
		Infrastructure	Renewable Energy Policy Network for the 21st Century (REN21)	
		Finance sector development	SAARC Insurance Regulators Forum	
		Knowledge solutions	Scenarios for the South Caucasus and Central Asia Project/Report	
		Regional cooperation & integration	South Asian Association for Regional Cooperation (SAARC)	
		Knowledge solutions	Strategic Foresight Team: Scenarios for Mongolia	
		Good governance and capacity development	Strategic partnership with all development partners in Cambodia (no MOU)	
		Knowledge solutions	Sulabh International	
		Agriculture	Syngenta AG	
		Knowledge solutions	Tax Colleges of Japan, Korea, Malaysia, Indonesia, and Philippines - Tax Officials Education. April 2014	
		Knowledge solutions	The Energy Resource Institute (TERI)	
		Finance sector development	Timor-Leste Financial Sector Donors Group	
		Infrastructure	Timor-Leste Infrastructure Donors Group	
		Knowledge solutions	Timor-Leste Institute of Development Studies	
Knowledge solutions	Transparency International			
Infrastructure	Transportation Research Board (TRB) - US National Research Council,			
		Infrastructure	United Nations Commission on Sustainable Development (CSD)	
		Good governance and capacity development	United Nations Development Programme (UNDP), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) - Millennium Development Goals	
		Regional cooperation & integration	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	
		Agriculture	US Department of Agriculture (USDA)	
		Knowledge solutions	Voluntary Action Network of India (VANI)	
		Agriculture	VSO International	
Knowledge solutions	World Bank, including its Tokyo Development Learning Center (TDLC)			

Type of Partnership	Category of Partnership			
	I. Strategic & Inter-Agency Coordination	II. Strategy 2020 Drivers of Change & Sectors		III. Financing & Co-financing
		Knowledge solutions	World Bank, Japan International Cooperation Agency (JICA), Government of the Philippines (2012)	
		Knowledge solutions	World Bank, US Drug Enforcement Administration (DEA) - national consultation workshop	
		Climate Change	World Bank-Australia - climate and disaster resilience for the Pacific	
		Regional cooperation & integration	World Customs Organization (WCO)	
		Agriculture	World Food Programme (WFP)	
		Health	World Health Organization (WHO)	
		Health	World Organisation for Animal Health (OIE)	
		Regional cooperation & integration	World Trade Organization (WTO)	
		Knowledge solutions	World Wildlife Fund (WWF) India	
Agriculture	World Wildlife Fund (WWF)-Mongolia Program			

**Table A1.3: List of Trust Funds with Available Balance as of 31 December 2014**

Fund Name	Sectors Covered
<b>Single-donor</b>	
Asian Clean Energy Fund (under the Clean Energy Financing Partnership Facility - CEFPP)	Energy
Australia TA Grant	Multisector
Australia-ADB South Asia Development Partnership Facility	Multisector
Canadian Climate Fund for the Private Sector in Asia	Energy
Cooperation Fund for Project Preparation in the Greater Mekong Sub Region	Multisector
Finnish Technical Assistance Grant Fund I & II	Agriculture and Natural Resources, Environment and biodiversity, Energy, Renewable energy generation
Integrated Disaster Risk Management Fund	Multisector
Investment Climate Facilitation Fund (under RCIFPF)	Finance
Japan Fund for Poverty Reduction	Agriculture and Natural Resources, Education, Energy, Finance, Health, Nutrition and Social Protection, Industry and Trade, Law, Economic Management and Public Policy, Multisector, Transport and Communications, Water Supply, Sanitation, and Waste Management
Netherlands Trust Fund for the Water Financing Partnership Facility (under WFPF)	Water Supply, Sanitation, and Waste Management, Integrated, Water supply and sanitation
People's Republic of China Poverty Reduction and Regional Cooperation Fund	Multisector
Republic of Korea e-Asia and Knowledge Partnership Fund	Transport and Communications, Telecommunications and communications
Sanitation Financing Partnership Trust Fund (under WFPF) (approved in July 2013)	Water Supply, Sanitation, and Waste Management
Spanish Cooperation Fund for Technical Assistance	Agriculture and Natural Resources, Irrigation and Drainage, Water resource management, Energy, Finance, Transport and Communications, Railways, Roads and highways, Water Supply, Sanitation, and Waste Management
Climate Change Fund	Multisector
Financial Sector Development Partnership Special Fund	Finance
<b>Multidonor</b>	
Afghanistan Infrastructure Trust Fund	Agriculture and Natural Resources, Irrigation and Drainage, Energy, Transmission and distribution, Transport and Communications, Civil aviation, Railways, Roads and highways, Water Supply, Sanitation, and Waste Management
Carbon Capture and Storage Fund (under the Clean Energy Financing Partnership Facility - CEFPP)	Energy
Carbon Market Initiative: Future Carbon Fund	Energy, Renewable energy generation
Clean Energy Fund (Multi Donor Trust Fund under the Clean Energy Financing Partnership Facility - CEFPP)	Energy
Cooperation Fund for Fighting HIV/AIDS in Asia and the Pacific	Health, Nutrition and Social Protection
Cooperation Fund for Regional Trade and Financial Security Initiative	Finance
Gender and Development Cooperation Fund	Multisector
Governance Cooperation Fund	Multisector
Regional Cooperation and Integration Fund (under Regional Cooperation and Integration Financing Partnership Facility - RCIFPF)	Multisector

Fund Name	Sectors Covered
Regional Malaria and other Communicable Disease Trust Fund (under Health Financing Partnership Facility)	Health, Multisector
Urban Climate Change Resilience Trust Fund (under Urban Financing Partnership Facility)	Multisector
Urban Environmental Infrastructure Fund (under Urban Financing Partnership Facility - UFPF)	Multisector
Water Financing Partnership Trust Fund (Multidonor Trust Fund under Water Financing Partnership Facility - WFPP)	Water Supply, Sanitation, and Waste Management
Global Funds	
Clean Technology Fund	Multisector
Global Agricultural and Food Security Program	Agriculture and Natural Resources
Global Environment Facility	Multisector
Strategic Climate Fund	Multisector

Source: 2014 Office of Cofinancing Operations Report.

## FINDINGS OF THE MAPPING EXERCISE

### A. Introduction

1. The evaluation team conducted a mapping/stocktaking exercise of partnerships in Asian Development Bank (ADB) during June–September 2014 to determine the universe of partnerships in ADB. The mapping exercise comprised the following activities:

- (i) e-mail survey to all ADB departments/offices to provide listing of partnerships they are engaged in (June–July 2014); and
- (ii) follow-up interviews with departments/offices and 14 Sector Thematic Groups (STGs) to clarify and/or seek information on the partnerships identified.

2. Based on the information gathered during the mapping exercise, the evaluation team identified defining characteristics of ADB partnerships and variables to be used in the statistical analysis to be undertaken to assess the effectiveness of ADB partnerships

### B. Characteristics of Partnership Variables (dependent variables)

- 1) level of formalization - high, medium, low
- 2) form of agreement - legal/mutual understanding (not legally enforceable)
- 3) number of partners to ADB - one/two to five/six to 10/more than 10
- 4) duration of partnership - time-bound/once-off/perpetual
- 5) Age of partnership (older than 10 years, between 10 and 5 years, younger than 5 years)
- 6) concrete time-bound activities/outputs pursued - yes/no
- 7) frequency of coordination/meetings - annual/semi-annual/quarterly
- 8) administrative/reporting arrangements - regular, ad-hoc/as needed/none
- 9) focus/priority area/s - sector, themes/cross-cutting
- 10) reason for partnering (for ADB) - financing, strategic/inter-agency coordination, setting standards/best practices, share knowledge/experiences
- 11) partnership initiated by ADB or by other partner/s
- 12) provision for self-evaluation of partnership - yes/no
- 13) with/without results framework/performance indicators
- 14) perception of mutuality in the partnership (partners perceived equal?)

#### Details of the characteristics:

- I. Form of Partnership
  - 1. Formal
  - 2. Informal
- II. Category of Partnership
  - 1. Financing & Co-financing
  - 2. Strategic & Inter-Agency Coordination
  - 3. (Strategy 2020) Drivers of Change & Sectors
- III. Driver of Change/Sector (under Strategy 2020)
  - A. Five core areas
    - 1. Infrastructure
    - 2. Environment
    - 3. Regional cooperation & integration
    - 4. Finance sector development
    - 5. Education

- B. Other Areas of Operations
  - 1. Health
  - 2. Agriculture
  - 3. Disaster and Emergency Assistance
- C. Drivers of Change
  - 1. Private sector development and private sector operations
  - 2. Good governance and capacity development
  - 3. Gender equity
  - 4. Knowledge solutions
  - 5. Partnerships
- IV. Focal Points within ADB
  - A. ADB Department/Office Involved
  - B. Communities of Practice (CoP)
  - C. ADB Signatory to the Partnership
    - 1. DDG - RSDD
    - 2. DG - CWRD
    - 3. DG - EARD
    - 4. DG - RSDD
    - 5. DG - SERD
    - 6. Director-East
    - 7. Head - OCO
    - 8. MDG
    - 9. President
    - 10. VP - Operations2
    - 11. VP-Cofinancing
    - 12. VPKM
    - 13. VP-Operations1
    - 14. VP-West, VP-East
- V. Type of Partner (based on SPD classifications in its website, except for #9)
  - 1. Multilateral Bank / Multilateral Financial Institution
  - 2. Organization with Global Outreach
  - 3. Regional Organization
  - 4. Bilateral Organization
  - 5. United Nations
  - 6. Civil Society
  - 7. Foundation
  - 8. Think Tank, Research / Academic Institution
  - 9. Private Sector
- VI. Formal Documentation (strength of legal obligation)
  - 1. Letter of Agreement (LOA)
  - 2. Letter of Intent (LOI)
  - 3. Memorandum of Understanding (MOU)
  - 4. Confirmation Note (CN)
  - 5. Partnership Framework (PF)
  - 6. Membership
  - 7. Grant Agreement
  - 8. Partnership Framework Agreement (PFA)
  - 9. Framework Cofinancing Agreement (FCA)
  - 10. General Agreement
  - 11. Framework Agreement
  - 12. Joint Statement of Intent (JSI)

- 13. Joint Declaration of intent (JDI)
- 14. Memorandum of Agreement (MOA)
- VII. Purpose / Objective of Partnership (Joint or parallel financing of investments or activities, information sharing / learning, harmonization of approaches)
- VIII. Activities / Themes Covered by Partnership
- IX. Timebound Year/Date of Inception; Duration (in years) of the partnership.

**C. Effectiveness of the Partnership Variables**

- 1) Knowledge outputs/services delivered: a lot, a few/some, (almost) none
- 2) Actual direct value added mobilized: a lot, little/some, (almost) none
- 3) Physical outputs delivered jointly: a lot, a few/some, (almost) none
- 4) Progress made in harmonization of approaches/procedures: a lot, little/some, (almost) none
- 5) Coordination of agency work plans achieved: (a lot/continuous, a little/some, (almost) none
- 6) Reciprocity in the flow of information between the partners achieved: both sides benefit as much, one side benefits more than others, very little reciprocity (so far)
- 7) Satisfaction with the partnership rated: very high, high, medium, low, none
- 8) Efficiency of the partnership collaboration rated: very high, high, medium, low, none
- 9) Effectiveness of the partnership collaboration rated: very high, high, medium, low, none
- 10) Sustainability of the partnership collaboration rated: very high, high, medium low, none



## PRELIMINARY REVIEW OF LITERATURE ON DEVELOPMENT PARTNERSHIPS

1. Brinkerhoff, in her 2002 paper on an evaluation framework for assessing and improving partnership relationships and outcomes,<sup>1</sup> has stated that “throughout the public, private, and non-profit sectors there is a growth of inter-organizational relationships (IORs) which are concerned with the relations between two or more organizations, be they firms, government agencies, NGOs, community or voluntary sector organizations. Such relations include partnerships, collaborations, agreements, virtual project groups, outsourcing, etc.” Since partnership is one of the forms of IORs, the intention is that partnerships enhance outcomes—quantitatively and qualitatively. They also results in synergistic rewards, where the outcomes of the partnership as a whole is greater than the sum of what individual partners contribute. However, there are few evaluations that have dealt systematically with the outcomes of partnership relations,<sup>2</sup> and the conditions under which partnerships increase overall effectiveness of operations.

2. The Brinkerhoff paper argues that partnerships are defined and distinguished from other types of IORs by two criteria—(i) mutuality (the spirit of partnership principles), and organizational identity (the rationale for selecting particular partners). “Mutuality refers to horizontal coordination and accountability among the partners (no hierarchical relations), and equality in decision making. Organization identity refers to that which is distinctive and enduring in a particular organization; the ability of each organization involved to maintain its core values and constituencies over time in the partnership is essential.” These two distinctive criteria define partnerships as opposed to other types of IORs, such as for example, contracts with firms or NGOs which are based on “purchasing the unique advantages of a particular organization, but incorporate little mutuality, with the terms of the contract determined in advance by the purchasing organization.”<sup>3</sup>

3. Brinkerhoff identifies several conceptual frameworks for assessing partnerships and measuring their outcomes and results. For example, she refers to Provan and Milward (2001) who outline a framework for evaluating public sector networks at three levels: the community, the network, and the organization/participant.<sup>4</sup> On the other hand, the inter-sectoral partnerships assessment approach developed by Charles & McNulty (1999) is based on the framework which identifies three dimensions for assessment: values and capacity, process, and impact.<sup>5</sup> Menwhile, the developmental evaluation approach (Patton, 1997) aims to support program, staff, and/or organizational development.<sup>6</sup> The critical friend model (Rallis & Rossman, 2000) emphasizes implicit learning function of the evaluation.<sup>7</sup> The team will incorporate some elements of these approaches in this evaluation.

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<sup>1</sup> Brinkerhoff, J.M. 2002. *Assessing and Improving Partnership Relations and Outcomes: A Proposed Framework*. In: *Evaluation and Program Planning* 25, pp 215-231. Brinkerhoff sees a partnership as a dynamic relationship among diverse actors, based on mutually agreed objectives, pursued through a shared understanding of the most rational division of labor, on the respective comparative advantages of each partner. Partnership encompasses mutual influence, with a careful balance between synergy and respective autonomy, which incorporates mutual respect, equal participation in decision-making, mutual accountability, and transparency (p. 216).

<sup>2</sup> Babiak, Kathy M. 2009. *Criteria of Effectiveness in Multiple Cross-Sectoral Inter-organizational Relationships*. In: *Evaluation and Program Planning* 32, pp 1-12.

<sup>3</sup> Another common relationship variation is extension where mutuality could be high, but over time one of the organizations' identity is easily lost. This can happen for instance to non-profits partnering with government, donors and the private sector. (Brinkerhoff, footnote 1. Such relations should not be seen as true partnerships.

<sup>4</sup> See footnote 2.

<sup>5</sup> See footnote 1.

<sup>6</sup> See footnote 1.

<sup>7</sup> See footnote 1.

## EVALUATION FRAMEWORK AND KEY EVALUATION QUESTIONS

<b>Evaluation Objectives:</b>			
<p>The objectives of the evaluation are to (i) examine the relevance of different kinds of partnerships to ADB's development effectiveness, (ii) review how well various kinds of partnerships enable ADB to be more effective in achieving development results, (iii) review efficiency issues relating to partnerships which ADB engages in (does the benefit outweigh the cost of such partnerships?), and (iv) provide relevant lessons and recommendations to ADB.</p>			
<b>Key Questions</b>	<b>Sub-questions</b>	<b>Activities to be undertaken</b>	<b>Methods of Collection</b>
<p>Has the range of ADB partnerships increased as envisioned under Strategy 2020? Which partnership types have expanded and why?</p>	<ul style="list-style-type: none"> <li>(i) Has ADB been able to ramp up partnerships in light of the Strategy 2020 targets to: (a) do more partnerships in noncore areas where ADB's own effort will be less, (b) to match cofinancing with ADB's own financing and, (c) to expand partnerships with development partners to enhance knowledge sharing and the interchange of ideas?</li> <li>(ii) How can partnerships in non-core areas of operations be expanded further, as was envisaged under Strategy 2020?</li> <li>(iii) Is ADB ready to engage with a wider range of partners, especially including CSOs who would like to design and implement projects as grant recipients? Is ADB going to be involved in many mini "grants" or big loans?</li> <li>(iv) Are there opportunities for new forms of partnerships? (e.g. private companies who would like to establish partnerships with ADB, but ADB doesn't know how to work with them)</li> <li>(v) Which ADB's inter-organizational relationships characterized by the mutuality and organizational</li> </ul>	<ul style="list-style-type: none"> <li>(i) review of legal documents and frameworks for ADB's partnerships with other partners (memorandums of understanding, letters of agreement, etc.);</li> <li>(ii) streamline the list of partnerships using the three broad groups used for this evaluation as identified in para. 40</li> <li>(iii) semi-structured interviews, focused group discussions (if necessary) within ADB on experiences with partnerships and follow-up interviews (as needed);</li> <li>(iv) questionnaire survey within ADB on a sample of the partnerships identified through the stocktaking exercise;</li> <li>(v) questionnaire survey to be administered to MDBs and bilaterals, NGOs, think-tanks, research institutions, private foundations, and other development partners on their perception of ADB (as a partner in the partnership);</li> <li>(vi) questionnaire survey to private companies and corporations on potential opportunities for</li> </ul>	<ul style="list-style-type: none"> <li>(i) Portfolio analysis</li> <li>(ii) Perception surveys</li> <li>(iii) Key informant interviews within ADB, with private companies</li> <li>(iv) Data from mapping exercise</li> </ul>

	<p>identity as definition of partnership?</p> <p>(vi) How does ADB decide who will be in partnerships and who will not when engaging in partnerships?</p>	<p>partnerships with ADB;</p> <p>(vii) case studies of different types of partnerships and cofinancing arrangements (trust-funds, FPFs).<sup>1</sup> ). Partnerships identified by ADB staff as examples of strong partnerships would be contrasted with weaker partnerships to determine the effect on outcomes.</p> <p>(viii) assessment of partnerships' value-addition to ADB in terms of delivering results; also an examination of ADB's efforts to ramp up partnerships, in light of Strategy 2020 targets to (a) do more partnerships in non-core areas where ADB's own efforts were less,<sup>2</sup> (b) match cofinancing with ADB's own financing, and (c) expand knowledge partnerships and their contributions at the country level.</p>	
<p>What are the external and internal outcomes of projects implemented through partnerships?</p>	<p>(i) To what extent has ADB extracted the most from its partnerships?</p> <p>(ii) What is the effect of the level of formality of a partnership on its effectiveness?</p> <p>(iii) To what extent have implicit or explicit agreements between ADB and other development agencies worked effectively to split the work, avoid competition and duplication</p>	<p>(i) document review on the effectiveness of partnerships for organizations such as ADB;</p> <p>(ii) comparator review of how partnerships are supported in other MDBs, including visits/interviews with counterparts in selected donors' offices<sup>3</sup>;</p> <p>(iii) analysis of the outcomes/effectiveness of</p>	<p>(i) Document review (ADB reports e.g. sample of RRP, PCR, PVR, CPS, and CAPE)</p> <p>(ii) Key informants from ADB.</p> <p>(iii) Key informants from development partners.</p> <p>(iv) Key informants from DMC stakeholders</p>

<sup>1</sup> Examples are partnerships between, IFAD and ADB, the World Bank and ADB Australia Aid and ADB partnership in the social sectors and in environment. One or two partnerships with NGOs would also be investigated (potentially with international NGO such as the World Wildlife Fund, and with private foundation such as the Gates Foundation). Partnerships identified by ADB staff as examples of strong partnerships would be contrasted with weaker partnerships to determine the effect on outcomes

<sup>2</sup> Focus will be on outcomes of improved delivery of services in non-core sectors through partnerships with other agencies.

<sup>3</sup> These visits may include, for example the head offices of the Australian Aid, AFD, DFID, IFAD, World Bank; and selected private foundations. Wherever possible, videoconferences will be requested with the development partners.

	<p>and strife, and ensure harmonization and alignment?</p> <p>(iv) What lessons can ADB derive from successful partnerships (in ADB projects and in other MDBs)</p>	<p>partnerships in non-core areas;</p> <p>(iv) short analysis of the contributions of ADB coordination/collaboration partnerships to global development agenda;</p> <p>(v) synthesis of lessons and findings on partnerships that have been reviewed or evaluated within ADB;</p> <p>(vi) case studies may involve missions to head offices of selected development partners;</p> <p>(vii) case studies of country level donor coordination and the types of partnerships pursued by ADB at the country level (tentatively Bangladesh and Viet Nam as examples of countries with active donor coordination).</p>	<p>(v) Perception surveys.</p>
<p>How have the cofinanced projects performed in terms of their outcomes, outputs, partners' performance, disbursement, arrangements, etc. compared to projects funded solely by ADB?</p>	<p>(i) Have cofinanced projects promoted more operational partnerships, or helped better coordinate programs/projects in countries, or helped harmonize approaches and processes?</p> <p>(ii) Have co-financed projects (e.g. joint, collaborative, parallel cofinancing arrangements been implemented more efficiently compared to projects without cofinancing?</p> <p>(iii) What lessons can be drawn from the cofinanced projects in terms of outcomes, outputs, portfolio performance, disbursement, arrangements, etc. compared to projects funded solely by ADB?</p>	<p>(i) analysis of the portfolio and implementation performance of cofinanced projects</p> <p>(ii) statistical analysis of the effectiveness and efficiency of ADB projects done under cofinancing arrangements, and a sample of projects without cofinancing.</p>	<p>(i) Portfolio analysis</p> <p>(ii) Review of project documents, evaluation reports (if available) for cofinanced projects including project case studies</p> <p>(iii) Perception survey, key informant interviews (within ADB and development partners</p>
<p>Are ADB systems, policies and processes equipped to foster partnerships for delivering better services and</p>	<p>(i) How clear are ADB and other partners on management of the resources developed under partnerships (funds, intellectual</p>	<p>(i) analysis of the role of various ADB departments and offices in the promoting and implementing various types of partnerships,</p>	<p>(i) Perception survey</p> <p>(ii) Key informant interviews</p> <p>(iii) Findings from mapping exercise to be validated</p>

<p>outcomes to its clients, and for pursuing new/untapped opportunities? Are appropriate institutional structures, budget allocations, mechanisms, and staff incentives in place for ADB to perform effectively in partnerships?</p>	<p>property, and brand)?</p> <p>(ii) Is the absence of a formal agreement affecting the outputs and outcomes of informal partnerships?</p> <p>(iii) Is ADB seen as a useful and efficient partner in knowledge and financing and harmonization?</p> <p>(iv) Are the roles and functions of various departments (SPD, OCO, OGC, regional/knowledge departments) in relation to partnerships well defined and clear to ADB staff and partners)?</p>	<p>based on the results of the mapping exercise, using the lists of variables and characteristics of partnerships;</p> <p>(ii) Examination of MTR action items relevant to partnerships to ascertain progress, and identify gaps, if any.</p>	<p>through survey and follow-up key informant interviews with ADB and development partners)</p>
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ADB = Asian Development Bank, CAPE = Country Assistance Program Evaluation, CPS = country program Strategy, CSO = civil society organization, DMC = developing member country, FPF = financing partnership facilities, MDB = multilateral development bank, MTR = midterm review, OCO = Office of Cofinancing Operations, OGC = Office of the General Counsel, PCR = project completion report, PVR = project completion report validation report, RRP = Report and Recommendation of the President, SPD = Strategy and Policy Department.