

Helping Rebuild War-Torn Lives

FATA Rural Development Project is helping poor families, stranded in a war zone, to seek a better future.

by M. Ismail Khan

An Asian Development Bank (ADB) assisted rural development project is helping poor farming families, stranded in a war zone, to seek a better future. Amid heavy gunfire and sounds of mortar bombs thundering across rugged mountainous terrain, where Pakistani security forces are fighting pitched battles with Taliban and al-Qaida insurgents, these tribal farmers are trying hard to put their heads down and their hands together to build their lives. “If we have to live here, we need drinking water; we want water for our fields, fodders for our cattle; we need food...and not war,” says Khan Zeb, 40, who is the head of Mandal Watershed Community, a community organization in village Girai working with the FATA Rural

Development Project (FRDP).

Locked in History

Nestled in the hills between Afghanistan and Pakistan’s North West Frontier Province (NWFP), the Federally Administered Tribal Area-FATA—as it is popularly known—is a land of unique tradition and history.

The sturdy tribes inhabiting the terrain, who over centuries have

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LEARNING TO GROW An agriculture expert is discussing insect attack on tomato with farmers

ADB President Proposes New Forum to Boost Regional Financial Stability



CONFERENCE ADB President Haruhiko Kuroda gives welcome remarks during the conference on Restructuring Beyond the Subprime

ADB President Haruhiko Kuroda has proposed establishing an Asian Financial Stability Dialogue to coordinate regulatory development and monitor potential vulnerabilities in the region’s markets and financial systems.

In his welcome remarks at the 2-day conference on Restructuring Beyond the Subprime, held in Manila on 18 September, Mr. Kuroda said the most recent bout of global financial market turmoil illustrates the urgent need for central banks and regulators to build a cogent and proactive plan to better preserve regional financial stability.

“It’s now time for Asia to move forward on its path toward greater financial integration and to develop the founda-

tions for regional financial stability,” Mr. Kuroda said.

Mr. Kuroda said the Asian Financial Stability Dialogue—which would include finance ministry and central bank officials, financial regulators, and supervisors, and engage market participants—could use early warning systems and other mechanisms to improve surveillance of the region’s financial markets.

Asian financial markets and economies have so far weathered the current global financial storm relatively well, but we cannot take this for granted, he added.

Mr. Kuroda warned that vulnerabilities and risks to the region’s financial systems remain. Authorities are working hard to contain inflationary pressures against the risk

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COMMUNITY MEETING Farmers gather for a community dialogue at Azim Kheli in Khyber Community Village Organization

witnessed and withstood invasions, wars and tribal conflicts, still enjoy a special administrative and political status borrowed from the days of British rule in the subcontinent since 1849. The British administered the area through a combination of political agents and tribal elders, while leaving the people to manage their own lives according to the tribal customs.

Pakistan inherited this system in 1947 when it emerged on the world map as an independent nation. “Honestly speaking, this system has been a major hurdle in development of the area, as it failed the region in keeping pace with the development process being undertaken in the rest of Pakistan. Besides, the hierarchical order dominated by few influential people stood in the way of social and economic progress of the common people in FATA,” Alam Jan, a tribesman and a social activist, whispered.

Development Challenges

FATA faces a seemingly insurmountable development challenge. Lack of a modern and responsive governance system, limited availability of funds for development, and a complex security situation have all stifled the development efforts. Rampant poverty and inefficient management of natural resources has made the transition of the people from below-subsistence livelihoods more difficult.

Comprised of seven agencies, namely

Bajour, Khyber, Kurram, Mohmand, North and South Waziristan and Orakzai, FATA has a population of about 3.2 million, mostly living in rural areas. Agriculture at subsistence level is the primary occupation of majority of the population in FATA. Landholdings are small and fragmented; the cropping pattern is dominated by cereal cultivation, and a majority of farming families has no access to secured water supply, mainly because of the absence of basic irrigation infrastructure.

“FATA’s socio-economic indicators are extremely weak. A baseline survey recently accomplished by the FRDP team shows that only 10.83% of the households in the three agencies covered by the project have access to tap water, with Khyber agency having as low as 4.17% coverage,” says Raza M. Farukh, project implementation officer of the ADB Pakistan Resident Mission.

Similarly, according to official estimates, as much as 60% of FATA households live below the poverty line. The region has a literacy rate of 17.4% and a primary school participation rate of 41.3%, most of which are significantly lower than the national averages.

However, FATA has a rich and diverse ecology, the preservation of which has become crucial not only for sustainable development in an area where agriculture is a key part of the local economy, but for maintaining the delicate ecological balance of the mountain region. “Check dams and

small delay action dams built under FRDP are not only helping us have water for our irrigation and cattle raising but make it possible for us to plant saplings on barren land that protect our fields against soil erosion,” says Umar Khitab, 45, who along with other villagers have worked with the project in building a number of check dams in Bajour—a place from where thousands of families have fled to take temporary refuge in neighboring NWFP because of the ongoing armed conflict in recent times.

Opportunities to Grow

In response to the peculiar development needs of the area, the Government of Pakistan requested ADB to initiate FRDP. The project started in June 2006 and is being implemented in the Bajour, Khyber, and Mohmand agencies of FATA.

The project focuses on improving the quality of life of people in the three FATA agencies with community-driven poverty reduction programs in agriculture, agro-processing, forestry, irrigation, livestock, transport, and water supply.

In the second year of its implementation, the project has carried out a number of development initiatives to improve community infrastructure, natural resource management, and institutional capacity of the local communities.

It has developed an elaborate management information system that enables implementing partners to track, monitor, and measure project activities and outputs. A geographical information system provides information back-up on the state of natural resources like forest cover, water bodies, and cultivable land for the project staff and farmers.

The Project has built irrigation channels, dug-wells, nurseries, water tanks, and roads, and introduced new crops. “We are making sure that the infrastructure

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“We are making sure that the infrastructure developed caters to specific needs of women. For instance we have built washing pads for women on irrigation channels so that women can use those to wash clothes and kitchen utensils,” says the Gender Coordinator of FRDP Khyber office.

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developed caters to specific needs of women. For instance we have built washing pads for women on irrigation channels so that women can use those to wash clothes and kitchen utensils,” says the gender coordinator of FRDP Khyber office.

Farmers’ field schools established under the project offer hands-on training programs to farmers in all three tribal agencies under the guidance of expert agriculture specialists who speak the local languages. These schools have gained popularity among local farmers. “I have learned to grow many new crops from the farming school. The school gives us a practical opportunity to learn from agriculture experts; it is learning by doing instead of just

reading or hearing from others. We can now actually monitor the growth and productivity of plants daily. This is just an amazing experience,” said Mohammad Gul, a progressive farmer from Lower Pranghar in Bajour Agency.

The biggest strength of FRDP is its community-based participatory approach. Involvement of local communities from beginning to completion of project activities and their direct investment in the programs through labor and time has inculcated a strong sense of ownership of the development work among the tribesmen.

Despite many challenges, to date, the project has facilitated formation of about 950 community organizations, which shows

the enthusiasm and commitment of common tribesmen caught in the vicious cycle of conflict and poverty to build a better future. ■

FATA Rural Development Project (FRDP)

The total cost of the project is \$60.4 million, of which \$42 million is from ADB’s Special Funds resources; \$15.4 million is provided by the Government and an equivalent of \$3 million by the beneficiaries through labor and other in-kind inputs. The project was approved in 2006 and will be completed in 2011.

ADB Provides Pakistan with \$500 Million to Accelerate Economic Transformation

ADB has approved a \$500 million loan to support Pakistan’s efforts to address the harm done to poor families and the country’s economy by unprecedented international food and fuel price hikes.

The ADB loan will support ongoing changes in the energy and agriculture sectors, and will help lay the foundation for a radical transformation of the economy by diversifying, deepening, and expanding a competitive industrial sector, and creating much-needed jobs for Pakistan’s young and growing labor force.

ADB support comprises a key part of a global financing plan underpinning the government’s economic stabilization program. The stabilization plan includes actions to shore up and manage foreign reserves, improve monetary policy, trim the fiscal deficit and its financing gap, and cut back on government borrowing from the State Bank of Pakistan. The stabilization plan is focused on protecting the poor through special safety net programs, and reassuring financial markets through fiscal and monetary discipline.

“Addressing the impact of fuel and food price increases unleashes immediate benefits to Pakistan’s people and to markets,” said Juan Miranda, Director General, ADB Central and West Asia Department. “The fiscal space created by reforms will cut financing

gaps, generate conditions for a better deal in the sectors down the road, and provide much-needed cash flow to pay for safety net programs that protect the most vulnerable. ADB’s support balances the need for addressing the needs of Pakistan’s people while reassuring markets that the Government is on the right track with its ongoing economic stabilization program.”

The stabilization plan was formulated by the Government, with technical advice from other parties.

“ADB financing takes place within the context of this stabilization framework,” added Mr. Miranda. “We are one of several parties contributing to the financing of this plan; others will soon follow with their own financing and programs.”

Pakistan will strengthen the legal and regulatory framework of its financial sector

through the ADB program. The State Bank of Pakistan, working closely with the Government, has undertaken a series of actions to improve risk management in the sector, strengthen payment systems, and protect consumers. This will create stability at the time when international markets are in turmoil.

“The measures supported by ADB’s program will benefit ordinary Pakistanis, directly as well as indirectly,” said Mr. Miranda. “Timing is of the essence here.”

ADB is a major financing partner of Pakistan. Its strategy focuses on infrastructure (roads, irrigation, and logistics); utilities (power, energy, urban services); and reforms (including social service provision and finance, public financial resource management, financial sector intermediation, and capital markets development). ■

Signing Ceremony of Accelerating Economic Transformation Program (AETP)

Speaking at the loan signing ceremony at the Ministry of Finance, Rune Stroem, Country Director for ADB in Pakistan, said that the approved assistance will benefit the poor through price stability and effective social protection, and will also address the Government’s agenda of structural and financial reforms. ■



ADB Reiterates its Commitment to Help Pakistan Deal with Economic Challenges

During a meeting with Pakistan's President Asif Ali Zardari on 18 September in Islamabad, Juan Miranda, Director General, ADB Central West Asia Regional Department, reiterated ADB's commitment to help Pakistan deal with economic challenges. The two exchanged views on the macroeconomic situation in the country and ADB's assistance for Pakistan. ■



MEETING WITH PAKISTAN'S PRESIDENT President Asif Ali Zardari talks to ADB delegates who called on him at Aiwan-E-SADR, Islamabad on 18 September

ADB Appoints New Country Director for Pakistan

Rune Stroem joined ADB Pakistan Resident Mission (PRM) as its new Country Director on 16 September.

Before coming to Pakistan, he was heading a major business team within the Infrastructure Division at ADB's Central West Asia Department covering 10 countries, including Pakistan.

Rune Stroem is a Norwegian national, and has been associated with ADB since 1989. He has served ADB in various capacities and on a range of important assignments which include areas such as private sector development, energy, industrial development, and financial sector.

In 1996, Rune Stroem was member of a

team that established ADB's European Resident Office in Frankfurt, Germany. He was responsible for establishing and maintaining business relationship with infrastructure developers, international financiers, academia, and donor organization in 14 European ADB member nations at the time.

In mid-1999, he returned to ADB headquarters in Manila, working mainly in the energy sector for a number of ADB member countries including India and Pakistan. He led preparation and execution of many important investments in the energy sector, involving restructuring of the electricity, power, and petroleum industries. He has rich expertise in handling various aspects of the energy sector from energy security issues to



generation, transmission and distribution systems, and has led the energy dialogue with member countries on behalf of ADB. He has managed to build a strong energy sector portfolio of operation in the region, with special emphasis on addressing Pakistan's energy deficit. ■

2007-2008 Economic Update for Asia and Pakistan

This year's *Asian Development Outlook (ADO Update)* projected for Asia a general slowdown in growth and a sharp rise in inflation during 2008-2009. The *ADO 2008 Update*, ADB's new major report launched in Hong Kong, China on 17 September, includes economic analysis and revised growth forecasts for nine economies.

In the context of Pakistan, it is forecasted that an extraordinary increase in global oil and food prices and domestic policy uncertainties in a turbulent political year stressed the country's economy in FY2008, as revealed by a slowdown in growth, a build up in inflation, burgeoning fiscal and current account deficits, and a steep depreciation in currency and foreign reserves.

Increased risk perception was seen in a downgrading of credit ratings, a rise in

sovereign bond spreads, a slide in capital inflows, and declining access to international capital. Political uncertainty together with the weak economic fundamentals also reflected in the securities market of the country as the KSE-100 index continued a precipitous decline from its peak level in October 2007.

With continued high oil prices, burgeoning power deficit, and tightened demand management policies to correct macroeconomic imbalances, economic growth in FY2009 is expected to taper down. High inflation will persist as domestic fuel, food, and power subsidies are rationalized. Imbalances, while cannot be eliminated, are expected to shrink if a coherent and credible short-to medium-term economic stabilization and reform program is adopted and implemented.

On the other hand, developing Asian

economies in the region will revert to a more moderate growth outlook of 7.5% this year and 7.2% next year after posting its fastest growth of 9% in nearly two decades in 2007, says the report.

The *Update* also warns that inflationary pressures in the region are mounting and could boil over if left unaddressed. The report projects an inflation rate of 7.8% in 2008 in Asia and the Pacific, up from an earlier estimate of 5.1%. In 2009, inflation could reach 6.0%.

Clouding the outlook for the region, the report notes, are the continued elevated level of international oil and food prices, the persistence of high inflation, and a prolonged slowdown in industrial countries.

The report highlights that a supply shortage will remain a dominant issue in global commodity markets. ■

Capacity Development for Aid Effectiveness

Synchronization of capacity development at the institutional, organizational, network, and individual levels is critical to attain sustained outcomes and impact of development initiatives in Pakistan. Improved coordination among the local, intermediate, provincial, and federal levels and among government, civil society, private sector, and donors at each of these levels is also crucial, says a study by ADB Pakistan Resident Mission (PRM).

Two years ago, the Economic Affairs Division called a donors meeting in Islamabad on Aid Effectiveness. The Minister of State for Economic Affairs, after reviewing the 14 headings in the Paris Declaration on harmonization and alignment, requested ADB to lead an initiative on the theme Capacity Development. Other organizations were tasked to focus on monitoring and evaluation, financial planning, procurement, and country systems. Working groups on each topic included key government departments as the effort sought to help Pakistan fulfill its commitment as a signatory of the Paris Declaration.

An initial meeting of donors and key government departments at PRM concluded that although the term ‘capacity development’ has become very common at various levels, and many organizations have been, over the years, involved in capacity development, there is in fact very little information and holistic knowledge available on the subject in the country. Therefore, it was felt that there is a need for a study designed to map ‘capacity development’ in Pakistan by analyzing successful examples in a range of sectors, and by analyzing trends in budget allocations in 2001-2002, 2004-2005, and 2007-2008.

Examples were sought primarily in social services, with different sources of funding, in contrasting regions both rural and urban, and with respect to gender. Twelve projects were chosen from a longer list by the same participants at a second workshop, and case studies drafted on each of these. Project participants were involved in drafting the case studies through writeshops. In a national workshop, cases were presented to and

recommendations solicited from high-level officials from federal and provincial governments and civil society.

What is capacity development

Though capacity development is a much broader and more complex subject, most people think of ‘training’ when the word ‘capacity development’ comes up. While individual skills are important, capacity development is also about institutions (getting the policies, strategies, and related legislation right) and about organizations (including human resource management, accurate data bases and their use in evidence-based planning and decision making, sufficiently detailed partnership agreements, accountable financial management, monitoring to support enhanced quality, and overall civil service reform).

Improvement in coordination among the local, intermediate, provincial, and federal levels, and among government, civil society, private sector, and donors at each of these levels is also crucial, in sequencing of changes to effectively support the people who are at the heart of development processes.

The study also pointed to contextual factors that affect capacity development in Pakistan: personalized, patrimonial politics; low public expectations of services leading to lack of demand for capacity enhancement; frequent transfers in the civil service; lack of bureaucratic support for introduction of new ideas; many leaving public service; and tension between provincial and district levels due to unclear delineation of responsibilities.

It examined problems with earlier efforts made toward the subject in the country noting poor analysis of needs and absorptive capacity; limited analysis of socio-political, bureaucratic, and institutional contexts; lack of flexibility; frequent political interference; lack of high-level ownership; a weak consulting industry; failure to implement necessary legal measures to support reforms; ineffective training programs; and, thus, failure to actualize skills and capacity development in general.

Key lessons

- Clear priorities are essential because there are no blue prints or models to copy.
- Political will and political protection are key to successful project implementation.
- Sequential use of building blocks such as data standardization, human resource management, and financial systems can be very effective.
- Creation of space for talented managers who lead effectively by example is important.
- Accurate (updated, sex-disaggregated) data is required to obtain results and prevent delays.
- Planning requires use of evidence and engagement of stakeholders at various levels.
- Training should be relevant and should have strong curriculum and trainers, good materials and equipment, and be followed up with support and tracer studies to support improvement.
- Communication strategies are essential for successful implementation; and use of comprehensible illustrations can be helpful.
- Supportive monitoring of CD and project/program outcomes by blending quantitative and qualitative data is important, ensuring that evaluation is unbiased.
- When a new administration starts, it is best to keep successful elements of prior programs rather than start over from scratch.
- It is important to foster continuous improvement.

The study has contributed directly to the formulation of ADB’s new Country Partnership Strategy for Pakistan. It was circulated at the Accra High-Level Forum on Aid Effectiveness as part of a comparative study on technical cooperation by JICA. It is also expected to contribute to the formulation of a national aid policy. The study has also been featured in a 2-day workshop on Human and Institutional Capacity Development in Azad Jammu and Kashmir, and on Successful Models in Capacity Development for Local Self Governance Toward Urban Renewal and Rural Reconstruction in Islamabad, in August. ■

ADB and Islamic Development Bank Signs Landmark \$4 Billion Cofinancing Agreement

ADB and the Islamic Development Bank (IsDB) signed a landmark cofinancing agreement on 14 September, which will allow them to work together on projects in common member countries—Afghanistan, Azerbaijan, Bangladesh, Indonesia, Kazakhstan, Kyrgyz Republic, Maldives, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

The agreement calls on both institutions to provide up to \$2 billion equivalent each over the next 3 years to finance projects in their common member countries.

The agreement, the first of its kind, is based on a 3-year business plan that includes a common vision, strategic framework, and best practice ideas in development financing.

The cofinancing will mainly target transactions in infrastructure (including irrigation), utilities, and urban sectors. However, it may also cover education, health, and other sectors in selected countries.

“This agreement is unique, timely, and in line with the Accra High-Level Forum and other international declarations on development effectiveness and harmonization,” said Vice President Cisse of the Islamic Development Bank.

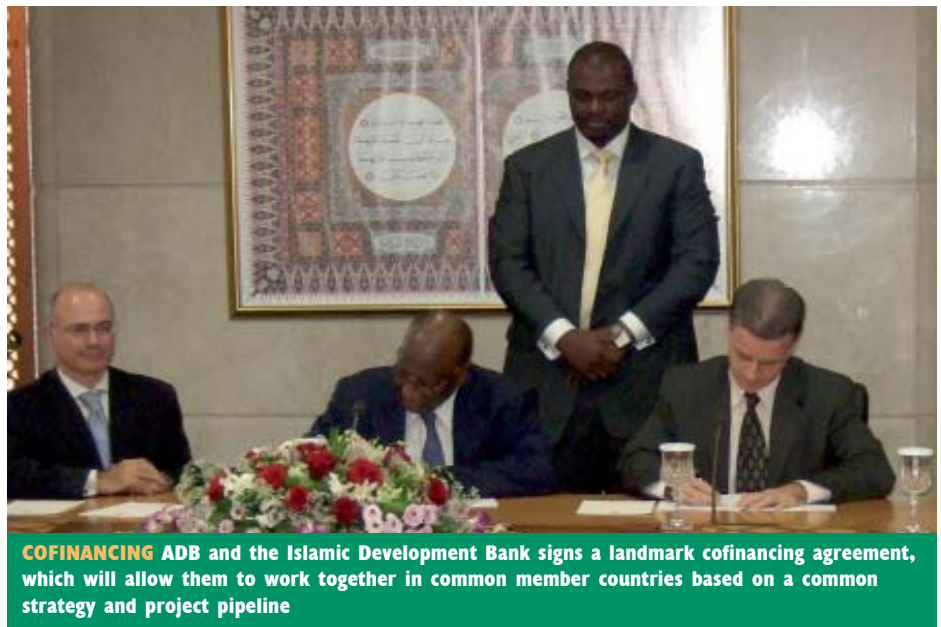
“In addition, this agreement provides a new platform from which both

institutions will attempt to raise third-party funds for investments in common member countries. This is a breakthrough in collaboration between international financial institutions,” said Juan Miranda, Director General, ADB Central and West Asia Department.

“The agreement takes us into a long-term partnership mode and it is consistent with the Strategy 2020 of the Asian Development Bank and Vision 1440H of the Islamic Development Bank,” said

Walid Abdelwahab, Director of Country Operations (Asia), Islamic Development Bank.

Werner Liepach, Principal Director, ADB Cofinancing Operations, added: “Cofinancing is a precondition for effective development work these days and what is particularly enriching in this case is that we have two multilateral development institutions working together on a common platform for the benefit of their common clients.” ■



COFINANCING ADB and the Islamic Development Bank signs a landmark cofinancing agreement, which will allow them to work together in common member countries based on a common strategy and project pipeline

Workshop on Special Drawing Rights (SDR) Conversion Option for Legacy ADF Loan

ADB's treasury department conducted a workshop on the SDR conversion option for representatives of the State Bank of Pakistan, Ministry of Finance, and Economic Affairs Division on 5 August in Karachi. The workshop aimed to promote ADF borrowers awareness of the SDR conversion option which is available to all eligible borrowers starting 1 January 2008, and also in assisting borrowers in making informed decision in the context of currency and external debt management.

Pakistan is the largest ADF borrower with an outstanding disbursed loan balance of around \$5.9 billion, equivalent to 24% of total ADF outstanding disbursed balance as of June 2008. ■



Pioneering Pehur High-Level Canal Project

Irrigated agriculture is the basic mainstay of crop production in Pakistan. About 90% of crops produced in the country come from irrigated land of Punjab, Sindh, and North West Frontier Province or NWFP. Agriculture itself accounts for 23% of the gross domestic product, which though declining steadily from 30% in 1970s, still employs a large number of workforce, and provides livelihood for about 68% of the rural population.

However, the overall irrigation efficiency has been eroding due to a number of reasons including seasonal disparity between water supplies and crop water requirements, inefficient use of inputs, water logging and salinity, and weakening strength of canals.

Like Punjab and Sindh, NWFP—which has a population of about 18 million out of which 83% live in rural areas—is facing stiff challenges in meeting food requirements of the province. An estimated 1.7 million

hectares (ha) per year are cultivated in NWFP but only 0.9 million ha are irrigated.

Hence, the Pehur High-Level Canal (PHLC) project, costing \$138 million at completion, has become a very important development project for NWFP, and in refreshing its stressed and aging irrigation infrastructure.

The Canal starts with an underground tunnel from Terbela reservoir and extends up to the areas near Mardan. The project aims to realize the full agricultural potential of about 40,300 ha in the project area which has been fully achieved.

This first-ever parabolic canal in Pakistan (24.1 km in length) will provide irrigation water supply in the rain-fed area of Topi, and will augment the irrigation water supply in Maira branch of upper swat canal system. The canal takes water from Terbela reservoir through two underground (30 meters deep) pressure tunnels (Gandaf Tunnel, 4.65 km long,

with an internal diameter of 3.8 meters; and Baja Tunnel, 1.29 km long, with an internal diameter of 3.5 m). With the construction of this canal, NWFP, for the first time, got irrigation water supplies from the Indus River.

Another interesting feature of the project is that for the first time in Pakistan, against the conventional supply-based irrigation system, a new approach of crop-based irrigation operations has been introduced to provide water (and reduce water wastage), based on crop requirement. Under this system, the tunnel gates at water intake from Terbela reservoir automatically open, and close based on the water supply requirements fed into the software especially developed for the purpose, to ensure that water is supplied only to the extent required, and no water is wasted. This also prevents water-logging due to excessive water supply under the conventional supply-based irrigation system. ■



IMPROVING IRRIGATION A parabolic canal constructed under Pehur high-level canal project in North West Frontier Province

International Donors Set Action Plan to Further Promote Aid Effectiveness

Ministers from more than 100 countries and heads of development agencies from around the world, including ADB, endorsed an action plan designed to help improve the effective delivery of aid to developing nations.

The plan was supported by representatives from developing countries, international donor community, civil society organizations, and global funds following a week-long meeting in Accra, Ghana.

The Third High-Level Forum on Aid Effectiveness reviewed the progress made since the Paris Declaration of 2005 which sets out an internationally agreed framework for harmonizing and aligning aid, in order to improve its cost effectiveness and to avoid the duplication of resources. It lays out a number of targets to be achieved by 2010.

The Accra Agenda for Action stresses the need for developing countries to take the lead on shaping their own development policies to achieve economic, social, and environmental goals. It also agrees to strengthen partnerships among all stakeholders in the aid process, including the private sector, in order to have a stronger impact on poverty reduction and the achievement of Millennium Development Goals by 2015. ■

ADB You Tube Channel



ADB's Department of External Relations has launched an ADB channel on YouTube that features

videos on ADB projects, speeches, and interviews with senior Management. Visit <http://www.adb.org/News/podcast.asp> ■

ADB President Proposes New Forum *(continued from page 1)*

of slowing economic activity, for example. Several asset markets, particularly real estate, also show potential vulnerability to shocks.

“Our region requires deeper and more innovative financial markets. Bank finance and equity markets still dominate Asia. Debt markets are the next stage and we have seen progress,” Mr. Kuroda said.

Asia needs to promote consistent standards, harmonize prudential indicators, and establish standards for governance and transparency to facilitate domestic and in-

ternational investment, he added.

Financial integration in the region has lagged despite the rapid growth in regional trade integration. Asia is still dependent on more mature markets in Europe and North America to intermediate its large savings than doing it through its own markets.

Mr. Kuroda urged participants at the conference to work together on financial system development, regional financial integration, and in constructing the groundwork for regional financial stability. ■

New ADB Communication Materials

The following public awareness material about ADB and its policies are now available at Pakistan Resident Mission.

- Fighting poverty in Asia and the Pacific - ADB brochure
- Helping the poorest. Changing lives. Working for results (ADF impact stories)
- Promoting Private Sector Investment (poster)
- Basic Statistics 2008 – developing member countries
- Fact Sheets on ADB's Safeguard Policies, ADB and Clean Energy, Anticorruption, Accountability Mechanism, Core Labor Standards and ADB, Regional Cooperation and Integration, and Project Cycle



NEWS FROM

Pakistan

The quarterly newsletter of the Asian Development Bank (ADB) Pakistan Resident Mission (PRM) aims to enhance communications between ADB and its client groups. *News from Pakistan* disseminates information on ADB activities and provides a forum on development issues in Pakistan. Articles in the newsletter, however, do not necessarily reflect the official ADB view. We welcome readers' comments and suggestions.

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