

ADB's Knowledge Partnership with OECD

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
Partnership Case Study

Table 1. ADB–OECD Partnership at a Glance

Partnership indicators	2000–2004	2005–2009	2010–2014
Memorandum of Understanding		LOI (2005)	2013
Framework Cofinancing Agreement			
Cofinancing Templates			
Knowledge Partnerships			
Staff Seconded			
<ul style="list-style-type: none"> • to ADB • from ADB 			
Cofinancing: Loans and Grants (\$ million)			
Cofinancing: Technical Assistance (\$ million)			

ADB = Asian Development Bank, LOI = letter of intent, OECD = Organisation for Economic Co-operation and Development.

Source: ADB and OECD. 2013. *Memorandum of Understanding for Strengthening Cooperation between the Asian Development Bank and the Organisation for Economic Co-operation and Development*. Manila and Paris.

I. Background

1. The Organisation for European Economic Co-operation, the precursor to the Organisation for Economic Co-Operation and Development (OECD) was established in 1948 to run the US-financed Marshall Plan for the post-war reconstruction of Europe. The OECD in its current form was established in 1960 to promote policies to support high and sustainable economic growth, employment, and standards of living in member countries and an expansion of world trade. To achieve these objectives, OECD members promote the efficient use of resources, encourage research and training, pursue policies designed to achieve growth and financial stability, exchange information, and carry out studies. Decisions and recommendations are taken by mutual agreement among members, and are binding only on the members who have supported them. OECD currently has 34 members and five key partners that take part in the substantive work of the organization.¹ OECD has an articulated web of partnerships and activities (Appendix 1).

2. Decision-making power is vested in the OECD Council, which includes one representative per member country and one for the European Commission. Representatives of the 34 members meet in about 250 specialized committees, working groups and expert groups to advance ideas and review progress in policy areas such as economics, trade, employment, education, science, and financial markets. The OECD secretariat supports the activities of these committees with a staff of about 2,500. It collects and analyses data, after which committees discuss policy based on this information, the Council makes decisions, and then governments implement recommendations. Its work results in standards, guidelines, and in some cases international agreements whose implementation is then monitored. Publications and events are the main vehicles for the dissemination of OECD's intellectual output. Every year OECD publishes more than 250 new books, 40 updated statistical databases, and thousands of new statistical tables, working papers, and journal articles.

3. Asian Development Bank (ADB) and OECD have collaborated for many years on development, corporate governance, anti-corruption, infrastructure financing, small and medium-sized enterprise development, employment, education and skills, tax and social policy and urbanization. A letter of intent (LOI) formalizing cooperation was signed in 2005, and replaced by a more comprehensive

¹ The members are Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Republic of Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom and United States. Accession discussions are ongoing with Colombia, Costa Rica, Latvia and Lithuania. Key partners that participate in the "enhanced engagement" program are Brazil, People's Republic of China, India, Indonesia, and South Africa.

memorandum of understanding (MOU) in 2013.² The MOU emphasizes policy dialogue, knowledge sharing, and mutual learning through joint events, research, and publications.

II. Key Areas of Collaboration

4. ADB and OECD have engaged in the preparation of studies; organization of conferences; promotion of consultations with the private sector; exchange of data and expansion of databases to include the Asia region; and capacity building of officials. Areas where systematic activity has taken place include the ADB-OECD Anti-Corruption Initiative for Asia and the Pacific, launched in 1999; the OECD-Asian Roundtable on Corporate Governance, also dating back to 1999; joint support for the Indonesia education sector country assessment; the Initiative on Employment and Skills Strategies in Southeast Asia; joint analysis and networking on green urbanization in Asia; ADB participation in OECD networks on green urbanization in Asia; ADB participation in the Fiscal Affairs Committee Advisory Group on Co-operation with Non-OECD Economies, and ADB participation in the OECD's Task Force on Tax and Development. ADB and FAO have been actively involved in the OECD food security forum (see Appendix 2 for recent examples of ADB-OECD collaboration).

5. Given the nature of the OECD secretariat work, most of the contact between ADB and OECD has been based on joint research, publications, and the participation or organization of events. The ADB Sustainable Development and Climate Change Department (SDCC) and Economic Research and Regional Cooperation Department (ERCD) have been the main counterparts in the relationship, along with the Southeast Asia Department for initiatives that focus on Association of South East Asian Nations (ASEAN) countries.³

6. OECD staff are mostly based in Paris. For this reason, the organization actively seeks collaboration with institutions that have a presence in the region, such as Asia-Pacific Economic Cooperation (APEC), whose nature is similar to OECD; the ASEAN; and ADB. OECD has developed a number of tools on trade facilitation, broadband expansion, education performance and skills assessment, which it wishes to apply more systematically to developing countries and regions.

7. OECD contributes to ADB work through evidence-based analysis of policy issues and experiences in high-income countries; peer reviews; dissemination or refinement of standards (e.g., on corporate governance); identification of high-level resource persons with considerable public sector experience in OECD countries who can provide direct advice; joint publications, event organization, and capacity building activities.

8. ADB's attractiveness for OECD lies in its very good contacts with policy makers in the region, whose participation in events it can encourage and often fund, raising the level of awareness and the tone of policy debate. ADB can involve finance ministries and representatives from related sectors (for example labor and education on skills development), in addition to sector ministries. ADB has helped identify high-profile resource persons who have been invited to speak at OECD events. ADB can complete OECD research by supplying data, analysis, and an Asian perspective. Finally, ADB is well placed to support the implementation of policy recommendations through the programs and projects it finances.

9. While the MOU between ADB and OECD contemplates the possibility of staff exchanges or secondment, none has taken place to date.

² ADB. OECD. 2005 *Letter of Intent Between the Asian Development Bank and the Organisation for Economic Cooperation and Development*; and ADB. OECD. 2013 *Memorandum of Understanding for Strengthening Co-operation Between the Asian Development Bank and the Organisation for Economic Co-operation and Development*.

³ In earlier stages, the ADB Office of Regional Economic Integration, now absorbed by ERCD, was engaged in a number of initiatives related to regional integration, financial sector development, and small and medium-sized enterprises.

10. Consultations with OECD staff during the mission to the OECD secretariat in Paris identified a long list of possible topics for cooperation that OECD staff were keen to pursue. They include:

- Application and adaptation of tools developed by OECD to the Asia region. OECD has developed a broadband toolkit with the Inter-American Development Bank, and has a number of tools to assess the environment for trade facilitation, education outcomes, and labor force skill levels.
- Formulation of joint proposals for funding. The World Bank and OECD sometimes present joint proposals to World Bank trust funds. OECD routinely obtains funding from the European Union and could act as the lead agency for joint research activities, carrying the burden of the administrative arrangements.
- Capacity building of ASEAN countries in the implementation of the competition policy, which they have committed to adopt by 2015.
- Water stewardship in India.
- Selection of water sector investment through a sustainability lens, similarly to the criteria developed by ADB in its Sustainable Transport Strategy. OECD has started similar discussions with the European Investment Bank.
- ADB help for OECD to fill knowledge gaps on environmental taxation in Asia, which could be used for country reviews and to expand the range of instruments for the design of tax policies.
- Mobilization of institutional investors for the funding of green growth initiatives, or for disaster prevention and reconstruction financing.
- Collaboration in public-private partnerships (PPP). OECD, at the request of the funders, is conducting a peer review of the work done by ADB to promote PPP in the Philippines.
- Gender assessments and country reports.
- Social cohesion policy reviews, to assess the effectiveness of social protection systems at different stages in the life cycle, taking into account fiscal sustainability and gender inclusion. A review was performed for Viet Nam and another is planned for Indonesia.
- Youth policy reviews, two of which are already under way for Cambodia and Viet Nam, to assess (i) education and skills; (ii) participation and citizenship; (iii) employment; and (iv) adolescent and reproductive health.

III. Level of Formalization of the Partnership

11. The most recent ADB-OECD MOU was signed in October 2013. It draws on the considerable cooperation that has taken place between the two institutions throughout the years and underlines the common interest in policy dialogue, knowledge sharing and mutual learning among policy experts, regional networks, representatives of civil society and the private sector. The MOU expands the areas of cooperation identified in the 2005 LOI to 17, and includes a detailed work program for 2013–2014, with a commitment to annual senior management meetings to discuss progress, review working methods, and adjust strategic priorities and the work program.⁴ The MOU has a 5-year duration, but includes no results framework, review mechanism, or dispute resolution arrangements. Given the nature of the collaboration, there is no cofinancing agreement, and funding and financial arrangements are left to be covered by separate and specific agreements to be defined when engaging in a specific activity (Table 2).

⁴ The priority areas are: anticorruption; corporate governance; regulatory reform; employment and labor; education and skills; gender; social development; environment; climate change and green growth; small and medium enterprise policy; finance; investment; budgeting and public governance; tax policy and administration; trade; agriculture and statistics.

Table 2. Features of the ADB-OECD Partnership and Cofinancing Agreements

Memorandum of Understanding		Framework Cofinancing Agreement
Scope		
Cofinancing		Cofinancing targets
Knowledge and Research	√	
Joint Analytical Work	√	
Staff Exchange	√	Cofinancing templates
Other Purposes		Collaborative template
Country Priority		Country priority
Sector Priority	√	Sector priority
Programming		
Annual Programming	√	Annual programming
Annual Report		
Focal Point	Strategy and Policy Department	Focal point
Role of HQ and Field Offices		
Dispute Resolution		Dispute resolution
Intellectual Property	√	
Review and Evaluation		
Expiration Date	5 years	Expiration date
Work Program	√	
Results Framework		
Review Mechanism		Review mechanism
Total Number of Features	9	Total number of features

Source: ADB and OECD. 2013. *Memorandum of Understanding for Strengthening Co-operation between the Asian Development Bank and the Organisation for Economic Co-operation and Development*. Manila and Paris.

12. In line with the knowledge-oriented nature of the partnership, the MOU includes a detailed discussion of intellectual property rights and disclosure of information. The default provision is for intellectual property rights over joint work to be jointly held, with the understanding that each party may use or reproduce the work separately, subject to appropriate acknowledgement of the other party's contribution. This general provision can be altered through separate written agreements specific to any joint activity. Information provided by a party to the other will not be disclosed if the providing party informed that such information is confidential.

13. The MOU contains provisions for annual senior management meetings. Such consultations, however, are not held regularly, and most contacts are based on the desire to cooperate on specific initiatives, and initiated by the relevant departments (especially ERCD and SDCC in ADB).

IV. Assessment of the Partnership

14. The institutional framework for the partnership between ADB and OECD is adequately developed for the nature of activities that the two organizations perform in cooperation. It has a reasonable duration (5 years) and identifies a broad but relevant range of collaboration possibilities, in line with the comparative advantages of the two institutions. However, there is no results framework to allow an ex-post assessment of the partnership results. Given that both institutions place a premium on achieving results and on knowledge, such a framework could have developed innovative approaches to measuring knowledge partnerships.

15. Complementarity between the two organizations is very strong. OECD is able to gather, compare and present in significant technical depth best practices that developed countries have adopted in a wide range of policy areas. These lessons are precious for ADB and its member countries when designing policies and projects. ADB has access to detailed data on Asia and the attention of regional policy makers. This information can expand OECD's understanding of a very dynamic segment of the world, much of which is not part of their membership, and can help complete OECD's

information set so that the policies and approaches that OECD suggests to its members take into account other significant global actors.

16. The main weakness of the partnership lies in the ad hoc and personal nature of the activities and in the approach to work programming. The MOU contains an extensive (9 pages) list of ongoing and planned collaborative work for 2013–2014, but it is difficult to separate what has already happened from what is ongoing and what is planned. Counterparts on either side are not identified, timelines are indicative, and the language is full of conditionals.⁵

17. This assessment was confirmed by interviews with OECD staff and survey replies (Box 1). Perceptions of cooperation with ADB were generally positive. OECD staff found their ADB counterparts generally open-minded and very willing to listen and forge a constructive relationship based on knowledge exchange. The interviews also confirmed that cooperation tends to be ad hoc and based on specific initiatives, and not planned in a medium- or long- term time horizon. At times—especially in sectors that until recently were not a very high priority for ADB investment, such as social protection—cooperation was based on personal relationships established over time, more than on institutional arrangements.

18. More systematic work programming involving ADB’s two knowledge departments (SDCC and ERCD) through the annual consultation meetings that the two organizations have agreed to hold would contribute significantly to addressing this constraint. At the initial stage, the meetings could define some priority initiatives among all the potential areas of cooperation outlined in the MOU, specify concrete outcomes, allocate the needed human and financial resources, and set clear timelines. A stronger coordination mechanism would also ease the difficulty that staff (on both sides) currently encounter in identifying the appropriate counterpart in the other organization for a possible initiative. Within ADB, sector and thematic group anchors can help perform that role. At OECD such a function is currently very decentralized and left to each officer. The OECD Southeast Asia Division in the Global Affairs Directorate has indicated an interest in facilitating coordination. To encourage joint activities, it would be useful if both organizations defined sector and thematic contact points, and made them aware of the possible cooperation modalities between the two institutions.

19. Intellectual property rights are of vital importance for a knowledge-based institution like OECD. To recover publication costs, OECD still charges for its publications, both in hard copy and when downloaded in soft copy in PDF format. ADB is moving towards making all its data and publications freely accessible. Hard copies are still for sale, but most soft copies of ADB publications can be downloaded free of charge. Copyrights for joint work can be defined on a case-by-case basis, but the default option is joint ownership of rights with acknowledgment of the other party’s contribution. To bridge the different approaches to copyrights, the two organizations could further agree that, at a minimum, a read-only edition of any joint publication can be consulted online without charge.⁶

⁵ Phrases such as “could develop,” “might involve,” “will invite,” “could comment,” “is potentially interested,” “a possible focus,” “can provide opportunities for dialogue,” “cooperation could be broadened,” “explore potential collaboration,” and “should seek further opportunities to collaborate.”

⁶ The read-only edition of a document can be read entirely online but cannot be downloaded. This encourages intensive users to purchase the hard or soft copy.

**Box 1. Additional Comments by Survey Respondents from the
Organisation for Economic Co-Operation and Development (OECD)**

- The two projects [I worked on] have different types of cooperation, but overall the cooperation with the Asian Development Bank (ADB) is useful for both institutions.
- My experience working with ADB has been very positive.
- I have worked with different ADB staffers on the Social Protection Index and on Gender. Experiences have been very good, and if there were administrative hurdles to overcome (international organizations all have their own rules) these were worked out in practice. I fully appreciate though that cooperation is made easier by the fact that everyone realizes that in the areas of social protection and gender there is plenty of work to be done, so issues around "competition, overlap, or conflicting interests" of different international organizations are not as prevalent as they otherwise might be.
- The partnership is personality dependent and relies on individuals' willingness to work together.
- The partnership could be more constructive by being more systematic and less personality-driven. There is a range of ways the two organizations could work together for great impact: financially; in terms of knowledge products, data sharing, policy dialogue, etc. It would be useful to identify the areas where this makes most sense strategically, and then focus on building the partnership there. Updating the memorandum of understanding Annex could be a good mechanism for achieving this.
- Not sure how to establish a joint project or financial support.
- Finding the right contact person is not always easy.
- Technical assistance project period (2 years) seems a bit too short to plan something in a longer term.
- Difficulty to organize things as equals, and to make use of financing means to build a productive partnership for countries, even if this [requires] covering the costs of another (but not financial) international organization.
- The ADB should in my opinion consider what the OECD can bring in terms of complementary assets and be less "territorial." The [experience of OECD members with] implementation [of policies] for employment, skills and economic development. Making use of it can help countries avoid the mistakes made by OECD countries and instead make use of their best practices for creating better quality jobs in more productive economies. Opportunities keep being missed.
- The potential to develop joint work in ASEAN in the capital market development, corporate governance space is tremendous. It would be good to identify how to take our cooperation to the next level. Who, where, what, and when?
- Taxation issues are one of the main focuses of the recent discussion on how to achieve sustainable development, and I believe ADB can play a bigger role in building capacity for tax policy and administration in the Asia-Pacific countries.

20. One obstacle to closer cooperation is that at present OECD cannot work as a consultant on an ADB technical assistance (TA) or research project. The opposite is also true. Since both organizations have their own staff and budgetary resources, so far joint research and events have been largely carried out through in-kind contributions by both sides, or by separately mobilizing additional resources.⁷ ADB funding of OECD activities is possible without a contractual relationship through a voluntary contribution arrangement, if the topic of the cooperation is reasonably related to the OECD work program.⁸ A potential problem for ADB in this case is that it has to relinquish some control over the way the work is performed. An alternative, and more interesting option for both parties, is to join forces and seek external funding (TA cofinancing for ADB, European Union or member funding for OECD) for more demanding tasks. If a valid topic is identified, the fund-raising would not be very difficult, building on the relevance of the initiative, and on the combined reputations of ADB and

⁷ ADB has used portions of TA projects and OECD has used external financing sources (when available) to supplement the respective administrative budgets and internal resources.

⁸ Voluntary contribution agreements define the scope of collaboration (for example a research paper, conference, or joint publication), and the expected modality of cooperation and outcomes. OECD can only accept them if they are related to its work program, and if OECD performs the work to its standards and according to its modalities. For example, OECD has developed through this modality a job creation program for Latin America with grant financing from the Inter-American Development Bank.

OECD. This approach would allow ADB to leverage funding from the European Union or other yet untapped funding sources funding through a partner (OECD) rather than directly.⁹

21. Table 3 reports the results of a survey of OECD staff by the Independent Evaluation Department. Eight OECD staff replied. More than one third of the respondents found the partnership highly satisfactory, and the balance rated it as satisfactory. Given OECD's primary role in policy analysis, it is not surprising that nearly all respondents (88%) indicated that the greatest area where ADB adds value to OECD through joint activities is through access to Asian policy makers and policy dialogue, followed in equal measure by knowledge and innovation, and by (knowledge) project identification and development. Looking to the future, most respondents felt that ADB could be a precious source of financing to complement research activities carried out by OECD in areas of common interest.

22. OECD respondents provided more insights through their replies to open-ended questions. Three respondents described their experience in cooperating with ADB as positive. Seven indicated that the work programming process could be improved by making it more predictable, systematic and less personality-driven, and by making staff more aware of the procedures and contact points for joint activities. Two suggested that there was strong potential for cooperation and for ADB to play a bigger role in capital market development and corporate governance, tax policy and tax administration (Box 1 above).

23. No replies were received from ADB staff on working with OECD, but interviews confirmed that the cooperation had been fruitful in mobilizing knowledge and expertise on how high income economies had addressed issues (pension systems, social protection) that will become more prominent in Asia as time goes by.

Table 3. Perceptions of the ADB-OECD Partnership

Question	OECD rating of ADB
Experience Working in Partnership	
• Highly Satisfactory	38%
• Satisfactory	62%
• Less than Satisfactory	
• Unsatisfactory	
Value Added by Partnership	
• Financing	38%
• Project Identification	50%
• Project Development	50%
• Project Supervision	13%
• Knowledge and Innovation	50%
• Access to Policy Makers and Policy Dialogue	88%
Areas for Future Partnership Development	
• Financing	88%
• Project Identification	38%
• Project Development	25%
• Project Supervision	13%
• Knowledge and Innovation	25%
• Access to Policy Makers and Policy Dialogue	38%
Problem Areas in the Partnership	
• Partner's Procedures	25%
• Partner's Staff	38%
• Cost of Partner's Financing	13%

ADB = Asian Development Bank, OECD = Organisation for Economic Co-operation and Development.
Source: Independent Evaluation Department.

⁹ For example, OECD has obtained European Union grant funding for joint activities organized with the International Labour Office.

V. Conclusions and Future Directions

24. The OECD secretariat, with over 2,500 employees, is an organization of approximately the size of ADB, whose staff are devoted almost exclusively to the identification and comparison of best practices and formulation of policies on a wide range of topics for high-income economies. Most of these policy areas are very relevant for ADB's member countries' developmental aspirations. Relationships between ADB and OECD have continued for a number of years, but given the fairly decentralized nature of both organizations, they have been based more on personal contacts and occasional research interests than on a planned engagement. Complementarity between the two organizations is potentially very strong. OECD's in-depth knowledge of best practices and mistakes made in high-income economies can be of great value to ADB and its member countries in the design of policies and projects. ADB's access to Asian data and policy makers could expand OECD's understanding of a very dynamic area of the world, much of which is not part of its membership; make OECD research more complete and relevant; and help the adoption beyond OECD members' borders of policies that require global acceptance to be successful (for example on financial market regulation, tax policy, corporate governance, trade, and the fight against corruption).

25. The MOU that regulates ADB-OECD cooperation is relatively recent. Both organizations are able to contribute a reasonable amount of staff time and administrative resources for joint initiatives. To make the partnership more systematic and effective, the following actions should be considered:

- annual consultations, with participation by SDCC and ERCD on ADB's side;
- exchange of contact information (and possibly of work programs) between the focal points for ADB's sector and thematic groups and their OECD counterparts;
- provision by OECD of an inventory of tools developed to assess progress in various policy areas, for possible application by ADB to country or sector analysis;
- fund raising for joint initiatives (for example from the European Union, with OECD being the implementing agency) that address relevant policy questions for both high-income and developing economies;
- refinement of copyright arrangements to ensure the maximum diffusion of joint knowledge products; and
- preparation of standard agreement templates for joint research, publication, and event organization that can facilitate the negotiation of project-specific arrangements, along the lines of the cofinancing templates.

Partnership Arrangements and Activities at OECD

1. The Organisation for Economic Co-operation and Development (OECD) secretariat provides research and organization support to OECD's approximately 250 specialized committees, working groups and expert groups. OECD member countries' representatives participate in these activities. In addition, OECD partners externally in two ways:

- With non-member countries. OECD has established a "key partner" relationship with some emerging economies (Brazil, India, Indonesia, People's Republic of China [PRC], and South Africa). OECD also maintains relations with non-members through global forums and regional initiatives. These relationships are managed by the Global Relations Secretariat, which reports to the secretary general.
- With civil society. OECD has established two formal advisory bodies with business and trade unions, and engages in consultations with civil society through the annual OECD Forum and topic-specific events. These relationships are managed by the Public Affairs and Communications Directorate, which also reports to the secretary general.

2. Three ADB member countries (India, Indonesia, and the PRC) have been key partners of OECD since 2007. In this capacity, they participate in the work of substantive bodies of the organization, are included in some statistical reporting and information systems, and can engage in peer reviews and other OECD activities as agreed. OECD has developed six regional programs, including one for Southeast Asia and one for Central and Eastern Europe, the Caucasus and Central Asia.¹ Regional programs often involve joint policy analysis, dialogues to exchange policy experiences and build networks among government officials and other stakeholders, and training and capacity building. The OECD's country-specific work, which targets the more developed of the 10 ASEAN countries (Malaysia, Singapore, Thailand, Viet Nam, and, to a lesser extent, the Philippines), encompasses selected participation in OECD committees and working groups; policy reviews and country-specific studies; integration of relevant data series in OECD databases; and technical assistance (TA) and capacity building activities.²

3. Relations with civil society and the private sector are managed by OECD's Public Affairs and Communications Directorate and more precisely by its Public Affairs Division, which handles OECD relations with nongovernment organizations (NGOs), business, labor unions, academia, and parliamentarians.³ Engagement with the business community and labor unions is very formalized, and takes place through the Business and Industry Advisory Council (BIAC) and the Labor Union Advisory Council (LUAC), each of which has an 8-member secretariat to ensure representation in OECD committees. Civil society participates actively in the annual OECD Forum, which in 2014 gathered 2,000 participants on the margins of the OECD Ministerial Meeting. OECD has also concluded partnership agreements with seven international organizations (including ADB) and cooperates closely with eight more.

4. OECD is centred in Paris, but it has offices in Germany (Berlin), Japan (Tokyo), Mexico (Mexico City), and the United States (Washington, D.C.) and some training centers (for example in the Republic of Korea on tax, competition, and social policies and in Trento, Italy on local economic development).

¹ The other regional programs are for Africa, Latin America, the Middle East, North Africa, and South East Europe.

² The Southeast Asia Regional Programme, launched in 2014, is centered around six regional policy networks on taxation; small and medium-sized enterprises; education and skills; investment; connectivity and public-private partnerships; and good regulatory practice. There are also three initiatives on gender, innovation, and trade. OECD publishes an annual economic outlook for Southeast Asia, China and India. Several ADB member countries (Kazakhstan, Kyrgyz Republic, Tajikistan), are also part of OECD's Eurasia regional initiative.

³ The other two divisions cover media and publications.

I. Partnership with International Organizations and Development Finance Sources

5. OECD has expertise on how a variety of issues have been addressed in a number of high-income economies, while international organizations have regional knowledge and networks and can facilitate access to data and to policy makers.⁴

6. OECD has signed formal agreements with eight official partners: ADB (in 2005 and 2013), the European Investment Bank (2009), Inter-American Development Bank (2003 and 2010), International Labor Organization (2011), United Nations Conference on Trade and Development (2002), World Bank (2000 and 2006), and the World Health Organization (2005). In addition, it cooperates closely with the African Development Bank; Asia Pacific Economic Cooperation; Food and Agriculture Organization; International Monetary Fund; United Nations Development Programme; United Nations Economic Commission for Africa; United Nations Educational, Scientific and Cultural Organization and World Trade Organization.⁵

7. Official partnerships are guided by MOUs, joint statements, or frameworks for cooperation. The initial versions of these documents were rather general, and their implementation relied on the initiative of the specific directorates. Recent versions have tried to define more specific, concrete commitments and areas of cooperation. OECD does not aim to increase the number of partnerships, but rather to deepen existing ones. The main objectives of the partnership arrangements are to:

- foster a meeting of minds on important policy issues;
- enable reciprocal access to each organization's networks and expertise;
- promote a "trickle down" effect so that the policy debate and best practices developed at OECD can reach countries that are not OECD members, e.g., through the regional development banks; and
- encourage participation, as observers, in the relevant OECD committees, e.g., the World Bank participates actively in the work of 30 OECD committees and working groups.

8. The process of reaching a MOU is generally the following:

- high-level political commitment, typically from the secretary general or one of the deputy secretaries general, who initiate or clear the establishment of a formal partnership;
- review and preparation of the required legal documents by the Directorate for Legal Affairs;
- circulation of the draft MOU to the relevant directorates and departments;
- final preparation and signing, usually by the secretary general; and
- deposit of the original signed MOU at the Executive Directorate, which scans and inserts a copy in the "Mougle" internal database.

9. Collaboration with international organizations is quite diverse, responding to the specific mandate of each organization.

II. Partnership with Nongovernment Organizations and Civil Society

10. OECD has established and manages a global parliamentary network. The network connects legislators from OECD and partner countries and provides them with a forum at which to discuss reforms in their countries, share experiences, learn from each other and OECD experts. It is open to members of parliament and parliamentary staff. Its meetings are held in Paris or hosted by national parliaments. The network organizes topical seminars or thematic parliamentary groups, and builds partnerships between parliaments, organizations, and the European parliament.

⁴ <http://www.oecd.org/globalrelations/oecdpartnershipswithinternationalorganisations/oecdpartners.htm>

⁵ For more details on OECD partnership with international organizations see <http://www.oecd.org/globalrelations/oecdpartnershipswithinternationalorganisations/>

11. The OECD Ministerial Meeting overlaps for a day with the OECD Forum, a large event where civil society participation is solicited and open to all. Private companies are invited to sponsor the event. Universities, think tanks, and foundations are invited to become “knowledge partners” (with or without financial contributions) and to provide resource persons for panel discussions, present their research at workshops with OECD experts, and disseminate Forum invitations to their respective network. These sponsorship arrangements are documented in written agreements drafted by the Directorate for Legal Affairs, and the use of any contributions is subject to audit, to avoid the possibility of improper influence as a result of the funding.

12. OECD also holds a session at the annual conference organized by the International Civil Society Center of Berlin, which brings together a large number of NGOs. A civil society newsletter is prepared monthly and is available online to 48,000 subscribers. In addition, a large number of consultations on specific themes are organized throughout the year by the relevant committees, centers and directorates as they implement their work program.

III. Partnership with the Private Sector

13. As mentioned in para 3, engagement with the business community and labor unions is formalized, through the BIAC and LUAC, which are consulted annually for their views on the OECD work program. A preparatory consultation is held in advance of the annual OECD ministerial meeting held in May, and a report is presented to the meeting chair and to representatives of labor and industry of the host country. At the ministerial meeting the BIAC and LUAC representatives sit at the ministerial table. The BIAC and LUAC also act as contact points and resources for consultations and identification of resource persons for OECD activities.

14. The Trade Union Advisory Council (TUAC) is the interface for trade unions with the OECD. It is an international trade union organization with consultative status with the OECD and its various committees. TUAC’s role is to help ensure that global markets are balanced by an effective social dimension. Through regular consultations with various OECD committees, the secretariat, and member governments TUAC coordinates and represents the views of the trade union movement in the industrialized countries. It is also responsible for coordinating the trade union input to the annual G8 economic summits and employment conferences.

15. BIAC was created in March 1962 as an independent organization officially recognized by the OECD as a representative of the OECD business community. BIAC’s members are the major industrial and employers’ organizations in OECD member countries. Through its 34 standing committees and policy groups, BIAC mirrors all the economic policy issues the OECD covers. Its main objectives are to: (i) positively influence the direction of OECD policy initiatives; (ii) ensure business and industry needs are adequately addressed in OECD policy decisions; (iii) provide members with timely information on OECD policies and their implications for business and industry. More than 1,500 business representatives are actively involved in the work of the OECD through BIAC.

Recent ADB-OECD Cooperation

Area	Key Activities	Involved Office(s)
Anti-Corruption	<ul style="list-style-type: none"> • ADB/OECD Anti-Corruption Initiative for Asia and the Pacific. Launched in 1999, this initiative involves OECD with almost all Asian countries. 	SDCC
Corporate Governance	<ul style="list-style-type: none"> • OECD-Asian Roundtable on Corporate Governance. Established in 1999, the roundtable serves as a regional forum for exchanging experiences and advancing the reform agenda on corporate governance while promoting awareness and use of the OECD Principles of Corporate Governance. The most recent meeting was in India in 2014. 	PSOD
Education and Skills	<ul style="list-style-type: none"> • Indonesia Education Sector Country Assessment. This assessment took place together with a survey of adult competencies and skills under OECD's Program for International Assessment of Adult Competency (PIAAC). 	SDCC, SERD
Employment and Labour	<ul style="list-style-type: none"> • Initiative on Employment and Skills Strategies in Southeast Asia. This is jointly led by the OECD Local Economic and Employment Development Programme and the ILO in collaboration with Association of Southeast Asian Nations (ASEAN). Since 2008, ADB has facilitated dialogue and sharing of experiences in the region and between the region and OECD countries. 	SDCC, SERD
Environment Climate Change, Urbanisation and Green Growth	<ul style="list-style-type: none"> • Urban Green Growth in Dynamic Asia. Launched in 2013, this builds on previous studies of OECD cities, analyzing green growth at the city level and how it can contribute to economic growth and development in fast-growing cities in Asia. • ADB participates in OECD's Development Assistance Network (DAC) Network on Environment and Development Co-operation (ENVIRONET)'s sharing of experiences and resources on the practice of strategic environmental assessments 	ERCD, SDCC, SERD
Evaluation	<ul style="list-style-type: none"> • OECD-DAC Evalnet. The ADB Independent Evaluation Department (IED) participates in annual meetings of Evalnet. 	IED
Finance, Insurance and Pensions	<ul style="list-style-type: none"> • OECD/ADB Roundtable on Capital Market Reform in Asia. This has been held annually since 1999. It is a forum for discussion among Asian securities regulators, experts, practitioners, academia and international organizations on capital market reform in Asia. • OECD Committee for Financial Markets. ADB is invited to the committee's meetings. • Infrastructure Working Group meeting on Infrastructure Project Preparation and its Effect on Long-term Private Investment. This meeting is part of collaboration in the area of infrastructure finance and PPPs between ADB and OECD's Long-Term Investment Initiative. 	OREI, SDCC
Gender	<ul style="list-style-type: none"> • OECD-DAC GENDERNET Annual Meetings. ADB participates in these meetings. 	SDCC
Innovation	<ul style="list-style-type: none"> • OECD Review of Innovation Policy: Innovation in Southeast Asia. OECD and ADB hold a meeting to discuss the findings of this review and to explore interest in future OECD-ADB country reviews. 	SDCC, SERD
Investment	<ul style="list-style-type: none"> • Investment Policy Reviews. ADB disseminates these OECD publications to ADB members and considers collaboration on the implementation of key recommendations. • Annual OECD-ADB High-Level Roundtables on International Investment. ADB collaborates in these roundtables. 	
Regional and Country-level Cooperation	<ul style="list-style-type: none"> • OECD Regional Programme with Southeast Asia. ADB participates in implementing this and in setting up thematic regional policy networks to support regional integration efforts. • Multi-Dimensional Country Review of the Philippines. The initial seminar was organized jointly with ADB in Manila in March 2013. 	SERD ERCD

Area	Key Activities	Involved Office(s)
Research	<ul style="list-style-type: none"> • ADB's Asian Development Outlook and Key Indicators for Asia and the Pacific. ADB and OECD collaborate on these publications and their dissemination. • OECD's Southeast Asian Economic Outlook with Perspectives on China and India. ADB and OECD collaborate on this publication and its dissemination. The publication was launched in 2010. 	ERCD ERCD
Social Development		SDCC
Statistics	<ul style="list-style-type: none"> • Myanmar National Strategy for the Development of Statistics (NSDS). ADB has been working with PARIS21 (hosted in the OECD) and other development partners to develop this strategy. • ADB is developing a program on insurance statistics for the Asian region. ADB and OECD have held discussions on establishing a multi-year program of Asian regional seminars to support regional efforts in insurance market monitoring and the OECD Global Insurance Statistics database. Cooperation on statistics could be broadened to include pension statistics as well as statistics related to institutional investors. 	
Tax Policy and Administration	<ul style="list-style-type: none"> • Global Forum on Transparency and Exchange of Information. This training seminar was held at ADB in Manila in September 2013. • OECD Fiscal Affairs Committee Advisory Group on Co-operation with Non-OECD Economies and Task Force on Tax and Development. ADB participates in both these. • Comparative Information Series on Tax Administrations in the Asia Pacific Region. ADB and OECD are collaborating on this forthcoming series. ADB is also discussing with OECD on a publication on revenue statistics in Asia. 	ERCD, SDCC
Trade and Agriculture	<ul style="list-style-type: none"> • STRI, TiVA, and SOEs. ADB and OECD collaborate in these trade policy areas. • Policy Coherence and Global Food Security Collaboration. ADB and OECD collaborated in organizing a seminar on food security issues at the end of 2014 for countries in the region. It covered trade-related aspects, transitory food insecurity in Indonesia, and agricultural policy measurement. • ASEAN food security. ADB and OECD collaborate on ASEAN food-related trade, including development of market intelligence tools and capacity building of ASEAN food-related organizations. Risk assessment and impact studies on the inclusiveness and poverty reduction implications of an ASEAN Economic community on the agro-food sector have been conducted under the umbrella of the Strategic Plan of Action on Food Security. 	SDCC ERCD
Water	<ul style="list-style-type: none"> • OECD Initiative on Water Governance. ADB is a member of this initiative. 	SDCC, SERD

ADB = Asian Development Bank, ADBI = Asian Development Bank Institute, ERCD = Economic Research and Regional Cooperation Department, ILO = International Labour Organization, OECD = Organisation for Economic Co-operation and Development, OREI = Office of Regional Economic Integration, PSOD = Private Sector Operations Department, SDCC = Sustainable Development and Climate Change Department, SERD = South East Asia Regional Department.

Source: Independent Evaluation Department.