

APPENDIXES

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SUMMARY OF ORGANIZATIONAL OPTIONS CONSIDERED

1. In analyzing organizational options, two models were initially considered as polar opposites:

- (i) A model built around large technical or sector departments, with the country perspective provided by resident missions, or relatively small country divisions at headquarters. This model strengthens technical and sector expertise and exploits benefits of critical mass and networking by building on ADB's technical skills. However, it makes it difficult to reconcile competing country and sector imperatives. Large sector departments would bring back the risk of the supply-driven orientation and prevent ADB from attaining a country focus. This was the early model of most MDBs.
- (ii) A model which places all the expertise required for implementing a country program within a country unit, preferably in the country. This model has the sharpest country focus and provides the DMCs with a single point of contact in their countries for all services, while ensuring the clearest accountability within ADB. This is however not practicable, since it would require ADB to replicate the whole range of expertise for each DMC. This would not only be very costly, but it would also lead to professional isolation of sector specialists. There would be very limited flexibility in adjusting staff inputs to the changing needs of the DMCs.

A. Model 1: Sector and Technical Focus

2. Model 1 combines two principles: (i) to provide strong country and client focus by strengthening RMs and transferring the country strategy and programming functions and other specialized skills fully to the field; and (ii) to build on ADB's technical skills through reconstituting headquarters' sector departments and strengthening their capacity to implement the strategic development agenda. The model proposes a rationalization of the grouping of ADB's functions into homogenous functional "complexes."

3. Model 1 proposes establishment of a single operational complex to deal with all DMCs. This would include upgraded RMs in each DMC, and three large sector departments, reconstituted to reflect ADB's strategic agenda. RMs would be fully responsible for strategy and programming functions in close collaboration with sector departments. Sector departments would be strengthened and made fully and directly accountable for delivering ADB's development agenda in line with the country priorities set by RMs. Coordination between sector departments and RMs would be handled by a group of regional coordinators who would integrate country and sector perspectives. This group would also align the operational program with country risk and performance considerations. In addition, the model proposes (i) establishment of a regional cooperation complex to help build regional knowledge, networks, and subregional cooperation; and (ii) establishment of a coordination and compliance complex comprising nonoperations offices and a quality assurance group.

4. The underlying premise for the structure of model 1 was to (i) improve country focus, (ii) rationalize the sector departments, and (iii) enhance research capacity. Model 1 would constitute a significant shift away from the traditional organization of departments on a

subregional basis, while preserving some of the inherent strengths of the Asian Development Bank's (ADB) operations.

1. Key Features

5. This model was based upon the establishment of functional complexes.¹ The complexes would include

- (i) an operations complex comprised of
 - (a) the head of operations planning, with a central country risk management and regional coordinator for each of the following: central asia, east asia, south asia, and southeast asia;
 - (b) a private sector transactions department;
 - (c) a resident or regional mission (RM) for each borrowing developing member country (DMC); and
 - (d) three sector departments.
- (ii) a regional policy and cooperation complex comprised of
 - (a) an economic surveillance and outlook department,
 - (b) a regional and subregional cooperation department,
 - (c) a sustainable development policy department,
 - (d) a law and policy reform office, and
 - (e) a capacity building and training office (linked with the Asian Development Bank Institute (ADBI)).
- (iii) a coordination and compliance complex comprised of
 - (a) a compliance, monitoring and central portfolio department;
 - (b) a quality assurance group; and
 - (c) a procurement and consulting services support office.

2. Strengths

6. Greater country focus would be achieved through empowered RMs. RMs would carry the primary responsibility for developing ADB's strategy and operations to closely reflect the client and country perspective and requirements. To ensure effective support, additional economic and sector skills would be located in the RMs. The sector skills would be primarily the thematic skills such as governance, poverty, private sector development, and social sector specializations.

7. Sector departments would be reconstituted and aligned to more closely reflect the priorities of the long-term strategic framework. The sector departments would be primarily responsible for delivering ADB's overarching goal of poverty reduction, within the country context established by the RMs. The sector departments would include thematic specialists as part of the front-line operations, rather than as sideline commentators. Sector departments would be able to pool their synergies and expertise to allow ADB to emerge as a knowledge center in the region.

¹ A schematic chart of this model is on page 6 of this appendix.

8. The research capacity of ADB would be enhanced by establishing a regional approach to economic work. A new regional department would be primarily responsible for regional cooperation, the research mandate of ADB, and coordination of the economic surveillance and development outlook activities.

3. Weaknesses and Conclusions

9. The largest risk with this model rests with the composition and functioning of the operations complex. The central operations planning group would be key to the success of such a reorganization and if not appropriately headed would run the risk of creating an overly centralized, very bureaucratic operation. This complex would have a disproportionately large span of control compared to the other nonoperational complexes.

10. The unifying of the sector departments would mean that each sector department would cover all DMCs. The head of each department would be required to focus on broad strategic and technical issues in his or her sector and would not be able to focus at a country level. There was also concern that establishing very strong unified sector departments would lead to “sector-driven” or “project-driven” agendas, not necessarily in line with or reflecting the country requirements or needs. This would be contrary to increasing country focus.

11. Linkages between the RMs and headquarters and between country programming and the products deliverable by ADB would not be clearly established under this model, which may consequently diminish, rather than increase, country focus.

12. For the reasons stated here, this model was not considered to be an optimal structure for ADB.

B. Model 2: Integration of all Operations at Division Level

1. Rationale

13. The principle of this model is to combine all services to the client at the lowest possible managerial level within ADB, the division. This would provide the DMC with a single point of contact within ADB for all services—economic assessment, the country strategy and program, programming, project design, and portfolio management. This would also ensure clear accountability within ADB, greater flexibility in adjusting the service program to the needs of the DMC, and greater efficiencies in responding to DMC needs.

14. Under this model, a divisional manager is both a program and a project manager for specific DMCs. The manager is provided with a staffing mix that can address all of the essential services offered to a DMC. This implies skills in economic assessment and monitoring, sectoral skills for project design, and project management skills for portfolio management. The operations division is thus primarily country-focused, and is self-contained with regard to the required authority to respond to the DMC and the skills needed to provide related services.

15. The basic premise for model 2 was to organize ADB around the Office of Pacific Operations (OPO) model. Many people believe that the OPO model provides the proper balance and synergy between country focus and sector-driven projects and that it should be applicable ADB-wide. In OPO, the projects and programs functions are unified at the division or

manager level. Each division is staffed with resources responsible for country programming; economic and sector work; and project design, processing, and implementation for all sectors.

2. Key Features

16. The key features of model 2,² in addition to applying the OPO model to the operational departments of ADB, include:

- (i) creation of four regional directors to oversee country groupings;
- (ii) creation of a quality assurance support unit;
- (iii) mainstreaming of private sector operations by having a private sector division within each regional department;
- (iv) creation of a central technical support division to maintain sector quality; and
- (v) dividing the Operations Evaluation Department into two units, one to provide oversight and ensure compliance with safeguard policies, and the other to carry out operations evaluations.

17. The four operations departments would comprise country divisions. Each country division would consist of the staff at the RM and the headquarters staff. The manager of the division would be responsible for the overall program in the country, both country programming and project processing and implementation.

3. Strengths

18. Country focus is strengthened through combining the country program and sector specialists at the division level, and by minimizing the number of countries within the scope of one division. This model also facilitates the implementation of the team approach to project design and processing, one of the key features of the new business processes.

19. Private sector transactions would be more country-focused by including a private sector unit within each region, and thereby reducing the country coverage for each unit.

20. The quality of project design and processing would be strengthened by (i) establishing a quality assurance unit and (ii) separating oversight and compliance functions for sustainable development from line operations. Project implementation would benefit from (i) facilitating devolution of responsibility to managers and RMs, and (ii) focusing operations on a country basis. Both design and implementation of projects should improve with the increased level of knowledge of any given country.

4. Weaknesses and Conclusions

21. The main weakness of the scaled-up OPO model is the lack of critical mass in sector expertise in any division or department of ADB. Each division, and division manager would be expected to have a very diverse sector coverage. There would be a severe risk of "de-skilling" ADB staff through the elimination of all sector departments. Staff would be required to work, periodically, in sectors in which they have limited expertise, which would likely adversely affect the quality of projects.

² A schematic chart of this model is on page 7 of this appendix.

22. In order to effectively manage the workflow, this model requires a very high degree of flexibility, coordination, and staff movement between different divisions. The degree of flexibility required for this model exists in a smaller unit of ADB, such as OPO, but would be much more difficult to manage across the organization.

23. Therefore, while the OPO model is being successfully applied in the unique grouping of Pacific DMCs, the model may not be successfully replicable across ADB. The lack of critical mass in sector expertise would be very likely to affect project quality and relevance to DMCs, which require more and more sophisticated technical expertise. For these reasons, the OPO model was not considered to be an optimal structure for ADB.

C. Model 3: Integration of Sector and Country Functions at Department Level

24. This model gives primacy to country needs and priorities, while simultaneously avoiding the undue fragmentation of sectoral expertise. This is achieved by combining all operations functions in country-based departments, and concentrating policy, advisory, and compliance functions in a separate, nonoperational “knowledge-based department.” The model also strongly emphasizes regional cooperation.

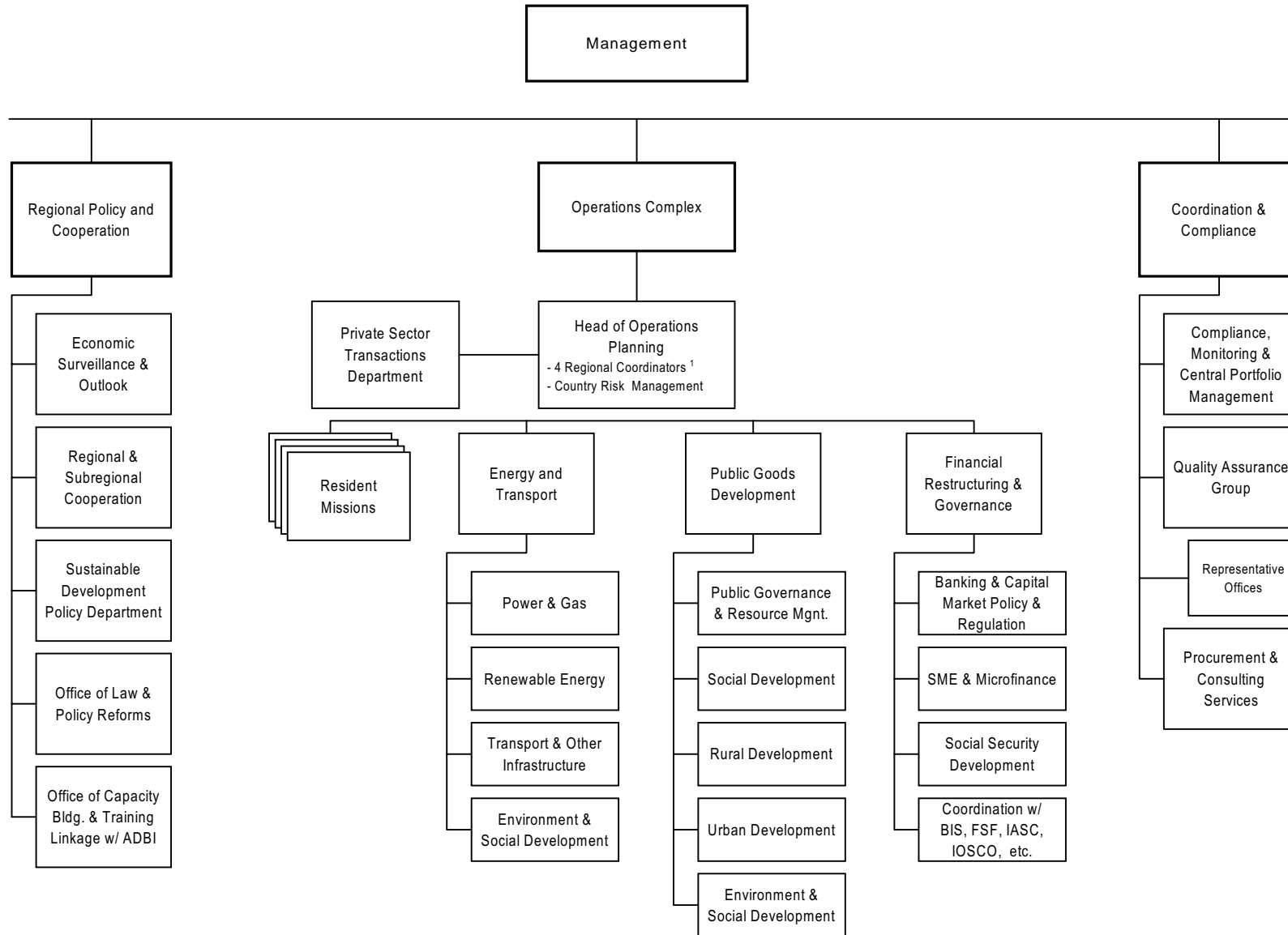
25. The model integrates “projects” and “programs” functions at the level of the regional department, each of which will be responsible for a number of countries. Regional departments will contain units to undertake all strategic programming, ESW, subregional cooperation, and project work under one umbrella, with a single line of accountability to the head of the regional department. A separate department will promote regional cooperation; provide technical support; and ensure quality and compliance with safeguard policies, policy coherence, and application of best practices ADB-wide.

26. A close variant of this model was considered in the 1995 reorganization. Though the model was then recognized as the best way to integrate country and sector considerations, it was not pursued because of the risk of fragmenting sectoral expertise to unacceptable levels. The current model seeks to overcome this through establishing a specialized department for technical advice and knowledge dissemination.

D. Conclusion

27. No single model is ideal or will resolve all the issues of organizational change. All have strengths and weaknesses. On careful consideration of all models, integration at department level (Model 3) provided the best combination of increased efficiency and effectiveness, reconciling country, thematic, and sector priorities; balanced spans of responsibility and control; continuity in change; and implementation with minimum disruption. It was therefore selected for further development.

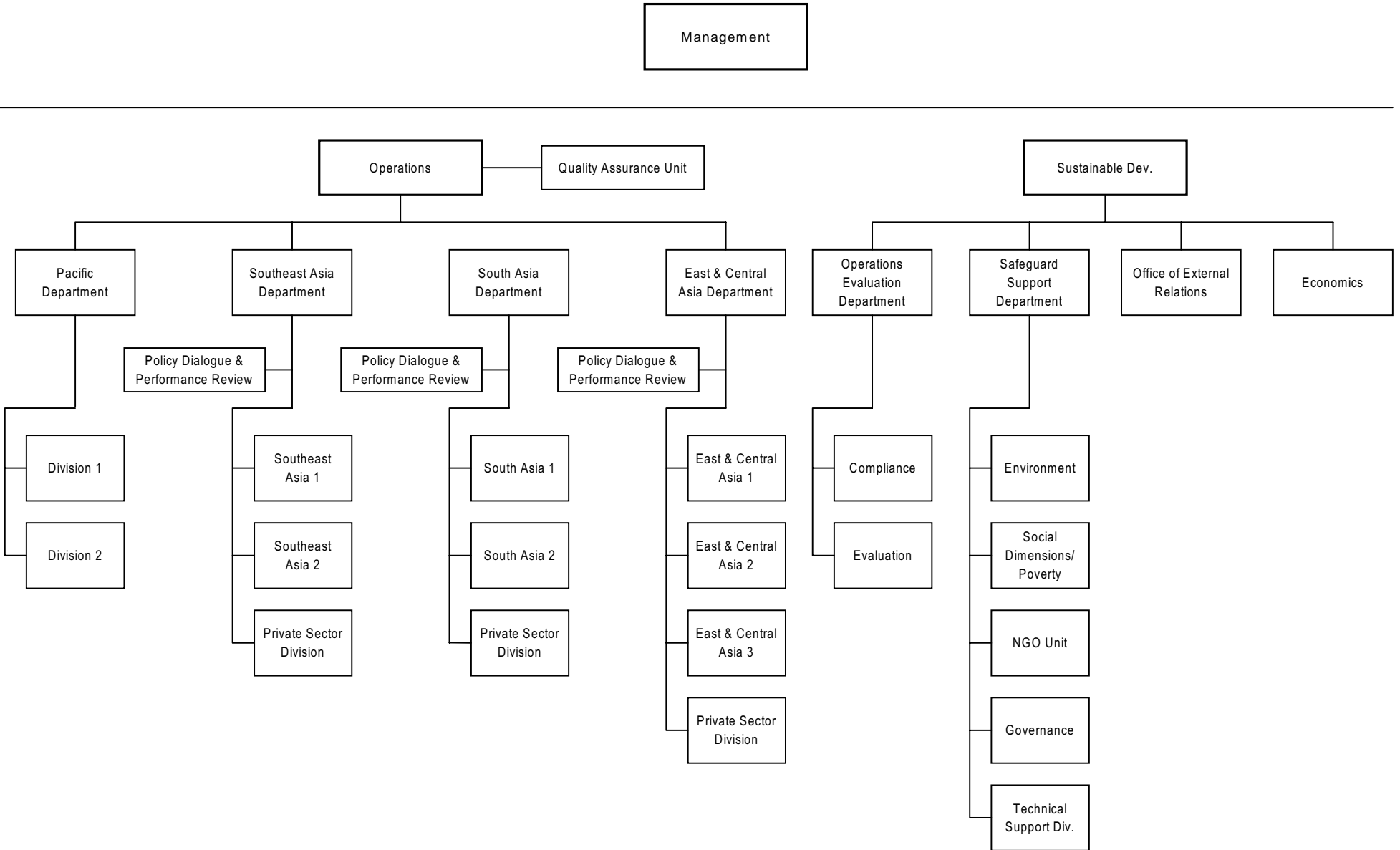
Model 1



BIS - Bank for International Settlements; FSF - Financial Stability Forum; IASC - International Accounting Standards Committee; IOSCO - International Organization of Securities Commission

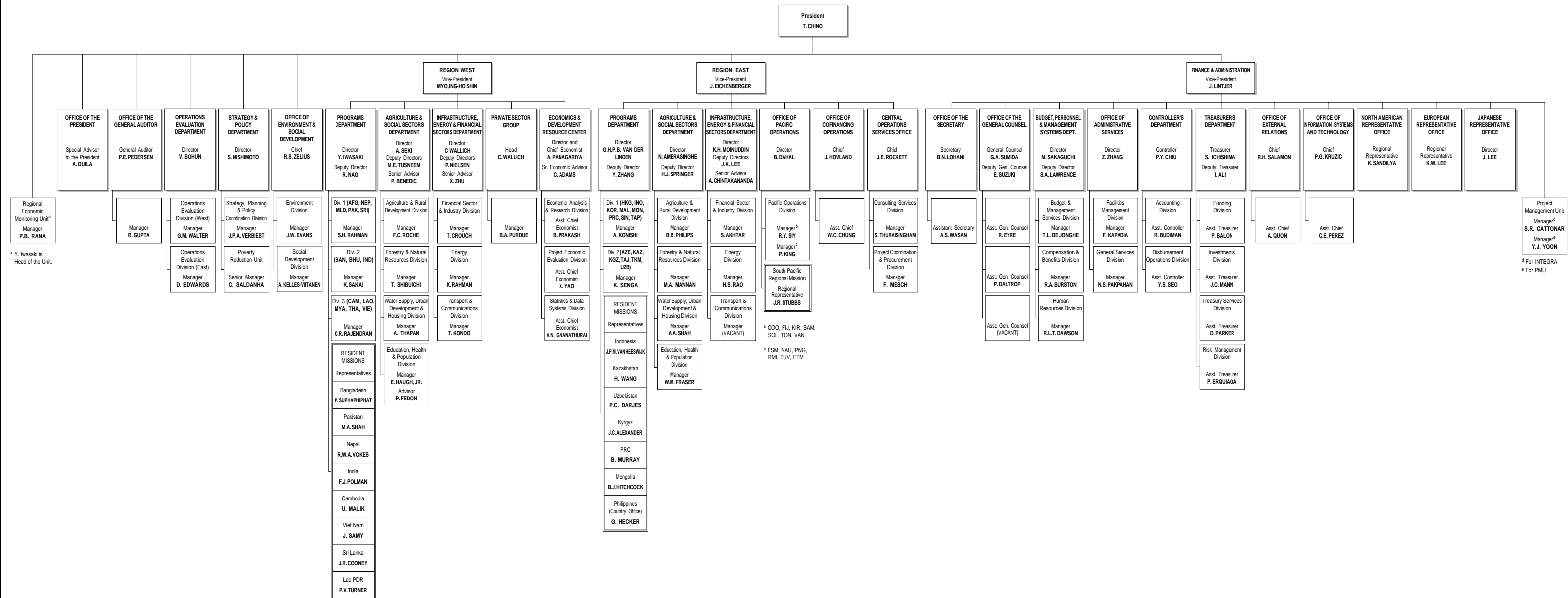
¹ Four regions would include Central Asia, East Asia, South Asia, and Southeast Asia.

Model 2





ORGANIZATION CHART



^a Y. Iwasaki is Head of the Unit.

^b COO: FIJ, KIR, SAM, SOL, TON, VAN

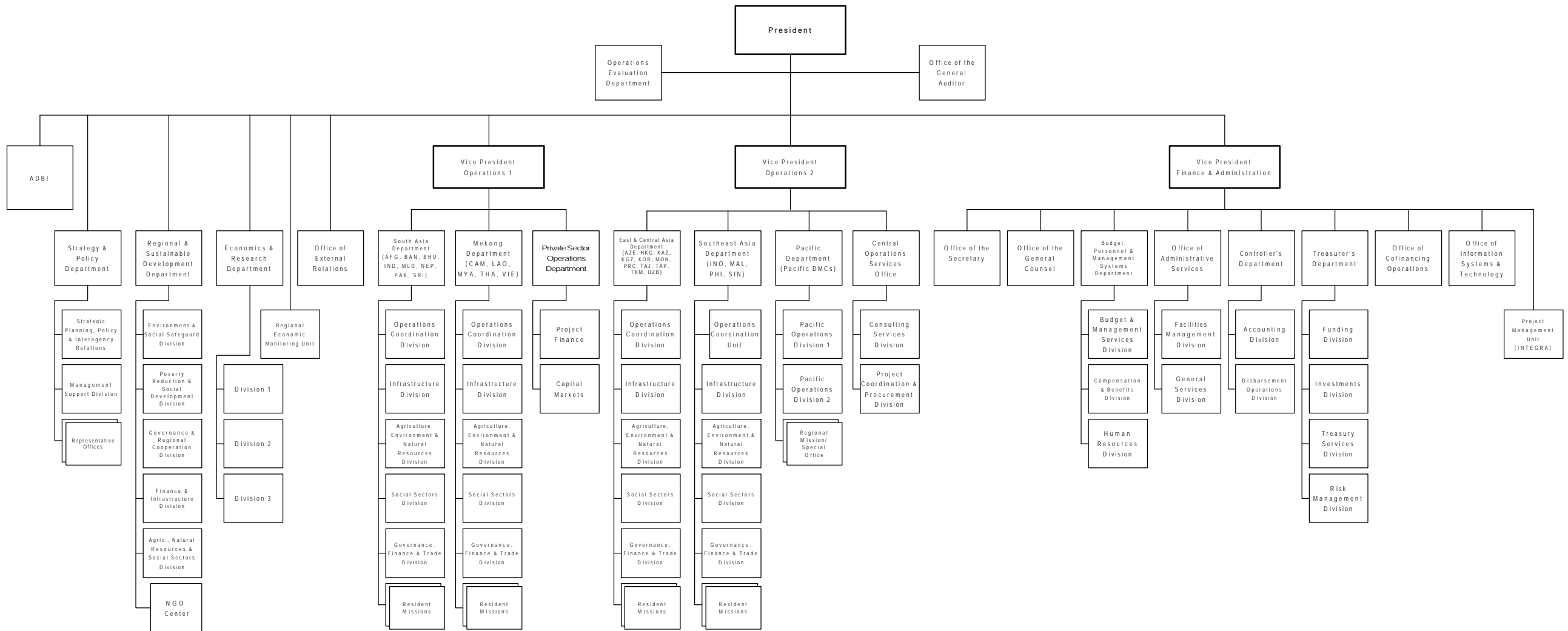
^c FSM, NAU, PNG, RMI, TUV, ETM

^d For INTEGRA

^e For PMU

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 Budget, Personnel & Management Systems Department

PROPOSED ORGANIZATION STRUCTURE



DEPARTMENTS' TERMS OF REFERENCE

A. Regional Departments

1. Objectives

1. The regional departments will be responsible for implementing the strategic agenda of the ADB in the DMCs. Each department will have the following main objectives:

- (i) Establish and maintain relationships on all matters concerning ADB operations with the concerned DMCs in the subregion, and with other multilateral and bilateral development agencies and other sources of development finance on matters relating to the subregion.
- (ii) Undertake relevant economic and sector work (ESW) on matters of development concern to the DMCs and provide an analytical foundation for ADB operations.
- (iii) Be fully responsible for developing CSPs for the DMCs in the subregion and for subregional cooperation, for the public and private sector, in line with ADB's objectives and policies and the DMCs' own development priorities, programs, and prospects.
- (iv) Prepare public sector loan and technical assistance (TA) projects, and undertake project administration and supervision in line with established ADB policies and procedures.
- (v) Follow developments in the concerned DMCs, including all development financing activities, at the subregional, national, and sectoral levels, and undertake reviews and prepare reports for Management and the Board as required.

2. Structure

2. The departments will usually comprise an operations coordination division (or unit) and four sector divisions: (i) infrastructure; (ii) agriculture, environment, and natural resources; (iii) social sectors; and (iv) governance, finance, and trade. The departments will be responsible for the resident missions (RMs) in the concerned DMCs.

3. The department head will report to a Vice President and be accountable to the Vice President for all policy and public sector operational matters in the concerned DMCs.

4. Heads of operations coordination, sector divisions, and RMs will report to the department head. To ensure adequate country focus and sectoral depth in all aspects of ADB operations, staff in operations coordination and sector divisions, together with RMs will work in country and project teams. The divisions at headquarters and RMs will cooperate and coordinate with the Regional and Sustainable Development Department (RSDD) to ensure that sector strategies and ESW are effectively and efficiently conducted.

5. The head of the regional department will coordinate with head, PSOD concerning private sector operations in DMCs. The head of the regional department will be responsible for programming private sector projects; however, the head of the PSO department will be responsible for PSO matters and the technical quality of private sector transactions.

3. Terms of Reference

6. The detailed terms of reference of the operations coordination division/RMs and sector divisions follow.

a. Operations Coordination Division/RMs

7. The responsibilities of the operations coordination division or RMs as the case may be, in respect of the DMCs covered by the department, include the following:

- (i) Establish and maintain relationships on all matters concerning ADB operations with the concerned DMCs and with other multilateral and bilateral development agencies and other sources of development finance. Coordinate these efforts with similar efforts of the sector divisions in certain specialized fields. Keep abreast of economic, social, and political developments in the concerned DMCs.
- (ii) Prepare economic and such other reports as may be required covering the DMC's development programs, prospects, and constraints. In accordance with ADB's policies and objectives and the DMCs' own development plans and priorities, prepare a CSP, and revise the strategy from time to time as required.
- (iii) Through the country teams, undertake annual programming exercises in DMCs, and revise and update multiyear lending and TA programs in line with the CSP for each DMC, including judgments on priorities among sectors and lending modalities.
- (iv) Coordinate and monitor in conjunction with concerned sector divisions ADB's ESW programs. Participate in sector studies and analyses undertaken by the sector divisions so as to introduce the findings thereof into the country strategies and programs.
- (v) Collaborate with the sector divisions concerned on the processing and subsequent implementation of projects. Monitor and evaluate the progress of operational work in the DMCs against the approved programs. Undertake annual country portfolio reviews in consultation with and cooperation of sector divisions concerned.
- (vi) Assist DMCs in mobilizing cofinancing from external sources for development projects. Promote and participate in aid coordination with multilateral and bilateral development agencies and other aid organizations.

b. Sector Divisions

8. Broadly, the sector and subsector responsibilities of the four sector divisions include the following:

- (i) infrastructure divisions will be responsible for
 - (a) power, gas and renewable energy;
 - (b) transport; and
 - (c) communications;
 - (ii) agriculture, environment, and natural resources divisions will be responsible for
 - (a) water resource management,
 - (b) forestry and land resources,
 - (c) livestock and fisheries,
 - (d) crop development,
 - (e) agriculture research and extension,
 - (f) environmental management and stand-alone environmental projects, and
 - (g) ecotourism;
 - (iii) social sectors divisions will handle
 - (a) education;
 - (b) health and population;
 - (c) water supply and sanitation;
 - (d) urban development and housing; and
 - (e) operationalization of ADB's agenda in gender, participation, and social protection; and
 - (iv) governance, finance, and trade divisions will handle
 - (a) public resources and expenditure management;
 - (b) governance of public and private sectors (including corporate governance);
 - (c) banking, capital markets, pensions, and insurance;
 - (d) financial intermediation;
 - (e) small and medium enterprises;
 - (f) privatization and restructuring;
 - (g) national and subregional trade issues; and
 - (h) operationalization of ADB's governance agenda.
9. The responsibilities of the sector divisions for each sector they cover are as follows:
- (i) As members of the country team, contribute to the preparation of the country strategy and program (CSP) including identification of projects for possible financing and assist DMCs to prepare projects when such assistance is requested or required.
 - (ii) Follow developments in relevant sectors and subsectors. Plan and undertake sector reviews of DMCs as well as regional surveys. Make recommendations on operational policies, priorities, and programs for specific DMCs or sectors/subsectors, including plans for subregional or regional cooperation on sector subjects.

- (iii) Undertake relevant sector work to guide and assist in ADB operations in the concerned sector.
- (iv) Participate in and contribute to sector/subsector networks established by RSDD. Ensure compliance with ADB's policies, and quality standards. In cooperation with the RSDD, contribute to policy and regionwide sector work.
- (v) Process ADB loan and TA proposals.
- (vi) Undertake project administration and supervision to ensure the sound execution and operation of projects.
- (vii) Implement TA projects, including those for regional TA, in cooperation with other divisions and offices, as necessary.

B. Regional and Sustainable Development Department

1. Objectives

10. The objectives of the Regional and Sustainable Development Department (RSDD) are:
- (i) maintain quality and technical excellence across ADB;
 - (ii) develop and monitor policies and guidelines for all thematic and sector areas;
 - (iii) act as ADB's center for compliance oversight; and
 - (iv) support regional cooperation work and linkages with regional institutions.

2. Structure

11. The five divisions and center of the RSDD will be:
- (i) an environment and social safeguards division, responsible for compliance with ADB's safeguard policies;
 - (ii) two divisions responsible for ADB's thematic agenda:
 - (a) a poverty reduction and social development division,
 - (b) a governance and regional cooperation division;
 - (iii) two divisions responsible for the technical and sector agenda:
 - (a) a finance and infrastructure division,
 - (b) an agriculture, natural resources and social sectors division; and
 - (iv) the NGO center.

12. Each division will include technical experts responsible for each subsector. The detailed position descriptions of these experts will reflect the terms of reference of RSDD in their application to the thematic area or sector supervised by the concerned expert.

13. The experts will be involved in the selection of technical staff for operations; training of staff in state-of-the-art issues pertinent to each theme and sector; the internal networking of ADB specialists in each thematic area and sector; and the linking of these internal networks to regional and global networks.

3. Terms of Reference

14. The thematic and sector divisions will undertake the following activities:¹

a. Thematic and Sector Policy and Strategy

- (i) prepare, update, monitor, and report ADB's policies and strategies for thematic areas (poverty and social dimensions, governance, private sector development, etc.) and sectors. Prepare periodic reports on outputs and impacts achieved by ADB in these areas and sectors;
- (ii) monitor developments in the thematic areas and sectors, globally and within the region, and their implications for ADB's policies, strategies and operations; and
- (iii) coordinate with development partners on reviewing and updating policies and strategies.

b. Enhance Quality and Technical Excellence

- (i) act as the focal point within ADB for each thematic area and subsector;
- (ii) establish quality standards for ADB's TA and project operations for each thematic area and subsector;
- (iii) monitor and check TA and project quality by reviewing key concepts and documents (TA papers, project briefs, draft Report and Recommendations of the President);
- (iv) develop guidelines and tools for the use of staff for diagnostics, design, and management of development interventions;
- (v) provide expertise on capacity building;
- (vi) develop and maintain a consultant database of excellence for each thematic area and key sector, for use by operational staff and regional institutions;
- (vii) develop and maintain a skills inventory of ADB for each thematic area and key sectors; this includes the specific competencies per area of specialization, and related availability of skills within ADB; and
- (viii) support recruitment of technical staff for the thematic areas and subsectors; and directly provide and/or support technical training of ADB staff.

c. Enhance Quality and Coordinate Thematic and Sector Work

- (i) develop ADB-wide agencies for sector and thematic study and research, and act as the repository for these studies;
- (ii) ensure the quality of ADB's thematic and sector work, establish quality standards and strategic priorities, and monitor and check quality by reviewing key concepts and documents; and
- (iii) develop and maintain the regional database for the thematic areas and key sectors: regional departments will generally provide inputs.

¹ The NGO Center will continue to function according to its existing TOR.

d. Regional Cooperation

- (i) coordinate ADB's regional cooperation strategy and program for each theme and sector. While subregional cooperation programs will be managed by the regional departments, broader cross-regional cooperation initiatives for each key theme and sector will be coordinated by the RSDD;
- (ii) ensure that the subregional cooperation strategies and programs of ADB are synchronized with ADB's broader strategic and regional cooperation thrusts;
- (iii) RSDD will manage the regional TA (RETA) budget and act as the Secretariat to the RETA Screening Committee;
- (iv) support regional departments in disseminating results of thematic and sector study and research across all regions; and
- (v) lead and/or support regional cooperation initiatives for all thematic areas and sectors.

e. Promote Internal and External Networks and Partnerships

- (i) in the thematic and sector areas, coordinate policy positions, quality standards, and operational approaches, thereby ensuring that all regional departments operate consistently in line with overall ADB interests;
- (ii) establish formal internal networks among staff on a thematic and sector basis, for a continuing exchange of professional knowledge, best practice and operational matters;
- (iii) stay current with the state-of-the-art in each thematic area and sector, and ensure internal networks are regularly briefed on developments;
- (iv) maintain external networks linking ADB with key regional institutions, and work with regional departments to provide them support;
- (v) assist the participation of ADB and regional institutions in global initiatives in sector and thematic areas; and
- (vi) promote partnerships with development agencies and NGOs in each thematic area and sector, and take the lead coordinating role for the region, where appropriate.

15. In addition to the above functions, the Environment and Social Safeguard Division will undertake the following:

- (i) monitor the implementation of ADB's safeguard policies in all its operations and advise Management of compliance;
- (ii) provide advice, guidance and training to operations departments in the implementation of safeguard policies; and
- (iii) from time to time, advise Management of the overall status of implementation of safeguard policies.

C. Strategy and Policy Department (SPD)

1. Objectives

16. The objectives of SPD are to provide the ADB with a strategic planning perspective and direction, ensure policy and operations coordination, and maintain institutional relations with the international development community, especially on matters relating to resource mobilization.

2. Structure

17. SPD will consist of two divisions:

- (i) a strategic planning, policy and interagency relations division; and
- (ii) a management support division.

3. Terms of Reference

18. SPD activities will include the following:

- (i) coordinate the management of ADB's strategy and policy development work;
- (ii) develop and maintain nonsector, nonthematic strategic and policy papers;
- (iii) assist Management in resource mobilization, in close consultation with the Treasurer's Department, by coordinating the exercises for replenishment of ADB's Asian Development Fund and the general capital increase for the ordinary capital resources;
- (iv) coordinate ADB's relationship with other multilateral development banks, international organizations, and bilateral agencies at the institutional level (including finalizing memoranda of understanding);
- (v) plan, coordinate and monitor all aspects of ADB's operations, including the preparation of long-term and medium-term strategies, work program and budget frameworks, planning directions, TA management, and portfolio monitoring;
- (vi) support operations review meeting/operations coordination group, and other management forums as required;
- (vii) lead business process changes ADB-wide, and maintain updated business process documents, operations manual, staff instructions, and guidelines for policies developed by this department;
- (viii) guide and supervise the activities of ADB's Representative Offices; and
- (ix) provide support to the Office of the President as required.

PROFESSIONAL STAFF POSITIONS OF PRESENT AND PROPOSED ORGANIZATION

A. Professional Staff Positions of Present Organization

Management

Office of the President (2)

2 Professional Staff

Offices of the Vice Presidents (3)

3 Professional Staff

Office of the General Auditor (11)

1 General Auditor

1 Manager

9 Professional Staff

Operations Evaluation Dept. (22)

1 Director

2 Managers

19 Professional Staff

Strategy and Policy Dept. (18)

1 Director

2 Managers

15 Professional Staff

Office of Environment & Social Development (29)

1 Chief

2 Managers

26 Professional Staff

Regional Economic Monitoring Unit (4)

1 Manager

3 Professional Staff

| |
|----------------------|
| Subtotal : 89 |
|----------------------|

| |
|-------------|
| 2 Directors |
|-------------|

| |
|-------------------------|
| 2 Chief/General Auditor |
|-------------------------|

| |
|------------|
| 8 Managers |
|------------|

| |
|-----------------------------|
| 77 Other Professional Staff |
|-----------------------------|

| |
|--------------------------|
| 89 Subtotal at HQ |
|--------------------------|

Operations and Operations Support

Programs Department (West) (37)

1 Director

1 Deputy Director

3 Managers

32 Professional Staff

Resident Missions (RMs) (33)

(BRM, CARM, INRM, LRM, NRM,
PRM, SLRM, TRM, VRM)

9 Resident Representatives

24 Professional Staff

Agriculture & Social Sectors Dept. (West) (65)

1 Director

1 Deputy Director

4 Managers

59 Professional Staff

Infrastructure & Financial Sectors Dept. (West) (56)

1 Director

1 Deputy Director

3 Managers

51 Professional Staff

Programs Department (East) (28)

1 Director

1 Deputy Director

2 Managers

24 Professional Staff

Resident Missions (RMs) (28)

(IRM, KARM, KYRM, MNRM,
PhCO, PRCM, URM)

7 Resident Representatives

21 Professional Staff

Agriculture & Social Sectors Dept. (East) (63)

1 Director

1 Deputy Director

4 Managers

57 Professional Staff

Infrastructure & Financial Sectors Dept. (East) (55)

1 Director

1 Deputy Director

3 Managers

50 Professional Staff

Office of Pacific Operations (21)

1 Chief

2 Managers

18 Professional Staff

Regional Mission/Special Office (4)

(SPRM, Special Office)

2 Regional Representative/Head

2 Professional Staff

Private Sector Group (20)

1 Manager

19 Professional Staff

Central Operations Services Office (29)

1 Chief

2 Managers

26 Professional Staff

Economics & Development Resource Center (29)

1 Chief Economist

1 Senior Economic Advisor

3 Assistant Chiefs

24 Professional Staff

Office of Cofinancing Operations (10)

1 Chief

1 Assistant Chief

8 Professional Staff

| |
|-----------------------|
| Subtotal : 478 |
|-----------------------|

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|-----------|
| HQ |
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|-------------|
| 6 Directors |
|-------------|

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|----------|
| 4 Chiefs |
|----------|

| |
|--------------------|
| 6 Deputy Directors |
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| |
|---------------------------|
| 1 Senior Economic Advisor |
|---------------------------|

| |
|-------------|
| 28 Managers |
|-------------|

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|------------------------------|
| 368 Other Professional Staff |
|------------------------------|

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|---------------------------|
| 413 Subtotal at HQ |
|---------------------------|

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|------------|
| RMs |
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| |
|--------------------------------------|
| 18 Resident/Regional Representatives |
|--------------------------------------|

| |
|-----------------------------|
| 47 Other Professional Staff |
|-----------------------------|

| |
|-------------------------------------|
| 65 Subtotal at Field Offices |
|-------------------------------------|

Finance and AdministrationOffice of the Secretary (11)

- 1 Secretary
- 1 Assistant Secretary
- 9 Professional Staff

Office of the General Counsel (28)

- 1 General Counsel
- 1 Deputy General Counsel
- 3 Assistant General Counsels
- 23 Professional Staff

Budget, Personnel & Management Systems (27)

- 1 Director
- 1 Deputy Director
- 3 Managers
- 22 Professional Staff

Office of Administrative Services (16)

- 1 Chief
- 2 Managers
- 13 Professional Staff

Controller's Department (19)

- 1 Controller
- 2 Assistant Controllers
- 16 Professional Staff

Treasurer's Department (24)

- 1 Treasurer
- 1 Deputy Treasurer
- 4 Assistant Treasurers
- 18 Professional Staff

Office of External Relations (13)

- 1 Chief
- 1 Assistant Chief
- 11 Professional Staff

Office of Information Systems & Technology (14)

- 1 Chief
- 1 Assistant Chief
- 12 Professional Staff

Representative Offices (ROs) (6)

- (ERO, JRO, NARO)
- 3 Regional Representatives
- 3 Professional Staff

Subtotal : 158**HQ**

- 4 Directors/Sec./General Counsel/Treasurer
- 4 Chiefs/Controller
- 3 Dep.Dir./Dep. GC/Dep. Treasurer
- 17 Mgrs./Asst. Chiefs, Sec., GCs, Treas, CTLs
- 124 Other Professional Staff

152 Subtotal at HQ**ROs**

- 3 Regional Representatives
- 3 Other Professional Staff
- 6 Subtotal at Field Offices**

TOTAL : 725**HQ**

- 12 Directors/Sec./General Counsel/Treasurer
- 10 Chiefs/General Auditor/Controller
- 9 Dep.Dirs./Dep. GC/Dep. Treasurer
- 1 Senior Economic Advisor
- 53 Mgrs./Asst. Chiefs, Sec., GCs, Treas, CTLs

85 Senior Staff Positions

- 569 Other Professional Staff

654 Subtotal at HQ**RMs/ROs**

- 21 Resident/Regional Representatives
- 50 Other Professional Staff

71 Subtotal at Field Offices

Note: Not including the President and Vice Presidents.

B. Professional Staff Positions of Proposed Organization**Management**Office of the President (2)

2 Professional Staff

Offices of the Vice Presidents (3)

3 Professional Staff

Office of the General Auditor (11)

1 General Auditor

1 Manager

9 Professional Staff

Operations Evaluation Dept. (22)

1 Director

2 Managers

19 Professional Staff

Strategy and Policy Dept. (14)

1 Director

2 Managers

11 Professional Staff

Representative Offices (ROs) (6)

(ERO, JRO, NARO)

3 Regional Representatives

3 Professional Staff

Regional & Sustainable Development Dept. (50)

1 Director

1 Deputy Director

5 Managers

43 Professional Staff

Economics & Research Department (29)

1 Director & Chief Economist

1 Senior Economic Advisor

3 Managers

24 Professional Staff

Regional Economic Monitoring Unit (4)

1 Manager

3 Professional Staff

Office of External Relations (13)

1 Chief

1 Assistant Chief

11 Professional Staff

Subtotal : 154**HQ**

4 Directors

2 Chief/General Auditor

1 Deputy Director

1 Senior Economic Advisor

15 Managers/Asst. Chiefs

125 Other Professional Staff**148 Subtotal at HQ****ROs**

3 Regional Representatives

3 Other Professional Staff**6 Subtotal at Field Offices****Operations and Operations Support**South Asia Department (91)

1 Director

1 Deputy Director

5 Managers

84 Professional Staff

Resident Missions (RMs) (22)

(BRM, INRM, NRM, PRM, SLRM)

5 Resident Representatives

17 Professional Staff

Mekong Department (60)

1 Director

1 Deputy Director

5 Managers

53 Professional Staff

Resident Missions (RMs) (11)

(CARM, LRM, TRM, VRM)

4 Resident Representatives

7 Professional Staff

East & Central Asia Department (84)

1 Director

1 Deputy Director

5 Managers

77 Professional Staff

Resident Missions (RMs) (14)

(KARM, KYRM, MNRM, PRCM, URM)

5 Resident Representatives

9 Professional Staff

Southeast Asia Department (50)

1 Director

4 Managers

45 Professional Staff

Resident Missions (RMs) (14)

(IRM, PhCO)

2 Resident Representatives

12 Professional Staff

Pacific Department (21)

1 Director

2 Managers

18 Professional Staff

Regional Mission/Special Office (4)

(SPRM, Special Office)

2 Regional Representative/Head

2 Professional Staff

Private Sector Operations Department (22)

1 Director

2 Managers

19 Professional Staff

Central Operations Services Office (29)

- 1 Chief
- 2 Managers
- 26 Professional Staff

| | |
|-----------------------|-----------------------------------|
| Subtotal : 422 | |
| HQ | |
| 6 | Directors |
| 1 | Chief |
| 3 | Deputy Directors |
| 25 | Managers |
| <u>322</u> | Other Professional Staff |
| 357 | Subtotal at HQ |
| RMs | |
| 18 | Resident/Regional Representatives |
| <u>47</u> | Other Professional Staff |
| 65 | Subtotal at Field Offices |

Finance and Administration

Office of the Secretary (11)

- 1 Secretary
- 1 Assistant Secretary
- 9 Professional Staff

Office of the General Counsel (28)

- 1 General Counsel
- 1 Deputy General Counsel
- 3 Assistant General Counsels
- 23 Professional Staff

Budget, Personnel & Management Systems (27)

- 1 Director
- 1 Deputy Director
- 3 Managers
- 22 Professional Staff

Office of Administrative Services (16)

- 1 Chief
- 2 Managers
- 13 Professional Staff

Controller's Department (19)

- 1 Controller
- 2 Assistant Controllers
- 16 Professional Staff

Treasurer's Department (24)

- 1 Treasurer
- 1 Deputy Treasurer
- 4 Assistant Treasurers
- 18 Professional Staff

Office of Cofinancing Operations (10)

- 1 Chief
- 1 Assistant Chief
- 8 Professional Staff

Office of Information Systems & Technology (14)

- 1 Chief
- 1 Assistant Chief
- 12 Professional Staff

| | |
|-----------------------|--|
| Subtotal : 149 | |
| 4 | Director/Sec./General Counsel/Treasurer |
| 4 | Chiefs/Controller |
| 3 | Dep.Dir./Dep. GC/Dep. Treasurer |
| 17 | Mgrs/Asst.Chiefs, Sec., GCs, Treas, CTLs |
| <u>121</u> | Other Professional Staff |
| 149 | Subtotal at HQ |

| | |
|-------------------|--|
| TOTAL: 725 | |
| HQ | |
| 14 | Directors/Sec./General Counsel/Treasurer |
| 7 | Chiefs/General Auditor/Controller |
| 7 | Deputy Directors/Dep.GC/Dep.Treasurer |
| 1 | Senior Economic Advisor |
| <u>57</u> | Mgrs./Asst.Chiefs, Sec.,GCs, Treas, CTLs |
| 86 | Senior Staff Positions |
| <u>568</u> | Other Professional Staff |
| 654 | Subtotal at HQ |
| RMs/ROs | |
| 21 | Resident/Regional Representatives |
| <u>50</u> | Other Professional Staff |
| 71 | Subtotal at Field Offices |

- Notes: 1) Not including the President and Vice Presidents.
 2) Figures of P/S positions in proposed organization are subject to adjustments within the framework of the annual budget.