

RESULTS OF ADB PARTNERSHIPS MAPPING

1. Over the years, the Asian Development Bank (ADB) has developed a plethora of partnerships with governments, public and private sector organizations, civil society organizations (CSOs), financial institutions, and research and academic bodies. During 2014–2015, the study team undertook a mapping exercise of what ADB staff considered to be partnerships. This involved an e-mail survey administered by the Independent Evaluation Department (IED) in June 2014 to departments and offices of ADB, including the ADB Institute (ADBI). The survey asked staff about partnerships they had established or had been engaged in since 2000.¹ The Strategy and Policy Department (SPD) submitted a consolidated list of ADB’s 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 and offices, and 14 sector and thematic groups (STGs, formerly communities of practice) to obtain more information about partnerships in the SPD list. In May 2015, the study team sent a follow-up email survey to ADB departments and offices to confirm and gather additional information and to ask staff for their perception of the value-addition of partnerships and to provide a self-assessment of the level of achievement of partnership objectives. (Follow-up e-mails were sent and meetings were held to clarify and obtain more information on partnerships identified by various departments and offices in the survey). From the mapping exercise, a database with a list of partnerships and related information was developed.

2. **Categorizing partnerships at ADB.** Following discussions with SPD, this evaluation distinguished three main categories of partnerships:

- (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 (knowledge partnerships); and
- (iii) financing or cofinancing partnerships.

3. Broad interagency coordination and collaboration partnerships are used to coordinate development efforts. Such strategic partnerships include ADB’s collaboration with one or more other agencies such as multinational development banks (MDBs), international organizations and bilateral organizations at the institutional level. These are mostly established through written agreements, e.g., memoranda of understanding (MOUs), memoranda of agreement (MOAs), or similar agreements. Table 1 presents examples of interagency coordination partnerships in ADB.

¹ The following departments and offices provided information on partnerships: ADBI = Asian Development Bank Institute; BPMSD = Budget, Personnel, and Management Systems Department; CWRD = Central and West Asia Department; DER = Department of External Relations; EARD = East Asia Department; ERCD = Economic Research and Regional Cooperation Department; IED = Independent Evaluation Department; OAG = Office of the Auditor General; OAI = Office of Anticorruption and Integrity; OCO = Office of Cofinancing Operations; OCRP/CRP = Office of the Compliance Review Panel; OGC = Office of the General Counsel; OSPF = Office of the Special Project Facilitator; PARD = Pacific Department; PSOD = Private Sector Operations Department; SARD = South Asia Department; SDCC = Sustainable Development and Climate Change Department; SERD = Southeast Asia Department; and SPD = Strategy and Policy Department.

Table 1. Examples of ADB's Interagency Coordination Partnerships

Partner	Partnership Title/Name	Purpose
Association of Southeast Asian Nations (ASEAN) Secretariat	2012 Memorandum of Understanding (MOU) between ASEAN and the Asian Development Bank (ADB)	An extension of ADB's partnership with ASEAN, reflecting a shift from activity-based collaboration to more thematic cooperation
Department for International Development (DFID) of the UK	MOU with DFID (UK)	Set out mutual interests and goals in Asia
International Fund for Agricultural Development (IFAD)	MOU with IFAD	Combine efforts and maintain a continuous working relationship to assist regional members
Ministry of Environment, Japan	Letter of intent on cooperation for environment	Strengthen, facilitate, and develop mutual cooperation in the field of environment
All other Multilateral Development Banks (MDBs)	Quarterly Chief Economists' Council meeting	Discuss global and regional economic developments
United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	MOU with UNESCAP	Work together to support poverty reduction and other goals
World Bank (WB) and International Finance Corporation (IFC), European Union (EU), Japan International Cooperation Agency (JICA), Australia, New Zealand, International Monetary Fund (IMF)	Annual meeting	Discuss the seven members' initiatives and approaches in the Pacific, deepen cooperation, and explore possibilities for further cooperation

Source: Independent Evaluation Department, mapping exercise June 2014.

4. Knowledge partnerships are established for operational cooperation or collaboration between ADB and other agencies, particularly research institutions. They are mainly for knowledge generation or sharing and transfer of expertise on a particular sector or theme. ADB establishes knowledge partnerships so it can access new or innovative ideas and enrich its development knowledge. Examples of knowledge partnerships in ADB are presented in Table 2.

Table 2. Examples of ADB's Knowledge Cooperation Partnerships

Partner	Partnership Title/Name	Purpose
European Training Foundation (ETF)	Partnership for skills development	Share knowledge and learning about best practices in skills development and training
Institute for Global Environmental Strategies (IGES)	Memorandum of understanding (MOU) with IGES	Support environmentally sustainable growth throughout the Asia and Pacific Region
Institute of Asia Pacific Economic Cooperation Collaborative Education and Busan Metropolitan City of Korea	Partnership and joint activities in education and human resource development in the Framework of International Development Cooperation	Help countries maximize their potential, and achieve inclusive and sustainable economic growth. Share expertise and experience. Undertake joint projects and research and knowledge dissemination in education and human resource development
International Public Asset Management Companies Forum (IPAF)	MOU with IPAF	Reinforce an economic safety net by promoting cooperation and partnership, and sharing knowledge and expertise among public asset management companies and other institutions
International School of Economics Tbilisi State University, Georgia	Memorandum of Agreement with International School of Economics Tbilisi State University	Promote and disseminate ADB knowledge products for the general public, academia, and think tanks
Korea Development Institute School of Public Policy and Management (KDI)	MOU between KDI School and ADB	Share knowledge and cooperate in selected sectors and projects, including the Asia Leadership Program on Sustainable Development and Climate Change
Organisation for Economic Co-operation and Development (OECD)	Strengthening Co-operation Between Asian Development Bank and OECD	Build a better partnership via ADB's Knowledge Sharing and Services Center and OECD Knowledge Sharing Alliance
World Health Organization (WHO)	MOU with WHO	Share knowledge and develop projects
World Wide Fund for Nature (WWF)	MOU with WWF	Hold forums and stakeholder consultations, share information, manage knowledge, build capacity, and exchange staff

Source: Independent Evaluation Department, mapping exercise June 2014.

5. Financing partnerships involve agreements between ADB and other agencies to combine financial resources for cofinancing. The mapping covers financing partnerships at the institutional level which were arranged through trust funds, framework agreements, and financing partnership facilities (Table 3).

Table 3. Examples of ADB Financing Partnerships

Partner	Partnership Title/Name	Purpose
Agence Française de Développement (AFD)	Framework Cofinancing Agreement with AFD	Programmatic cofinancing of projects in climate change, infrastructure development, and research and capacity development
Department of Finance (Canada), Canadian International Development Agency	Integrated Disaster Risk Management (IDRM) Fund	Support the development of proactive IDRM measures on a regional basis within countries in Southeast Asia
Department for International Development (DFID) of the UK	Poverty Reduction Cooperation Fund	Assist ADB in reducing poverty in its member countries
Ministry of Finance (Japan)	Japan Fund for Poverty Reduction	Provide grant assistance to ADB developing member countries to support innovative poverty reduction and social development activities
Ministry of Foreign Affairs (Denmark)	Second Danish Cooperation Fund for Renewable Energy and Energy Efficiency in Rural Areas, under the Renewable Energy, Energy Efficiency, and Climate Change (REACH) program	Cofinance projects in renewable energy and energy efficiency in rural areas
Official development cooperation agencies in Australia, Austria, Netherlands, Norway, Spain, Switzerland	Water Financing Partnership Facility (multi-donor trust fund)	Provide additional financial and knowledge resources to support the implementation of ADB's Water Financing Program
Swedish International Development Cooperation (SIDA)	Urban Environmental Infrastructure Fund under the Urban Financing Partnership Facility	Support project proposals that are consistent with ADB's urban initiatives under Strategy 2020 and that are innovative and participatory
The Rockefeller Foundation; Department for International Development (UK); US Agency for International Development	Urban Climate Change Resilience Trust Fund under the Urban Financing Partnership Facility	Work in up to 25 secondary cities, in six priority countries on climate change adaptation
United Kingdom	Technical Assistance Grant Fund with UK	Carry out TA projects covering project preparation, training and advisory services, institutional support and other TA services

ADB = Asian Development Bank, TA = technical assistance.

Source: Independent Evaluation Department, mapping exercise June 2014.

6. Within these three categories, partnerships were further classified by the level of formality—formal or informal. Partnerships were considered formal if they were established through written agreements, e.g. an MOU, an MOA, a letter of intent or agreement (LOI or LOA), or a similar agreement signed by ADB management. Informal partnerships include all other forms of collaboration and alliances considered to be partnerships by the departments in ADB. These partnerships were usually established without any formal or written agreements. Informal partnerships mostly include one-off collaborations, e.g., conferences, seminars, or fora.

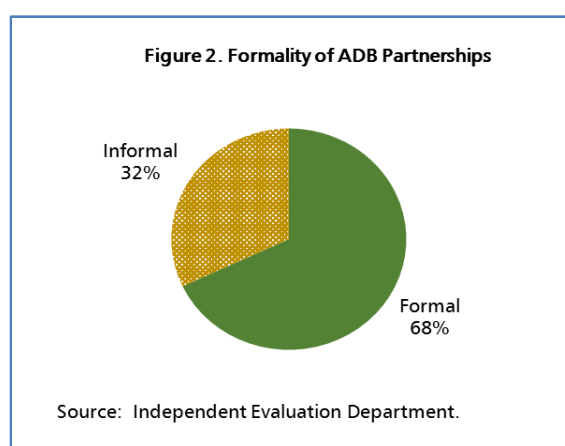
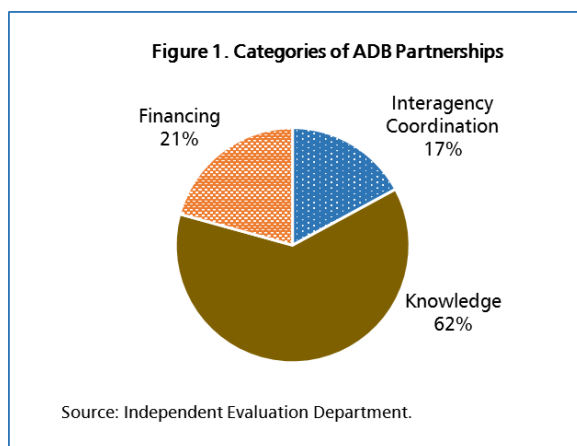
7. **ADB partnerships database.** The evaluation team developed a database of partnerships, based on information obtained from the survey and follow-up meetings with various ADB departments and offices. The database includes partnerships initiated between 2000 and mid-2015 or initiated before 2000 but still ongoing or terminated within the evaluation period. Paid contract agreements, loans, regional technical assistance (TA), and TA projects were excluded from the database. Partnerships initiated or established by ADB resident missions were also excluded. Problems encountered in locating the requested information from ADB departments and offices include weak recall, transfers of project officers handling the partnerships, and the absence of a database on partnerships. Data collected from the mapping exercise show that partnerships identified by ADB departments vary significantly by level of formality, category, objectives, obligations, functions, geographic coverage, and time frame.

8. **Results of the mapping exercise.** The mapping exercise identified 422 partnerships ADB was engaged in from 2000 to mid-2015 (Table 4). Of these, 261 (62%) were related to knowledge partnerships established for operational cooperation, collaboration and/or harmonization, mainly for knowledge generation or sharing in a particular sector or theme (Figure 1). Almost all departments engage in such partnerships for one reason or another. One-sixth of all partnerships (74) were interagency coordination partnerships, many of which were managed by either SPD or the Office of Cofinancing Operations (OCO). The remaining fifth were either financing partnership facilities or trust funds, many of which were managed by the Sustainable Development and Climate Change Department (SDCC) or OCO. Of the partnerships, 68% were viewed as formal with the remainder classified as informal. All financing and cofinancing partnerships were regarded as formal (Figure 2).

Table 4. ADB Partnerships by Category and Formality of Partnership

Category of Partnership	Formality of Partnership					
	Formal		Informal		Total	
	No.	%	No.	%	No.	%
Interagency Coordination	54	13	20	5	74	17
Knowledge	146	35	115	27	261	62
Financing and Cofinancing	87	21	-	-	87	21
Total	287	68	135	32	422	100

Source: Independent Evaluation Department.



9. ADB has developed partnerships with various organizations, governments, financial institutions, and research and academic bodies. It has established 153 partnerships (33%) with bilateral aid organizations for example, the Australian Department of Foreign Affairs and Trade (DFAT) and Department for International Development of the United Kingdom (DFID), and 63 partnerships (13%) with international financial institutions (IFIs) like the World Bank and European Bank for

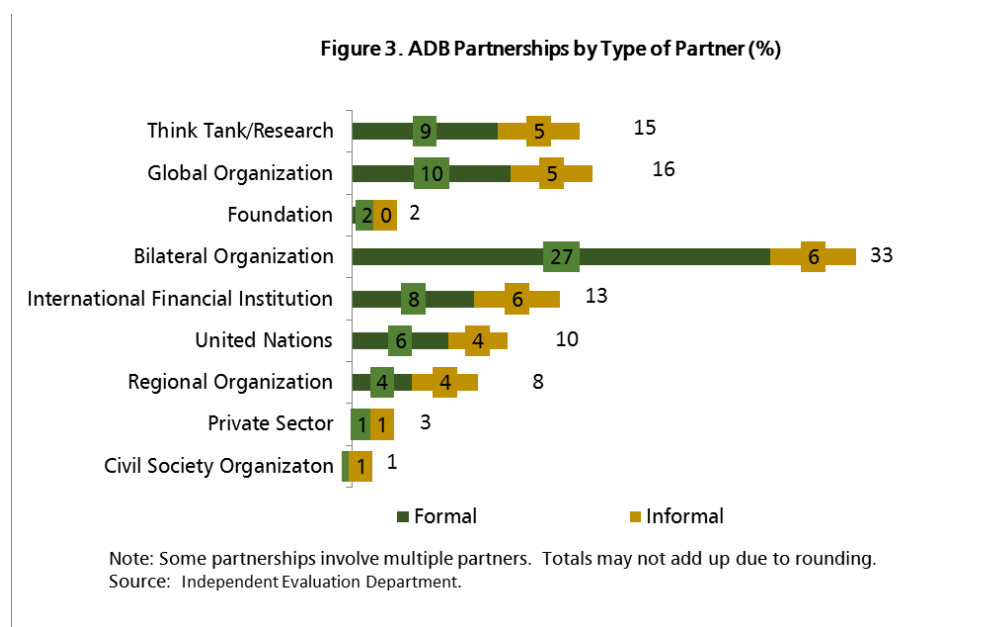
Reconstruction and Development (EBRD) (Table 5, Figure 3). ADB also partners with United Nations organizations like the United Nations Children’s Emergency Fund (UNICEF), with many followed by partnerships with organizations with global outreach (72) like Organization for Economic Co-operation and Development (OECD), World Trade Organization, and International Renewable Energy Agency (IRENA); 69 think-tank research institutes and academic institutions including the Korea Development Institute, Lee Kwan Yew School of Public Policy, and Institute for Global Environmental Strategies (IGES). These partnerships are more knowledge- and research-oriented. ADB has not partnered much with private sector organizations.

Table 5. ADB Partnerships by Type of Partner

Partner	Interagency Coordination		Knowledge		Financing		Total	
	No.	%	No.	%	No.	%	No.	%
Civil Society Organization		0	4	1		0	4	1
Private Sector	3	3	9	3		0	12	3
Regional Organization	6	6	31	11	1	1	38	8
United Nations organization	15	16	32	11		0	47	10
International Financing Institution	25	26	30	11	8	9	63	13
Bilateral Organization	20	13	60	39	73	48	153	33
Foundation	1	1	6	2	4	4	11	2
Organization with Global Outreach	20	21	48	17	4	4	72	15
Think Tank, Research or Academic Institution	6	6	63	22		0	69	15
Total	96	100	283	100	90	100	469	100

Note: The total (469) exceeds the actual number of partnerships (422) since some partnerships involve multiple partners.

Source: Independent Evaluation Department,



10. Partnerships with bilateral aid agencies are important to ADB for several reasons: (i) as a means to attract financial support for ADB operations beyond the Asian Development Fund (ADF) through bilateral grant contributions to individual projects in countries that bilateral organizations may be interested in; (ii) as a means for further and more formalized coordination of development support to countries or particular sector operations (e.g., education) or thematic operations (e.g., environmental

operations); or (iii) as a means of cooperating directly in operations or knowledge generation or sharing.

11. ADB cooperates through partnerships with organizations with global outreach, including think tanks and universities that are oriented to cooperate in global programs and do joint research and knowledge creation. These partnerships are often complemented by financial inputs by ADB, provided through TA. Partnerships with IFIs can have similar wide-ranging purposes, and these often include an objective to harmonize processes, procedures and approaches.

12. Of the 422 partnerships identified in the mapping exercise, 165 were established and/or managed by SDCC (39%) and 88 by the Economic Research and Regional Cooperation Department (ERCD) (21%)—Table 6.² Most of the partnerships under SDCC (99) and ERCD (78) are for knowledge cooperation and coordination. All of the 32 partnerships established by ADBI (8%) are also intended for knowledge cooperation in line with the institute's objectives to develop strategies and provide inputs to policy makers in ADB developing member countries (DMCs). Almost all ADB departments are engaged in knowledge partnerships for one reason or another. Of the 31 partnerships established by SPD (7%), 21 (68%) are for interagency coordination and cooperation. SPD manages ADB's formal cooperation arrangements with international development agencies and with multilateral and bilateral institutions.

13. OCO manages 29 financing partnerships, mostly to mobilize resources from TA and grant funds. Of the regional departments, the East Asia Department (EARD) has the highest number of partnerships (16), of which 11 are for knowledge cooperation and coordination. EARD has developed partnerships with various academic and research institutions in the People's Republic of China (PRC).

² In 2015, the ADB Economics and Research Department (ERD) absorbed the former Office of Regional Integration (OREI). The new department is known as the Economic Research and Regional Cooperation Department. Administration of the active partnerships previously handled by the finance group in OREI were transferred to the Sustainable Development and Climate Change Department.

Table 6. ADB Partnerships by Department

ADB Dept. or Office	Interagency Coordination			Knowledge			Financing and Cofinancing		Total		%
	Formal	Informal	Total	Formal	Informal	Total	Formal	Formal	Informal	Total	
ADBI			0	13	19	32		13	19	32	8
BPMSD	1		1			0		1	0	1	0.2
CWRD			0	4		4	2	6	0	6	1
DER			0	1	1	2		1	1	2	0.5
EARD	2	1	3	9	2	11	2	13	3	16	4
ERCD	4	6	10	55	23	78		59	29	88	21
IED	1		1			0		1	0	1	0.2
OAG	2	1	3		2	2		2	3	5	1
OAI	5	2	7			0		5	2	7	2
OCO	1		1			0	29	30	0	30	7
OCRP/ CRP			0		12	12		0	12	12	3
OGC					1		1	1	0	1	0.2
OSPF			0		1	1		0	1	1	0.2
PARD	2	3	5		3	3		2	6	8	2
PSOD			0	1		1	7	8	0	8	2
SDCC	15	6	21	53	46	99	45	113	52	165	39
SARD			0	1	4	5		1	4	5	1
SERD	1		1	1	1	2		2	1	3	1
SPD	20	1	21	8	1	9	1	29	2	31	7
Grand Total	54	20	74	146	116	261	87	287	135	422	100

ADB = Asian Development Bank; ADBI = Asian Development Bank Institute; BPMSD = Budget, Personnel, and Management Systems Department; CWRD = Central and West Asia Department; DER = Department of External Relations; EARD = East Asia Department; ERCD = Economic Research and Regional Cooperation Department; IED = Independent Evaluation Department; OAG = Office of the Auditor General; OAI = Office of Anticorruption and Integrity; OCO = Office of Cofinancing Operations; OCRP/CRP = Office of the Compliance Review Panel; OGC = Office of the General Counsel; OSPF = Office of the Special Project Facilitator; PARD = Pacific Department; PSOD = Private Sector Operations Department; SARD = South Asia Department; SDCC = Sustainable Development and Climate Change Department; SERD = Southeast Asia Department; SPD = Strategy and Policy Department.

Note: Excludes partnerships in resident missions.

Source: Independent Evaluation Department.

14. In terms of partnerships by department and sector, 100 (23%) have either an unclassified sector or no specified sector (Table 7). Multisector partnerships account for 21% of the total and partnerships relating to finance 14% (Table 8). These partnerships are mostly formal under the knowledge cooperation and coordination category (Figure 4). Those relating to energy comprise 8%, while agriculture and natural resources and public sector management both account for 7%. The water and health sectors both account for 6% of total partnerships.

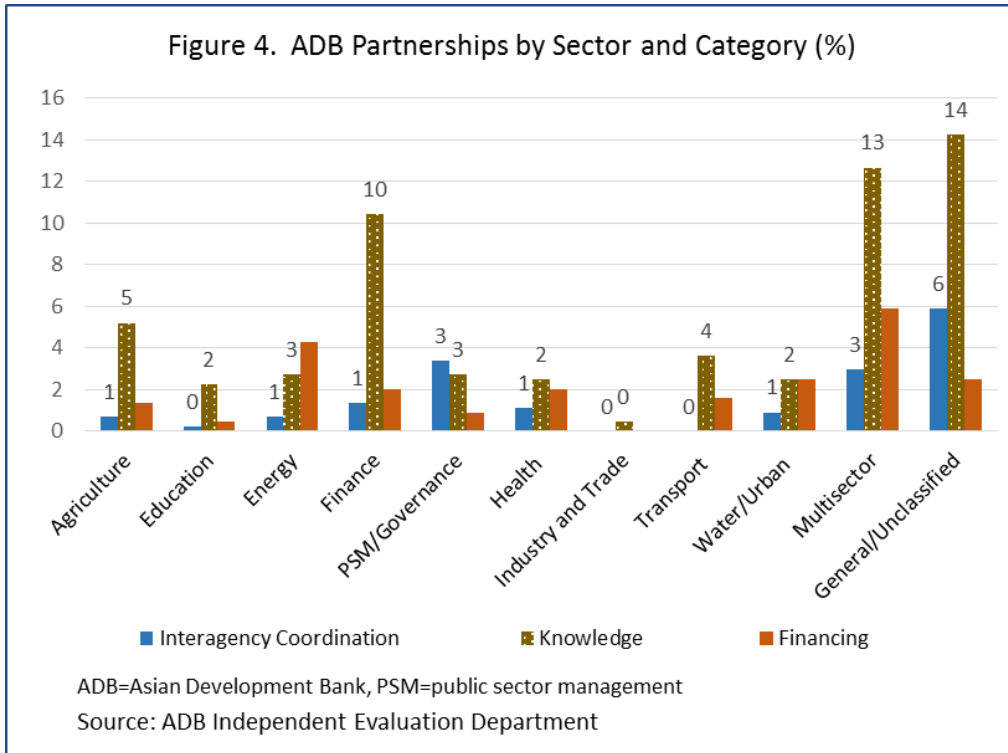


Table 7. ADB Partnerships by Department and Sector

ADB Department or Office	ANR	Education	Energy	Finance	Health and Social Protection	Industry and Trade	PSM and Governance	Transport and ICT	Water and Urban	Multisector and All sectors	General and Unclassified	Total	%
ADBI	1			3			1		1	26		32	7
BPMSD										1		1	0
CWRD								1			5	6	1
DER										2		2	0
EARD			2	1				1	5	4	3	16	4
ERCD	6		1	19	1		3			11	47	88	20
IED										1		1	0
OAG				2			3					5	1
OAI							7					7	2
OCO	2	2	5	3	2		1	3	4	17	2	41	9
OCR/CRP							1				11	12	3
OGC				1								1	0
OSPF				1								1	0
PARD							1			5	2	8	2
PSOD							1				7	8	2
SARD						2		1		1	2	6	1
SDCC	22	11	26	30	22		8	15	15	20	4	173	39
SERD								1		2		3	1
SPD	1			1			5	1	1	5	17	31	7
Total	32	13	34	61	25	2	31	23	26	95	100	442	100
%	7	3	8	14	6	0.5	7	5	6	21	23	100	

ADB = Asian Development Bank; ANR=agriculture and natural resources; ADBI = Asian Development Bank Institute; BPMSD = Budget, Personnel, and Management Systems Department; CWRD = Central and West Asia Department; DER = Department of External Relations; EARD = East Asia Department; ERCD = Economic Research and Regional Cooperation Department; ICT=information and communication technology; IED = Independent Evaluation Department; OAG = Office of the Auditor General; OAI = Office of Anticorruption and Integrity; OCO = Office of Cofinancing Operations; OCR/CRP = Office of the Compliance Review Panel; OGC = Office of the General Counsel; OSPF = Office of the Special Project Facilitator; PARD = Pacific Department; PSM=public sector management; PSOD = Private Sector Operations Department; SARD = South Asia Department; SDCC = Sustainable Development and Climate Change Department; SERD = Southeast Asia Department; SPD = Strategy and Policy Department.

Note: Some partnerships cover two or more sectors.

Source: Independent Evaluation Department.

Table 8. ADB Partnerships by Sector, Category, and Form of Partnership

Sector	Interagency Coordination				Knowledge				Financing and Cofinancing		Total			
	Formal	Informal	Total	% (of all)	Formal	Informal	Total	% (of all)	Formal	% (of all)	Formal	Informal	Total	% (of all)
Agriculture	2	1	3	1	9	14	23	5	6	1	17	15	32	7
Education	1		1	0	3	7	10	2	2	0	6	7	13	3
Energy	3		3	1	5	7	12	3	19	4	27	7	34	8
Finance	4	2	6	1	25	21	46	10	9	2	38	23	61	14
PSM and Governance	11	4	15	3	6	6	12	3	4	1	21	10	31	7
Health and Social Protection	3	2	5	1	8	3	11	2	9	2	20	5	25	6
Industry and Trade			0	0		2	2	0		0	0	2	2	0
Transport and ICT			0	0	10	6	16	4	7	2	17	6	23	5
Water and Urban	4		4	1	10	1	11	2	11	2	25	1	26	6
Multisector	10	3	13	3	32	24	56	13	26	6	68	27	95	21
General and Unclassified	18	8	26	6	39	24	63	14	11	2	68	32	100	23
Total	56	20	76	17	147	115	262	59	104	24	307	135	442	100

ANR= agriculture and natural resources, ICT=information and communication technology, PSM=public sector management.

Note: Some partnerships cover two or more sectors.

Source: Independent Evaluation Department.

15. **Features of formal partnerships.** Formal partnerships were established mostly through MOUs and MOAs (37%), signed by the President of ADB, Director or Deputy Director General, or heads of departments (Table 9). Other formal partnerships were established through LOAs or LOIs (14%), channel financing agreements (CFAs), partnership framework agreements (17%), or other partnership arrangements or agreements (18%).³ As of June 2015, ADB had signed about 146 MOUs, MOAs, LOAs or LOIs with other partners. SPD is responsible for 15 MOUs, MOAs, or framework partnership agreements (FPAs) covering 6 multilateral development banks, 4 multilateral institutions, 3 bilateral aid agencies, and 2 other entities. OCO has signed 10 framework cofinancing arrangements to mobilize financial resources. SDCC has entered into about 11 MOUs or MOAs with other agencies for trust funds and facilities partnership funds.

Table 9. Formal Partnerships by Type of Documentation

Documentation	Interagency Coordination	Knowledge	Financing	Total	
	No.	No.	No.	No.	%
MOU or MOA	30	53	24	107	37
LOA or LOI	9	25	5	39	14
CFA or PFA	6	7	35	48	17
Other Agreements	6	30	16	52	18
No response	3	32	6	41	14
Total	54	147	86	287	100

CFA = channel financing agreement, LOA = letter of agreement, LOI = letter of intent, MOA = memorandum of agreement, MOU = memorandum of understanding, PFA = partnership framework agreement.

Source: Independent Evaluation Department.

16. Additional information was provided by concerned departments and offices on 170 of the 287 formal partnerships. Of the responses received, more than half (90) have no regular coordination meetings (Table 10). Of the 80 formal partnerships that conduct coordination meetings, 60% (or 48) hold meetings at least once a year. Other formal partnerships conduct coordination meetings either twice a year (22%) or every quarter (18%). The formal partnerships that conduct coordination meetings are mostly knowledge and financing partnerships (both 45%).

Table 10. Frequency of Coordination Meetings of Formal Partnerships by Category

Frequency of reporting	Interagency Coordination	Knowledge	Financing and Cofinancing	Total	
	No.	No.	No.	No.	%
Annual	6	17	25	48	28
Twice a year	1	11	6	18	11
Every quarter	1	8	5	14	8
No regular meetings	20	54	16	90	53
Total	28	90	52	170	100

Note: Responses were received from 170 (59%) of 287 formal partnerships.

Source: Independent Evaluation Department.

17. Information on results frameworks was provided for 157 (55%) of 287 formal ADB partnerships (Table 11). Of these, only 36% have a results framework. Of the knowledge partnerships, 35% have a results framework and of the financing or cofinancing partnerships, 58% have a results framework

³ Under ADB OM Section E1/BP, for grant cofinancing, untied grants for TA can be provided either under umbrella-type arrangements referred to as "channel financing agreements" (CFA), or on a case-by-case basis under letters of agreement. Grant components of loan projects are generally financed through letters of agreement, although a donor may request ADB to use funds under an existing CFA to finance such components. Framework agreements with official cofinancing sources minimize the need for detailed case-by-case negotiations. These agreements also streamline the methods and practices concerning the exchange of information, and simplify cofinancing modalities.

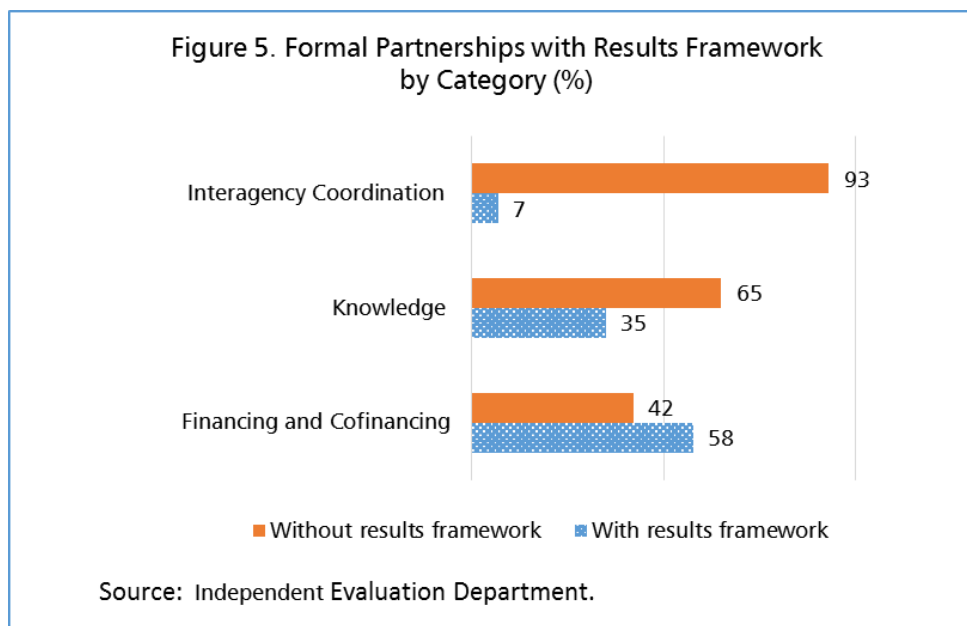
(Figure 5). Sixty four percent (64%) of partnerships have no results framework (this was particularly true for knowledge partnerships).

Table 11. Formal Partnerships with a Results Framework

Category	With Results Framework				Total No.
	Yes		No		
	No.	%	No.	%	
Interagency Coordination	2	7	27	93	29
Knowledge	29	35	54	65	83
Financing and Cofinancing	26	58	19	42	45
Total	57	36	100	64	157

Note: The response rate was 55% (157 out of 287 total formal partnerships). There was no response for 130 formal partnerships.

Source: Independent Evaluation Department.



18. Of the 177 formal partnerships with a response on the frequency of reports produced, more than half (57%) do not produce regular reports (Table 12). Of these, the majority (64) are partnerships for knowledge cooperation and coordination. These reports include research studies or publications and ad hoc reports. Reports on partnerships are mostly produced annually (21%) or semi-annually (11%). Most of the partnerships that generate reports (54%) are financing partnerships. Figure 6 shows the distribution of formal partnerships with and without regular reporting for the three partnership categories. Financial partnerships have the biggest share with regular reports and interagency partnerships the lowest.

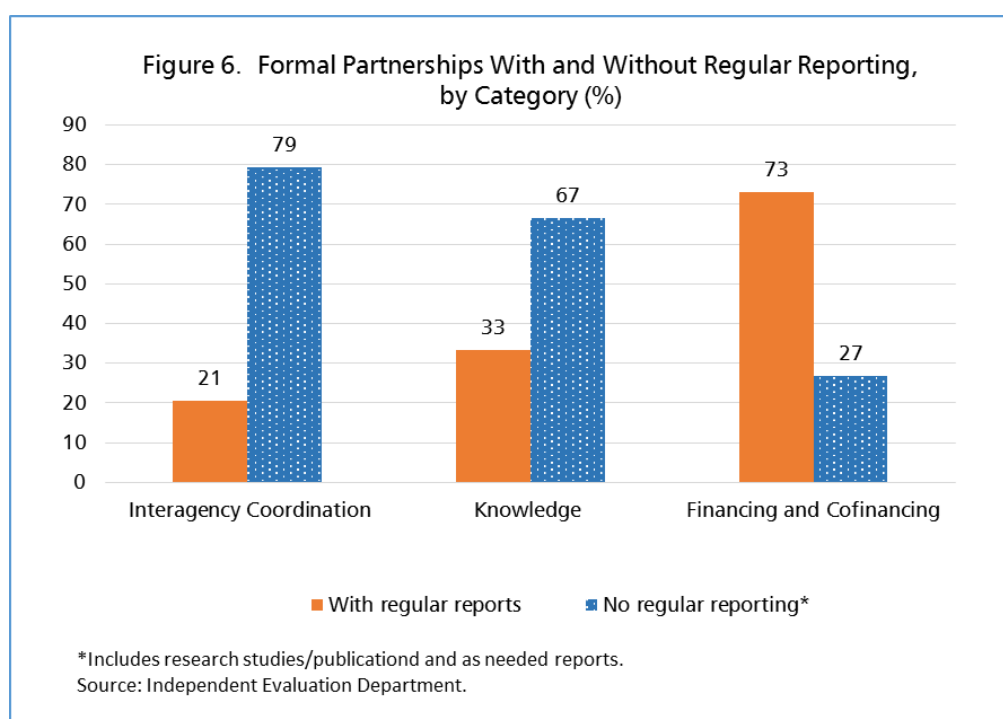
Table 12. Frequency of Reports Produced by Formal ADB Partnerships

Frequency of Reporting	Interagency Coordination	Knowledge	Financing and Cofinancing	Total	
	No.	No.	No.	No.	%
Annually	3	14	20	37	21
Semi-annually	0	9	11	20	11
Quarterly	0	1	5	6	3
More than Twice a Year	3	8	2	13	7
No Regular Reporting ^a	23	64	14	101	57
Total	29	96	52	177	100

* Includes research studies, publications and ad hoc reports.

Note: The response rate was 62% (177 of the 287 total formal partnerships).

Source: Independent Evaluation Department.



19. A question on the initiation of the partnership received a response rate of only 48% (203 of the 422 total partnerships) from ADB departments and offices. An inability to recall the circumstances that preceded the partnership, especially for the earlier partnerships, and the transfer of the original project officers contributed to this low response rate. ADB initiated roughly half (52%) of the partnerships (Table 13). Partners of ADB initiated 35% while the other 13% were jointly initiated. Of the 106 ADB-initiated partnerships, 72 (68%) are formal and 79 fall in the knowledge operational coordination and cooperation category (75%). The large number of knowledge partnerships initiated by ADB shows the importance it attaches to cooperating with partners in the generation and sharing of knowledge through research activities and workshops and conferences.

Table 13. Who Initiated the Partnership?

Category	ADB	Other Partner	Both ADB and Partner	Total No.
Interagency Coordination	11	10	10	31
Knowledge	79	42	3	124
Financing and Cofinancing	16	19	13	48
Total	106	71	26	203
%	52	35	13	100

Note: Responses were received for 203 (48%) of the 422 partnerships.

Source: Independent Evaluation Department.

20. The survey revealed that the number of partnerships increased steadily from 2000 to 2014 (Figure 7). About 17 partnerships established before the start of the evaluation period were still ongoing during the period. Strategy 2020, adopted in 2008, recognized partnerships as essential to ADB's business operations for leveraging resources and knowledge, improving outcomes on the ground through donor coordination, mobilizing resources for projects, fostering innovations and transfers of expertise, and exchanging knowledge. The survey indicates that the number of established partnerships increased since 2008. About 179 (59%) of the currently operational partnerships were established from 2009 to mid-2015, and 38 (21%) of these were interagency partnerships (Table 14). Of these, 112 (63%) were categorized as promoting knowledge cooperation and coordination. Knowledge partnerships have increased since the adoption of Strategy 2020 (Figure 8). The increase in the number of partnerships after 2008 confirms the growing importance and contribution of partnerships to ADB's strategic objectives. On an annual basis, the highest numbers of ADB partnerships were established in 2013 (42) and 2014 (37). Of these, 64 (81%) were either interagency or knowledge partnerships.

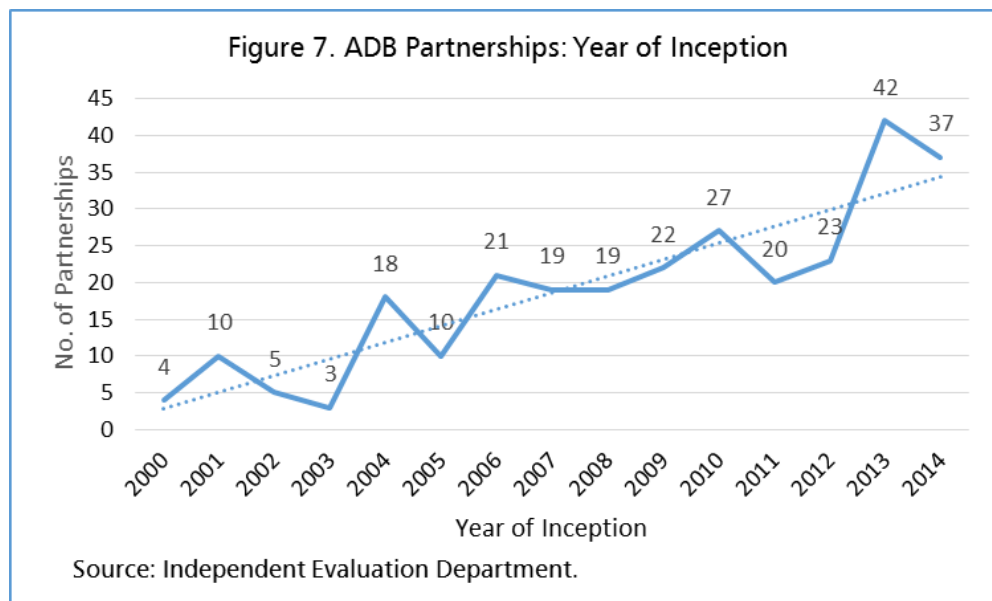
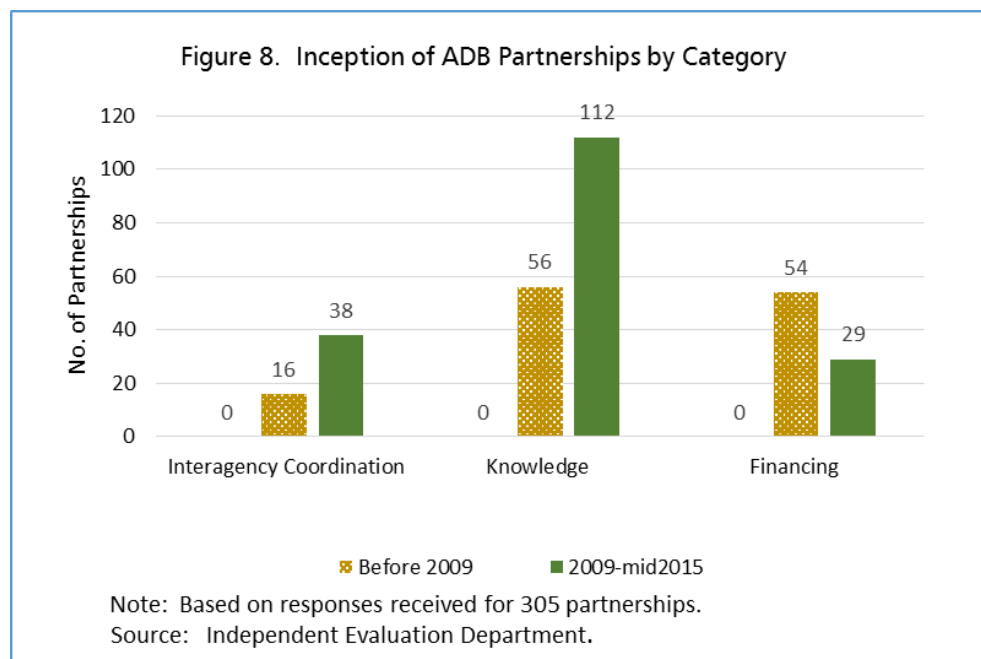


Table 14. Inception of ADB Partnerships by Category

Inception Period	Interagency Coordination Partnerships	Knowledge Partnerships	Financing Partnerships	Total	
	No.	No.	No.	No.	%
Before 2009	16	56	54	126	41
2009-mid 2015	38	112	29	179	59
Total	54	168	83	305	100

Source: Independent Evaluation Department.



21. Of the responses received, 108 (47%) of formal partnerships had no specified end dates (Table 15). Termination of these partnerships will depend on the full utilization or disbursement of funds. This was the case for 48 of the financing and cofinancing partnerships (44%) followed by the 35 knowledge partnerships (32%). Formal partnerships with durations of 1-3 years constituted 23%, partnerships with durations of 4-5 years (15%), and 6-10 years (9%). A few partnerships specified durations of less than 1 year (2%) or more than 10 years (4%).

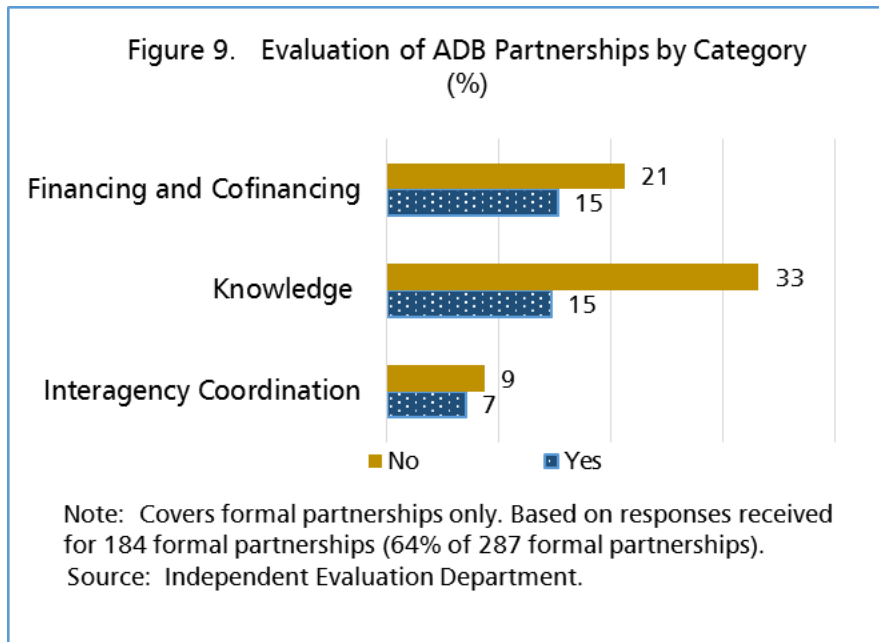
Table 15. Duration of Formal ADB Partnerships

Duration	Interagency Coordination	Knowledge	Financing and Cofinancing	Total	
	No.	No.	No.	No.	%
No end date	25	35	48	108	47
< 1 year		5		5	2
1-3 years	3	41	10	54	23
4-5 years	4	22	8	34	15
6-10 years	6	10	4	20	9
> 10 years	3	2	5	10	4
Total	41	115	75	231	100

Note: The response rate was 80% (covering 231 of the 287 formal partnerships).

Source: Independent Evaluation Department.

22. Information was received for 184 (64%) of the 287 formal partnerships on whether the department evaluates the established partnership (Figure 9). Of the formal partnerships, 68 (37%) are self-evaluated. These are mostly in the financing (41%) and knowledge cooperation categories (40%). Of the 37% self-evaluated partnerships, 44 (65%) are under SDCC. Most ADB departments were not able to evaluate their partnerships (63%).



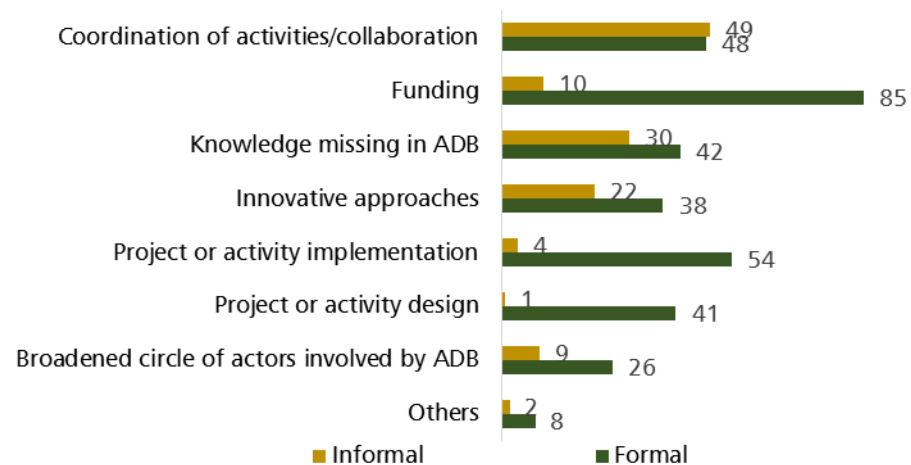
23. ADB departments and offices regarded partnerships as adding value to ADB through collaboration or coordination of activities (21%), additional funding (20%), generation of knowledge (15%), and innovative approaches (13%)—Table 16. Formal partnerships mainly contribute additional funding (85) to ADB (Figure 10). These are mostly (70) financing or cofinancing partnerships. Most informal partnerships are knowledge partnerships (45), which mostly add value to ADB through collaborative and coordinative activities and generation of knowledge from partners.

Table 16. Value Addition from ADB Partnerships

Item	Interagency Coordination			Knowledge			Financing and Cofinancing	Formal	Informal	Total	
	Formal	Informal	Total	Formal	Informal	Total	Formal			Total	%
Coordination of Activities and Collaboration	14	4	18	28	45	73	6	48	49	97	21
Funding	4	0	4	11	10	21	70	85	10	95	20
Knowledge Missing in ADB	15	4	19	27	26	53	0	42	30	72	15
Innovative Approaches	10	4	14	21	18	39	7	38	22	60	13
Project or Activity Implementation	9	2	11	14	2	16	31	54	4	58	12
Project or Activity Design	6	1	7	6	0	6	29	41	1	42	9
Broader Circle of Actors involved by ADB	5	1	6	17	8	25	4	26	9	35	7
Others	1	0	1	7	2	9	0	8	2	10	2
Total	64	16	80	131	111	242	147	342	127	469	100

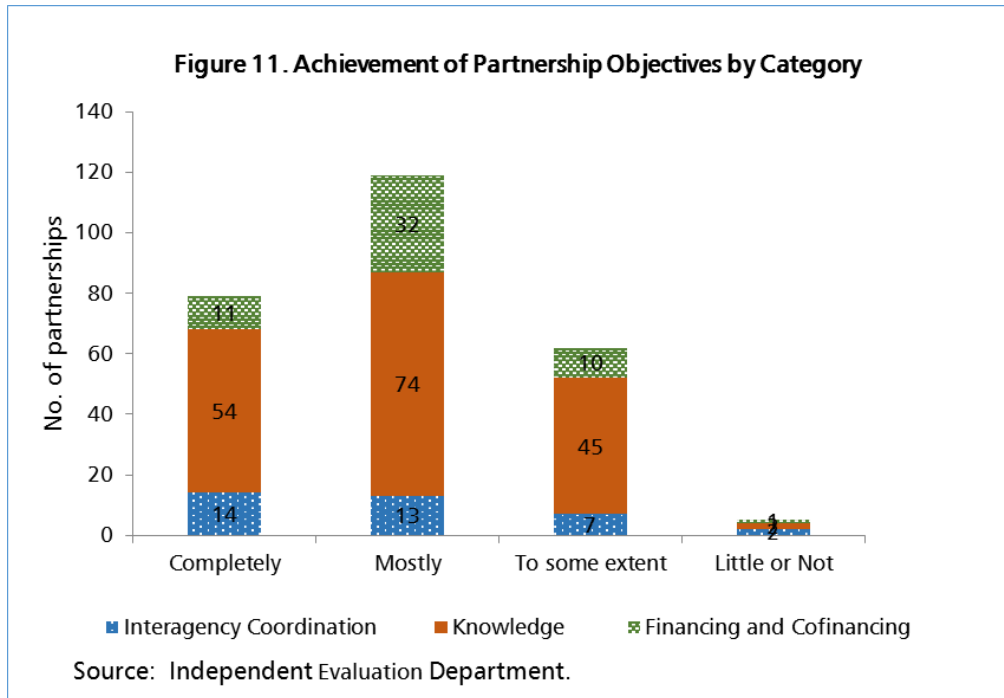
Note: Some partnerships have multiple value-additions. Responses were received for 310 (73%) of the total of 422 partnerships.
Source: Independent Evaluation Department.

Figure 10. Value-Added from ADB Partnerships by Formality

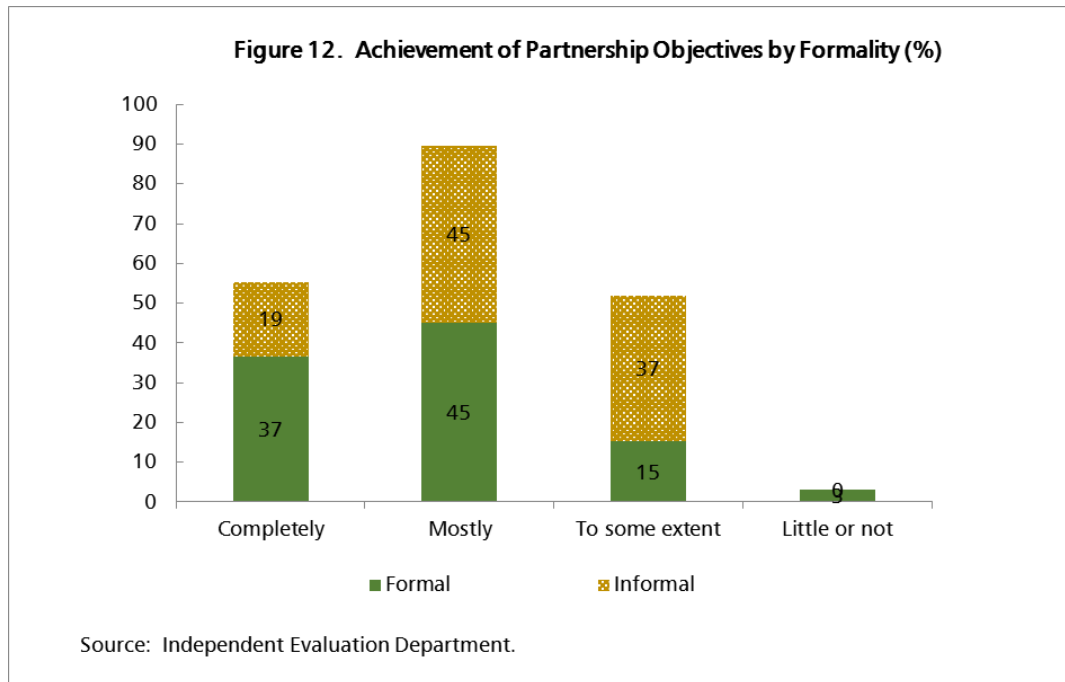


Source: Independent Evaluation Department.

24. The effectiveness of a partnership is assessed by the extent to which partnership objectives were achieved. A self-assessment by ADB departments and offices indicated that ADB regards 75% of all partnerships (formal and informal) as mostly or completely achieving their objectives (Table 17). This is based on the responses received for 265 partnerships (63% of the total of 422 partnerships). Knowledge partnerships have the most partnerships (128) that have completely (54) or mostly (74) achieved their objectives (Figure 11).



25. Formal partnerships are more often deemed successful (82% of them have completely or mostly achieved their objectives) than informal partnerships (63%) (Figure 12). This is confirmed from the results of a probit analysis which showed that, controlling for various observable factors affecting partnership success, the formal nature of a partnership has a statistically significant (90% confidence level) positive influence on the probability of success of a partnership (Appendix 1, Linked Document G).



26. The mapping exercise revealed that partnerships vary by level of formality, category, objectives, obligations, functions, geographic coverage, and time frame. The results reflect the steady increase in the number of established partnerships over the period 2000–2014. This increase, after the implementation of Strategy 2020 in 2008, is worth noting and confirms the growing importance and contribution of partnerships to ADB’s strategic objectives. Partnerships are recognized 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 expertise transfer, and knowledge exchange. Of the three categories of partnerships, ADB has been mostly involved in establishing knowledge generation and sharing partnerships since 2008.

27. However, there may be a need to improve the management and monitoring of information related to partnerships in ADB, considering the problems encountered in accessing information and responses from the departments and offices for this evaluation.

28. Nevertheless, based on their self-assessment of partnerships, ADB departments and offices viewed partnerships (formal and informal) as having mostly or completely achieved the target objectives (75%).

Table 17. Achievement of Partnership Objectives

Level of Achievement	Interagency Coordination				Knowledge				Financing and Cofinancing		Formal		Informal		Total	
	Formal	Informal	Total	%	Formal	Informal	Total	%	Formal	%	No.	%	No.	%	No.	%
Completely	9	5	14	39	40	14	54	31	11	20	60	37	19	19	79	30
Mostly	10	3	13	36	32	42	74	42	32	59	74	45	45	45	119	45
To some extent	4	3	7	19	11	34	45	26	10	19	25	15	37	37	62	23
Little or not	2	0	2	6	2	0	2	1	1	2	5	5	0	0	5	2
Total	25	11	36	100	85	90	175	100	54	100	164	100	101	100	265	100

Note: Responses were received on 265 (63%) of the total of 422 partnerships (including 12 ongoing formal financing partnerships with on-track levels of achievement).

Source: Independent Evaluation Department.