

## APPENDIXES

1	Resolutions of the Board of Governors Adopted in 2001	253
2	Board of Governors	254
3	Board of Directors and Voting Groups	256
4	Committees of the Board of Directors	257
5	ADB Institute Advisory Council	257
6	Organizational Structure	258
7	Management, Senior Staff, and Resident/Country Directors	259
8	Former ADB Presidents and Vice-Presidents	262
9	Summary of Budget for 2002	263

## Appendix 1

**RESOLUTIONS OF THE BOARD OF GOVERNORS ADOPTED IN 2001**

<b>Resolution No.</b>	<b>Subject</b>	<b>Date Adopted</b>
277	Procedures for the Election of Directors at the Thirty-Fourth Annual Meeting	10 May
278	Place and Date of the Forthcoming Annual Meeting 2003	10 May
279	Financial Statements and Independent Auditors' Reports	11 May
280	Allocation of Net Income	11 May
281	Election of President	15 September

## Appendix 2

**BOARD OF GOVERNORS***(as of 31 March 2002)*

<b>XIANG HUAICHENG</b> (People's Republic of China) (Chairperson)		
<b>SATU HASSI</b> (Finland) (Vice-Chairperson)		<b>ISMAIL SHAFEEU</b> (Maldives) (Vice-Chairperson)
MEMBER	GOVERNOR	ALTERNATE GOVERNOR
AFGHANISTAN	Hedayat Amin Arsala <sup>1</sup>	Sami Wali <sup>2</sup>
AUSTRALIA	Peter Costello	Chris Gallus <sup>3</sup>
AUSTRIA	Karl-Heinz Grasser	Thomas Wieser
AZERBAIJAN	Avaz Alekperov	Vadim Khubanov
BANGLADESH	M. Saifur Rahman <sup>4</sup>	Anisul Huq Chowdhury <sup>5</sup>
BELGIUM	Didier Reynders	Gino Alzetta
BHUTAN	Lyonpo Yeshey Zimba	Sonam Wangchuk
CAMBODIA	Keat Chhon	Ouk Rabun
CANADA	William Graham <sup>6</sup>	Bruce Montador
CHINA, PEOPLE'S REPUBLIC OF	Xiang Huaicheng	Jin Liqun
COOK ISLANDS	Terepai Maoate	Kevin Carr
DENMARK	Carsten Staur <sup>7</sup>	Ove Ullerup <sup>8</sup>
FIJI ISLANDS	Jone Yavala Kubuabola	Savenaca Narube
FINLAND	Satu Hassi	Pertti Majanen
FRANCE	Laurent Fabius	Jean-Pierre Jouyet
GERMANY	Uschi Eid	Rolf Wenzel <sup>9</sup>
HONG KONG, CHINA	Antony Leung Kam Chung <sup>10</sup>	Joseph Yam
INDIA	Yashwant Sinha	C. M. Vasudev <sup>11</sup>
INDONESIA	Dr. Boediono <sup>12</sup>	Syahril Sabirin
ITALY	Antonio Fazio	Lorenzo Bini Smaghi <sup>13</sup>
JAPAN	Masajuro Shiokawa <sup>14</sup>	Masaru Hayami
KAZAKHSTAN	Mazhit Yessenbayev <sup>15</sup>	Arman Dunayev <sup>16</sup>
KIRIBATI	Beniamina Tinga	Tebwe Ietaake <sup>17</sup>
KOREA, REPUBLIC OF	Nyum Jin	Chol-Hwan Chon
KYRGYZ REPUBLIC	Bolot Abildaev <sup>18</sup>	Kurmanbek Ukulov <sup>19</sup>
LAO PEOPLE'S DEMOCRATIC REPUBLIC	Soukanh Mahalath <sup>20</sup>	Phoupheth Khamphounvong

1 Appointed in March 2002.

2 Appointed in March 2002.

3 Succeeded Kay Patterson in November 2001.

4 Succeeded Shah A.M.S. Kibria in November 2001.

5 Succeeded Ayub Quadri in December 2001. Ayub Quadri succeeded Masihur Rahman in November 2001.

6 Succeeded John Manley in January 2002.

7 Succeeded Ellen Margrethe Loj in May 2001.

8 Succeeded Torben Brylle in September 2001.

9 Succeeded Michael Röska in May 2001.

10 Succeeded Donald Tsang in May 2001.

11 Succeeded Ajit Kumar in November 2001.

12 Succeeded Rizal Ramli in August 2001. Rizal Ramli succeeded Prijadi Praptosuhardjo in June 2001.

13 Succeeded Mario Draghi in October 2001.

14 Succeeded Kiichi Miyazawa in June 2001.

15 Succeeded Zhaxybek Kulekeyev in February 2002.

16 Succeeded Erbolat Dosayev in February 2002.

17 Succeeded Bureti Williams in December 2001.

18 Succeeded Temirbek Akmatalliev in January 2002.

19 Succeeded Urkaly Toktomovich Isaev in June 2001.

20 Succeeded BounNhang Vorachith in April 2001.

## CONTINUED

MEMBER	GOVERNOR	ALTERNATE GOVERNOR
MALAYSIA	Dato Seri Dr. Mahathir bin Mohamad <sup>21</sup>	Tan Sri Dr. Samsudin bin Hitam
MALDIVES	Ismail Shafeeu	Riluwan Shareef <sup>22</sup>
MARSHALL ISLANDS	Michael Konelios	Amon Tibon
MICRONESIA, FEDERATED STATES OF	John Ehsa	Lorin Robert
MONGOLIA	Chultemiin Ulaan	Ochirbat Chuluunbat
MYANMAR	Khin Maung Thein	Soe Lin
NAURU	Aloysius Amwano <sup>23</sup>	Alexander Deiyee <sup>24</sup>
NEPAL	Ram Sharan Mahat	Bimal P. Koirala
THE NETHERLANDS	Gerrit Zalm	Eveline L. Herfkens
NEW ZEALAND	Michael Cullen	Alan Bollard
NORWAY	Olav Kjorven <sup>25</sup>	Age Grutle
PAKISTAN	Shaukat Aziz	Nawid Ahsan
PAPUA NEW GUINEA	Mekere Morauta	Robert Igara <sup>26</sup>
PHILIPPINES	Jose Isidro N. Camacho <sup>27</sup>	Rafael Buenaventura
SAMOA	Misa Telefoni Retzlaff	Hinauri Petana
SINGAPORE	BG Lee Hsien Loong <sup>28</sup>	Lim Siong Guan
SOLOMON ISLANDS	Laurie Chan <sup>29</sup>	Shadrach Fanega <sup>30</sup>
SPAIN	Rodrigo de Rato y Figaredo	Juan Costa Climent
SRI LANKA	K. N. Choksy <sup>31</sup>	Charitha Ratwatte <sup>32</sup>
SWEDEN	Gun-Britt Andersson	Gunilla Olsson <sup>33</sup>
SWITZERLAND	Oscar Knapp	Rudolph Dannecker
TAIPEI, CHINA	Fai-nan Perng	Chun Chen
TAJKISTAN	Gulomjon Babaev <sup>34</sup>	Iskandar Davlatov <sup>35</sup>
THAILAND	Somkid Jatusripitak	Somchainuk Engtrakul
TONGA	Siosua T. T. 'Utoikamanu	Aisake Eke
TURKEY	Faik Öztrak	Aydin Karaöz
TURKMENISTAN	Enebay Geldiyevna Atayeva <sup>36</sup>	Seitbay Kandymov
TUVALU	Saufatu Sopoanga <sup>37</sup>	Solofa Uota <sup>38</sup>
UNITED KINGDOM	Clare Short	Hilary Benn <sup>39</sup>
UNITED STATES	Paul H. O'Neill	Alan P. Larson
UZBEKISTAN	Rustam Azimov <sup>40</sup>	Mamarizo Nurmuratov <sup>41</sup>
VANUATU	Joe Bomal Carlo <sup>42</sup>	Jeffery Wilfred
VIET NAM	Le Duc Thuy	Duong Thu Huong

21 Succeeded Tun Daim Zainuddin in June 2001.

22 Succeeded Ibrahim Mohamed in July 2001.

23 Succeeded Kinza Clodumar in April 2001.

24 Succeeded David Adeang in March 2002.

25 Succeeded Sigrun Møgedal in November 2001.

26 Succeeded Koiari Tarata in December 2001.

27 Succeeded Alberto G. Romulo in June 2001.

28 Succeeded Richard Hu Tsu Tau in December 2001.

29 Succeeded Michael Maina in March 2002. Mr. Maina succeeded Snyder Rini in December 2001.

30 Succeeded Leslie Teama in May 2001.

31 Succeeded Chandrika Bandaranaike Kumaratunga in December 2001.

32 Succeeded P. B. Jayasundara in December 2001.

33 Succeeded Lennart Bage in May 2001.

34 Succeeded Murotali Muhammadievich Alimardonov in October 2001.

35 Succeeded Maruf Saifiev in October 2001.

36 Succeeded Orazmurad Begmuradov in February 2002.

37 Succeeded Lagitupu Tuilimu in December 2001.

38 Succeeded Afelee Falema Pita in July 2001.

39 Succeeded Chris Mullin in June 2001.

40 Succeeded Bakhtier S. Khamidov in May 2001.

41 Succeeded Rustam Sadikovich Azimov in May 2001.

42 Succeeded Stevens Morking Iatika in November 2001.

## Appendix 3

**BOARD OF DIRECTORS AND VOTING GROUPS***(as of 31 March 2002)*

DIRECTOR	ALTERNATE DIRECTOR	MEMBERS REPRESENTED
Kh. Zaheer Ahmed <sup>1</sup>	Cayetano W. Paderanga, Jr. <sup>2</sup>	Kazakhstan, Maldives, Marshall Islands, Mongolia, Pakistan, Philippines
Jusuf Anwar	John Austin	Cook Islands, Fiji Islands, Indonesia, Kyrgyz Republic, New Zealand, Samoa, Tonga
(vacant) <sup>3</sup>	Chantale Yok-Min Wong	United States
Uwe Henrich	Frank Black <sup>4</sup>	Austria, Germany, Turkey, United Kingdom
John S. Lockhart	Miranda Rawlinson <sup>5</sup>	Australia; Azerbaijan; Cambodia; Hong Kong, China; Kiribati; Federated States of Micronesia; Nauru; Solomon Islands; Tuvalu
P. G. Mankad <sup>6</sup>	(vacant) <sup>7</sup>	Bangladesh, Bhutan, India, Lao People's Democratic Republic, Tajikistan
Othman Jusoh	Ram Binod Bhattarai	Malaysia, Myanmar, Nepal, Singapore, Thailand
Julian H. Payne	Maarten Verwey <sup>8</sup>	Canada, Denmark, Finland, The Netherlands, Norway, Sweden
Patrick Thomas	Pascal Gregoire <sup>9</sup>	Belgium, France, Italy, Spain, Switzerland
Osamu Tsukahara <sup>10</sup>	Yasuro Narita	Japan
Jeung-Hyun Yoon	S. L. Seneviratne <sup>11</sup>	Republic of Korea; Papua New Guinea; Sri Lanka; Taipei, China; Uzbekistan; Vanuatu; Viet Nam
Zhao Xiaoyu	Ju Kuilin <sup>12</sup>	People's Republic of China

1 Succeeded Cayetano W. Paderanga, Jr. on 1 July 2001. Mr. Paderanga succeeded Patricia Z. Riingen as Director on 1 April 2001.

2 Succeeded Kh. Zaheer Ahmed on 1 July 2001.

3 N. Cinnamon Dornsife resigned on 5 October 2001.

4 Succeeded Cahit Akinci on 1 July 2001.

5 Succeeded Stephen Baker on 12 March 2001.

6 Succeeded C. Ramachandran on 1 July 2001.

7 M. Faizur Razzaque resigned on 31 December 2000.

8 Succeeded Erik Johnsson on 1 September 2001.

9 Succeeded Jose Miguel Cortes on 1 August 2001.

10 Succeeded Naoyuki Shinohara on 11 July 2001.

11 Succeeded Barry Holloway on 1 July 2001.

12 Succeeded Li Buqun on 1 January 2002.

## Appendix 4

**COMMITTEES OF THE BOARD OF DIRECTORS***(as of 31 December 2001)*

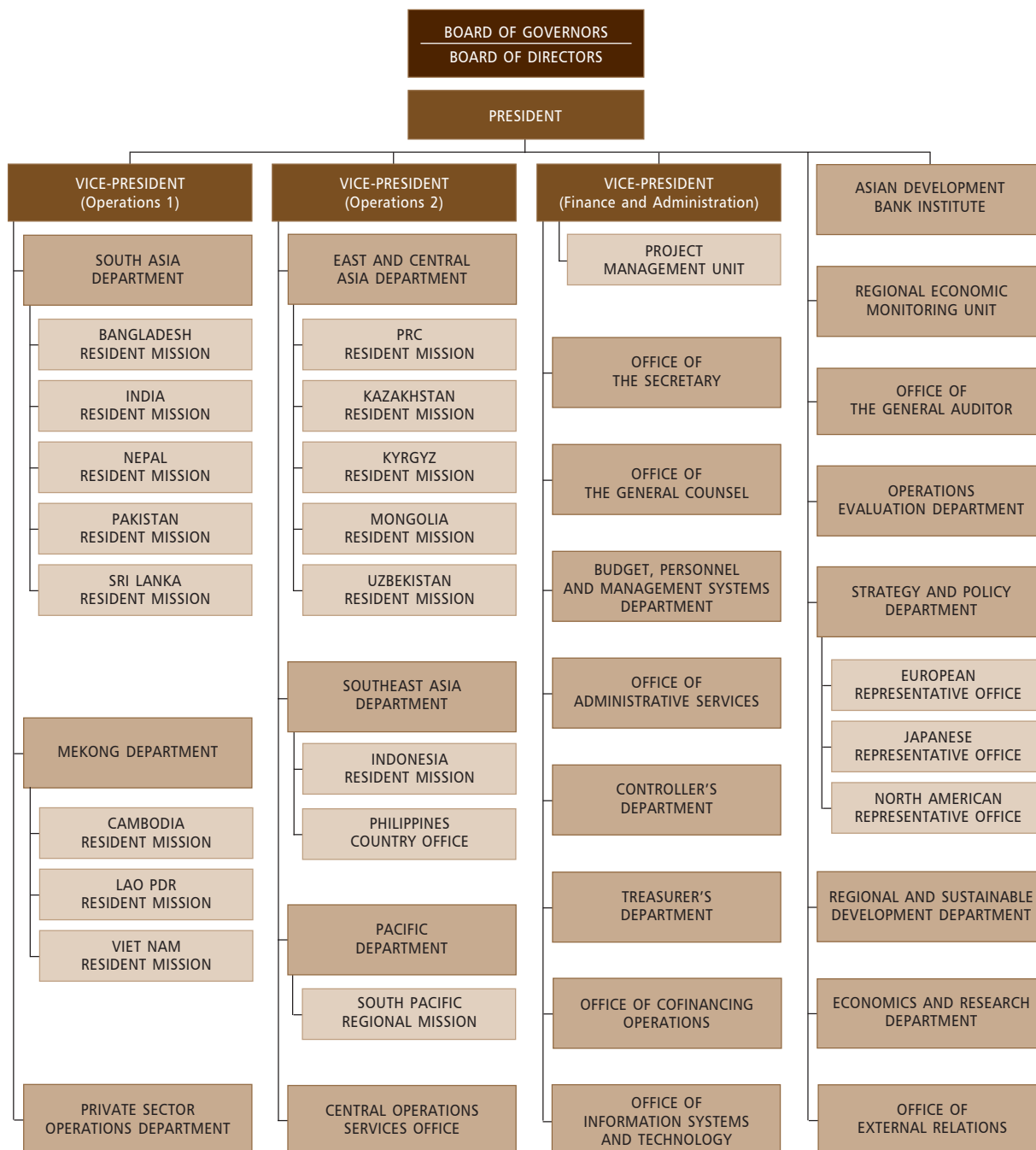
STANDING COMMITTEES	
<b>AUDIT COMMITTEE</b>	<b>BUDGET REVIEW COMMITTEE</b>
Patrick Thomas (Chairperson)	Jeung-Hyun Yoon (Chairperson)
John Austin	P. G. Mankad
Othman Jusoh	Julian H. Payne
Cayetano W. Paderanga, Jr.	Patrick Thomas
Miranda Rawlinson	Osamu Tsukahara
	Zhao Xiaoyu
<b>DEVELOPMENT EFFECTIVENESS COMMITTEE</b>	<b>INSPECTION COMMITTEE</b>
Zhao Xiaoyu (Chairperson)	John S. Lockhart (Chairperson)
Jusuf Anwar	Kh. Zaheer Ahmed
Uwe Henrich	Ram Binod Bhattarai
P. G. Mankad	Frank Black
Osamu Tsukahara	S. L. Seneviratne
	Maarten Verwey
WORKING COMMITTEE	
WORKING GROUP ON THE 2001 ANNUAL REPORT	
	Cayetano W. Paderanga, Jr. (Chairperson)
	Jusuf Anwar
	Frank Black
	Pascal Gregoire
	Yasuro Narita
	Miranda Rawlinson
	S. L. Seneviratne

## Appendix 5

**ADB INSTITUTE ADVISORY COUNCIL***(as of 31 December 2001)*

Magnus Blomström	Sweden
Ronald Duncan	Australia
William P. Fuller	United States
Yujiro Hayami	Japan
Y. Venugopal Reddy	India
Zhang Xiao Qiang	People's Republic of China
Chief Economist	Asian Development Bank

## Appendix 6

**ORGANIZATIONAL STRUCTURE***(as of 1 January 2002)*

## Appendix 7

**MANAGEMENT, SENIOR STAFF, AND RESIDENT/COUNTRY DIRECTORS***(as of 31 March 2002)*

<b>OFFICE OF THE PRESIDENT</b>	
President	Tadao Chino
Special Counselor to the President	Hans-Jürgen Springer
Special Advisor to the President	J. Antonio M. Quila
Head, Regional Economic Monitoring Unit	Yoshihiro Iwasaki
Director, Regional Economic Monitoring Unit	Pradumna B. Rana
<b>OFFICES OF THE VICE-PRESIDENTS</b>	
Vice-President (Operations 1)	Myoung-Ho Shin
Vice-President (Operations 2)	Joseph B. Eichenberger
Vice-President (Finance and Administration)	John Lintjer
Director, INTEGRA Project	Silvio R. Cattonar
Project Director, Project Management Unit	Yoo Jin Yoon
<b>OFFICE OF THE SECRETARY</b>	
The Secretary	B. N. Lohani
Assistant Secretary	Amarjit Singh Wasan
<b>OFFICE OF THE GENERAL COUNSEL</b>	
The General Counsel	Gerald A. Sumida
Deputy General Counsel	Eisuke Suzuki
Assistant General Counsel	Richard Eyre <sup>1</sup>
Assistant General Counsel	Philip Daltrop
Assistant General Counsel	Eveline Fischer
<b>OFFICE OF THE GENERAL AUDITOR</b>	
General Auditor	Peter Egens Pedersen
Director, Financial, Administrative, and Information Systems Division	Rakesh Gupta
<b>OPERATIONS EVALUATION DEPARTMENT</b>	
Director General	Vladimir Bohun
Director, Operations Evaluation Division 1	Graham M. Walter
Director, Operations Evaluation Division 2	David Edwards
<b>STRATEGY AND POLICY DEPARTMENT</b>	
Director General	Shoji Nishimoto
Director, Strategic Planning, Policy, and Interagency Relations Division	Christopher MacCormac
Director, Management Support Division	Shyam P. Bajpai
Resident Director, European Representative Office	Keon-Woo Lee
Resident Director, Japanese Representative Office	Jungsoo Lee
Resident Director, North American Representative Office	Karti Sandilya
<b>REGIONAL AND SUSTAINABLE DEVELOPMENT DEPARTMENT</b>	
Director General	Akira Seki
Chief Compliance Officer and Deputy Director General	Rolf Zelius
Senior Advisor	Anita Kelles-Viitanen
Director, Environment and Social Safeguard Division	J. Warren Evans
Director, Poverty Reduction and Social Development Division	Brahm Prakash
Senior Director, Governance and Regional Cooperation Division	Cedric D. Saldanha
Senior Director, Finance and Infrastructure Division	Asavin Chintakananda
Director, Agriculture, Natural Resources, and Social Sectors Division	Bradford R. Philips
Advisor for Governance (Public Administration and Management)	Jak Jabes
<b>ECONOMICS AND RESEARCH DEPARTMENT</b>	
Chief Economist	(vacant)
Senior Economic Advisor	(vacant)
Assistant Chief Economist, Macroeconomics and Finance Research Division	Jean-Pierre A. Verbiest
Assistant Chief Economist, Development Indicators and Policy Research Division	V. N. Gnanathurai
Assistant Chief Economist, Economic Analysis and Operations Support Division	Xianbin Yao

<sup>1</sup> Mr. Eyre will leave the service of ADB on 1 April 2002.

## CONTINUED

OFFICE OF EXTERNAL RELATIONS	
Principal Director	Robert H. Salamon
Director	Ann Quon
SOUTH ASIA DEPARTMENT	
(Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka)	
Director General	Yoshihiro Iwasaki
Deputy Director General	Jin Koo Lee
Director, Operations Coordination Division	Sultan H. Rahman
Director, Infrastructure Division	Tadashi Kondo
Director, Agriculture, Environment, and Natural Resources Division	Frederick C. Roche
Director, Social Sectors Division	Edward M. Haugh, Jr.
Director, Governance, Finance, and Trade Division	Klaus Gerhaeusser
Country Director, Bangladesh Resident Mission	Toru Shibuchi
Country Director, India Resident Mission	Frank J. Polman
Country Director, Nepal Resident Mission	Richard W. A. Vokes
Country Director, Pakistan Resident Mission	Marshuk Ali Shah
Country Director, Sri Lanka Resident Mission	John R. Cooney
MEKONG DEPARTMENT	
(Cambodia, Lao People's Democratic Republic, Myanmar, Thailand, Viet Nam)	
Director General	Rajat M. Nag
Deputy Director General	Zhang Yuejiao
Senior Advisor	Philippe Benedic
Director, Operations Coordination Division	Kazu Sakai
Director, Infrastructure Division	Khalid I. Rahman
Director, Agriculture, Environment, and Natural Resources Division	C. R. Rajendran
Director, Social Sectors Division	Arjun Thapan
Director, Governance, Finance, and Trade Division	(vacant)
Country Director, Cambodia Resident Mission	Urooj Malik
Country Director, Lao Resident Mission	Paul V. Turner
Country Director, Viet Nam Resident Mission	John Samy
PRIVATE SECTOR OPERATIONS DEPARTMENT	
Director General	(vacant)
Director, Private Sector Operations Division	Bruce A. Purdue
Director, Infrastructure Finance Division	Alfredo E. Pascual
EAST AND CENTRAL ASIA DEPARTMENT	
(Azerbaijan; People's Republic of China; Hong Kong, China; Kazakhstan; Republic of Korea; Kyrgyz Republic; Mongolia; Taipei, China; Tajikistan; Turkmenistan; Uzbekistan)	
Director General	Geert van der Linden
Deputy Director General	M. E. Tusneem
Director, Operations Coordination Division	Kunio Senga
Director, Infrastructure Division	H. Satish Rao
Director, Agriculture, Environment, and Natural Resources Division	Katsuji Matsunami
Senior Director, Social Sectors Division	William M. Fraser
Director, Governance, Finance, and Trade Division	Shamshad Akhtar
Country Director, People's Republic of China Resident Mission	Bruce Murray
Country Director, Kazakhstan Resident Mission	Hong Wang
Country Director, Kyrgyz Resident Mission	J. C. Alexander
Country Director, Mongolia Resident Mission	Barry J. Hitchcock
Country Director, Uzbekistan Resident Mission	Peter C. Darjes

## CONTINUED

<b>SOUTHEAST ASIA DEPARTMENT</b>	
(Indonesia, Malaysia, Philippines, Singapore)	
Director General	K. H. Moinuddin
Senior Advisor	Asad Ali Shah
Director, Infrastructure Division	Patrick C. Giraud
Director, Agriculture, Environment, and Natural Resources Division	Muhammad A. Mannan
Director, Social Sectors Division	Peter L. Fedon
Director, Governance, Finance, and Trade Division	Ayumi Konishi
Country Director, Indonesia Resident Mission	Jan P. M. van Heeswijk
Country Director, Philippines Country Office	Thomas Crouch
<b>PACIFIC DEPARTMENT</b>	
(Cook Islands, Fiji Islands, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu)	
Director General	Jeremy H. Hovland
Director, Pacific Operations Division, Area A	Robert Y. Siy, Jr.
Director, Pacific Operations Division, Area B	Peter N. King
Country Director, South Pacific Regional Mission	Jeffrey R. Stubbs
<b>CENTRAL OPERATIONS SERVICES OFFICE</b>	
Principal Director	James E. Rockett
Director, Consulting Services Division	Sarojkumar Thuraisingham
Director, Project Coordination and Procurement Division	Ferdinand P. Mesch
<b>BUDGET, PERSONNEL AND MANAGEMENT SYSTEMS DEPARTMENT</b>	
Director General	Masakazu Sakaguchi
Deputy Director General	(vacant)
Director, Budget and Management Services Division	T. L. de Jonghe
Director, Compensation and Benefits Division	Roger A. Burston
Director, Human Resources Division	Robert L. T. Dawson
<b>OFFICE OF ADMINISTRATIVE SERVICES</b>	
Director General	Zhang Zhixiang
Director, Facilities Management Division	Farrokh E. Kapadia
Director, General Services Division	Normin S. Pakpahan
<b>CONTROLLER'S DEPARTMENT</b>	
Controller	Ping-Yung Chiu
Assistant Controller, Accounting Division	Ronny E. Budiman
Assistant Controller, Loan Administration Division	Byung-Wook Park
<b>TREASURER'S DEPARTMENT</b>	
The Treasurer	(vacant)
Deputy Treasurer	Ifzal Ali
Assistant Treasurer, Risk Management Division	Philip C. Erquiaga
Assistant Treasurer, Funding Division	Juanito Limandibrata
Assistant Treasurer, Investment Division	Jelle C. Mann
Assistant Treasurer, Treasury Services Division	David R. Parker
Advisor (Financial Policy)	Hinahon L. Domingo
<b>OFFICE OF COFINANCING OPERATIONS</b>	
Principal Director	Zhu Xian
Director	Woo Chull Chung
<b>OFFICE OF INFORMATION SYSTEMS AND TECHNOLOGY</b>	
Principal Director	Pamela G. Kruzic
Director	Christian E. Perez

## Appendix 8

**FORMER ADB PRESIDENTS AND VICE-PRESIDENTS***(as of 31 December 2001)*

<b>PRESIDENTS</b>	
Takeshi Watanabe	24 November 1966–24 November 1972
Shiro Inoue	25 November 1972–23 November 1976
Taroichi Yoshida	24 November 1976–23 November 1981
Masao Fujioka	24 November 1981–23 November 1989
Kimimasa Tarumizu	24 November 1989–23 November 1993
Mitsuo Sato	24 November 1993–15 January 1999
<b>VICE-PRESIDENTS</b>	
C.S. Krishna Moorthi	19 December 1966–31 March 1978
A.T. Bambawale	1 April 1978–28 October 1985
M. Narasimham	1 November 1985–31 July 1988
S. Stanley Katz	1 April 1978–28 September 1990
In Yong Chung	1 August 1988–31 July 1993
William R. Thomson	1 October 1990–30 June 1994
Günther G. Schulz	1 April 1983–30 June 1995
Bong-Suh Lee	1 August 1993–31 July 1998
Pierre Uhel	1 July 1995–24 November 1998
Peter H. Sullivan	6 July 1994–20 September 2000

## Appendix 9

**SUMMARY OF BUDGET FOR 2002**  
**Internal Administrative Expenses**  
(\$ thousand)

	2001			2002 Budget
	Budget	After Transfers <sup>a</sup>	Actual	
I. BOARD OF GOVERNORS <sup>b</sup>	808	808	785	696
II. BOARD OF DIRECTORS	8,781	8,781	8,558	9,611
III. OPERATIONAL EXPENSES	176,967	176,967	175,500	185,316
Salaries	93,284	93,284	93,189	99,085
Benefits	46,229	46,229	46,033	47,858
Staff Development	2,300	2,300	2,012	2,350
Relocation	3,224	3,224	3,208	3,493
Consultants	14,400	16,072	16,072	15,700
Business Travel	17,200	15,528	14,717	16,500
Representation	330	330	269	330
IV. ADMINISTRATIVE EXPENSES	38,102	38,102	35,816	41,993
Communications	6,195	6,195	6,020	6,467
Office Occupancy	8,312	8,800	8,800	9,001
Library	914	914	880	914
Office Supplies	1,845	1,845	1,420	1,860
Office Equipment	2,836	3,440	3,440	4,236
Contractual Services	6,393	6,966	6,966	8,034
Insurance	557	557	340	440
Depreciation	10,792	9,127	7,708	10,724
Miscellaneous	258	258	242	317
V. TOTAL BEFORE GENERAL CONTINGENCY	224,658	224,658	220,659	237,616
VI. GENERAL CONTINGENCY	2,247	2,247	-	2,376
<b>TOTAL</b>	<b>226,905</b>	<b>226,905</b>	<b>220,659<sup>c</sup></b>	<b>239,992</b>

a Transfers were made between budget items within each budget category without exceeding the original amount of each category.

b Annual Meeting expenses.

c Excludes the following items reconciling with financial statements to conform with generally accepted accounting principles: (i) provisions for future liabilities with respect to severance pay (\$2,258,000), accumulated compensated absences (\$1,101,000), and accrued resettlement/repatriation allowances (\$1,449,000); (ii) adjustments of actuarially determined assessment of benefit obligations with respect to pension costs (-\$14,213,000) and postretirement medical benefits (\$14,120,000); and (iii) bank charges pertaining directly to Asian Development Fund (ADF), Japan Special Fund (JSF), and Japan Scholarship Program (JSP) (\$46,000). Total administrative expenses, as shown in the financial statements, amounted to \$225,420,000. This amount, after deducting \$579,000 directly charged to the Trust Fund for East Timor (\$309,000), JSP (\$79,000) and Japan Fund for Poverty Reduction (\$191,000), has been distributed as follows: ordinary capital resources (OCR)—\$59,039,000 (Ref. OCR-2) net of \$34,793,000 as front-end fee offset against loan origination costs and recognized as a reduction in administrative expenses, ADF—\$129,517,000 (Ref. ADF-2), and JSF—\$1,492,000 (Ref. JSF-2).

# ADB PUBLICATIONS: RECENT TITLES<sup>1</sup>

## Economic Growth

- Achieving Financial Stability in Asia (copublished with Organisation for Economic Co-operation and Development) (2000)
- Asian Development Outlook (annually)<sup>2</sup>
- Basic Statistics (annually)
- Developing Best Practices for Promoting Private Sector Investment in Infrastructure (volumes on Power, Water Supply, Roads, Ports, Airports, and Air Traffic Control) (2000)<sup>3</sup>
- Economics and Development Resource Center Briefing Notes
- Evaluation Highlights of 1998 (1999)
- Financial Liberalization in Asia (1999)
- Fiscal Transition in Kazakhstan (1999)<sup>3</sup>
- Government Bond Market Development in Asia (2001)<sup>3</sup>
- Handbook for the Economic Analysis of Health Sector Projects (2000)<sup>3</sup>
- Investing in Asia (1999)
- Growth and Change in Asia and the Pacific: Key Indicators (annually)<sup>2</sup>
- Mortgage-Backed Securities Markets in Asia (2000)<sup>3</sup>
- Policy Briefs  
(No. 1: Is Growth Good Enough for the Poor?; No. 2: India's Economic Reforms; No. 3: Unequal Benefits of Growth in Viet Nam; No. 4: Is Volatility Built Into Today's World Economy?; No. 5: What Else Besides Growth Matters to Poverty Reduction?; No. 6: Achieving the Twin Objectives of Efficiency and Equity: Contracting Health Services in Cambodia)
- Rising to the Challenge in Asia: A Study of Financial Markets  
(Vol. 1: Overview; Vol. 2: Special Issues; Vol. 3: Sound Practices; Vol. 4: People's Republic of China; Vol. 5: India; Vol. 6: Indonesia; Vol. 7: Republic of Korea; Vol. 8: Malaysia; Vol. 9: Pakistan; Vol. 10: Philippines; Vol. 11: Thailand; and Vol. 12: Socialist Republic of Viet Nam) (2000)<sup>2</sup>
- The Role of Central Banks in Microfinance in Asia and the Pacific (Vol. 1: Overview; Vol. 2: Country Studies) (2000)<sup>3</sup>
- Rural Asia: Beyond the Green Revolution (2000)<sup>2, 3</sup>  
Vol. 1: Transforming the Rural Asian Economy: The Unfinished Revolution (2000); Vol. 2: The Growth and Sustainability of Agriculture in Asia (2000); Vol. 3: Rural Financial Markets in Asia: Policies, Paradigms, and Performance (2000); Vol. 4: The Quality of Life in Rural Asia (2001); Vol. 5: The Evolving Roles of the State, Private, and Local Actors in Rural Asia (2001)

## Environment

- Bangladesh: Toward an Environment Strategy (Country Environment Review) (2001)<sup>3</sup>
- Development of Environment Statistics in Developing Asian and Pacific Countries (1999)<sup>3</sup>
- The Environment Agenda of the Asian Development Bank (1999)
- Environment and Economics in Project Preparation (1999)<sup>3</sup>
- Environmental Management of Maldives: An Overview (1999)<sup>3</sup>
- Environmental Profile of Tajikistan (2000)<sup>3</sup>

- Environments in Transition: Cambodia, Lao PDR, Thailand, Viet Nam (2000)<sup>3</sup>
- Fire, Smoke, and Haze: The ASEAN Response Strategy (2001)<sup>3</sup>
- India: Mainstreaming Environment for Sustainable Development (2001)<sup>3</sup>
- Integrated Economic and Environmental Planning at the Subnational Level in Asia (2001)
- Mobilizing Broader Support for Asia's Biodiversity (1999)<sup>3</sup>
- Reform of Environmental and Land Legislation in the People's Republic of China (2000)<sup>3</sup>
- Sustainable Development in Asia (2000)<sup>3</sup>

## Human Development

- Agricultural Biotechnology, Poverty Reduction, and Food Security (2001)<sup>3</sup>
- Asian Cities in the 21<sup>st</sup> Century: Contemporary Approaches to Municipal Management (Vols. 1, 2, and 3; 1999); (Vol. 4; 2000); (Vol. 5; 2001)<sup>3</sup>
- Development and Management of Cities: Networking and Cooperation (1999)<sup>3</sup>
- Effectiveness of ADB Approaches and Assistance to Poverty Reduction (2000)<sup>3</sup>
- Financing Immunization in Cambodia, Lao PDR, and Viet Nam (1999)<sup>3</sup>
- Handbook on Resettlement: A Guide to Good Practice (1998)<sup>3</sup> (Bahasa Indonesia, Chinese, English)
- Health Sector Reform in Asia and the Pacific (1999)<sup>3</sup>
- Human Capital of the Poor in Viet Nam (2001)
- Human Development Brochure
- Immunization Financing in Developing Countries and the International Vaccine Market (2001)<sup>3</sup>
- Integrating Poverty Impact into Project Economic Analysis (2000)
- Lao People's Democratic Republic: Education Sector Development Plan Report (2000)<sup>3</sup>
- Making Cities Work: Urban Policy and Infrastructure in the 21<sup>st</sup> Century (2000)<sup>3</sup>
- The New Social Policy Agenda in Asia (2000)<sup>3</sup>
- Perceptions of the Poor: Poverty Consultations in Four Districts in Sri Lanka (2001)<sup>3</sup>
- Philippine Education for the 21<sup>st</sup> Century (1999)<sup>3</sup>
- Resettlement Policy and Practice in Southeast Asia and the Pacific (2000)<sup>3</sup>
- Social Development (1999)
- Sri Lanka National Immunization Program Financing Assessment (2001)<sup>3</sup>
- Sri Lanka Urban Development Sector Study (2000)
- Supporting Growth with Equity in Pakistan (2000)<sup>3</sup>
- Urban Indicators for Managing Cities: Cities Data Book (2001)<sup>3</sup>
- Urban Sector Strategy in Cambodia (1999)

## Improving the Status of Women

- Women in Bangladesh (2001)<sup>3</sup>
- Women in Malaysia (1999)<sup>3</sup>
- Women in Republic of Maldives (2001)<sup>3</sup>
- Women in Nepal (1999)<sup>3</sup>
- Women in Pakistan (2000)<sup>3</sup>
- Women in Sri Lanka (1999)<sup>3</sup>

Women in Tajikistan (2000)<sup>3</sup>  
 Women in the Republic of Uzbekistan (2000)<sup>3</sup>

## Law and Policy Reform

Combating Corruption in Asian and Pacific Economies (2000)<sup>3</sup>  
 Corporate Governance and Finance in East Asia (Vol. 1, 2000; Vol. 2, 2001)<sup>3</sup>  
 Governance, Corruption and Public Financial Management (2000)<sup>3</sup>  
 Key Governance Issues in Cambodia, Lao PDR, Thailand, and Viet Nam (2001)<sup>3</sup>  
 Law and Policy Reform at the Asian Development Bank (annually)  
 Law and Policy Reform at the Asian Development Bank (2000)<sup>3</sup>, Vol. 1: The Need for an Integrated Approach to Secured Transactions and Insolvency Law Reforms; and Vol. 2: Secured Transactions Law Reform in Asia: Unleashing the Potential of Collateral  
 Law and Policy Reform Bulletin (annually)  
 Managing Government Expenditure (1999)<sup>3</sup>  
 Progress in the Fight Against Corruption in Asia and the Pacific (2001)<sup>3</sup>  
 Simplification of Customs Procedures (1999)<sup>3</sup>  
 To Serve and to Preserve: Improving Public Administration in a Competitive World (2001)<sup>3</sup>

## Pacific Studies Series

Financial Sector Development in Pacific Island Economies (2001)<sup>3</sup> Vol.1: Regional Report; and Vol. 2: Country Reports  
 Reforms in the Pacific (1999)<sup>3</sup>  
 Republic of the Fiji Islands: 1999 Economic Report<sup>3</sup>  
 Republic of Marshall Islands Meto 2000: Economic Report and Statement of Development Strategies (2001)<sup>3</sup>  
 Samoa 2000<sup>3</sup>  
 Tuna: A Key Economic Resource in the Pacific (2001)<sup>3</sup>  
 Vanuatu Agriculture and Fisheries Sector Review 2000 (2001)<sup>3</sup>

## Regional Cooperation

First Workshop on Economic Cooperation in Central Asia—Challenges and Opportunities in Transportation (1999)<sup>3</sup>  
 Rebuilding the Silk Road: Encouraging Economic Cooperation in Central Asia (2001)<sup>3</sup>  
 Second Workshop on Economic Cooperation in Central Asia: Challenges and Opportunities in Energy (1999)<sup>3</sup>  
 Sustainable Development: Asian and Pacific Perspectives (1999)

## Framework: Policies and Strategies

Anticorruption Policy (1998)<sup>4</sup>  
 The Bank's Cofinancing Strategy (1995)  
 The Bank's Policy on Agriculture and Natural Resources Research (1995)  
 The Bank's Policy on Fisheries (1997)

The Bank's Policy on Forestry (1994)  
 The Bank's Policy on Gender and Development (1998)<sup>4</sup>  
 The Bank's Policy on Indigenous Peoples (1999)<sup>4</sup>  
 Cofinancing: A Guide to ADB's Official and Commercial Cofinancing Operations, 2001  
 Commercial Cofinancing and Guarantees, 2001  
 Cooperation Between Asian Development Bank and Nongovernment Organizations (1998)<sup>4</sup>  
 Energy 2000: Review of the Energy Policy of the Asian Development Bank (2000)<sup>4</sup>  
 Establishment of an Inspection Function (1995)  
 Fighting Poverty in Asia and the Pacific: The Poverty Reduction Strategy of the Asian Development Bank (1999)<sup>4</sup>  
 Governance: Sound Development Management (1995)<sup>4</sup>  
 A Graduation Policy for the Bank's DMCs (1998)  
 Information Policy and Strategy of the Asian Development Bank (1994)<sup>4</sup>  
 Involuntary Resettlement (1995)<sup>4</sup>  
 Medium-Term Strategy, 2001–2005 (2001)  
 Microfinance Development Strategy of the Asian Development Bank (2000)<sup>4</sup>  
 Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: The Long-Term Strategic Framework of the Asian Development Bank, 2001–2015 (2001)<sup>4</sup>  
 A Pacific Strategy for the New Millennium (2000)  
 Policy for the Health Sector (1999)<sup>4</sup>  
 Policy on Confidentiality and Disclosure of Information (1994)<sup>4</sup>  
 Political Risk Guarantee Policy (2001)<sup>4</sup>  
 Private Sector Development Strategy (2000)<sup>4</sup>  
 Program Lending Policies (1999)  
 Project Profiles for Commercial and Export Credit Cofinancing, 2002  
 Resident Mission Policy (2000)<sup>4</sup>  
 Social Development (1999)  
 Social Protection Strategy (2001)  
 Urban Sector Strategy (1999)  
 Water for All: The Water Policy of the Asian Development Bank (2001)<sup>4</sup>

## Newsletters

ADB Review  
 News from Bangladesh  
 News from European Representative Office  
 News from India  
 News from Japanese Representative Office  
 News from Kazakhstan  
 News from Nepal  
 News from North American Representative Office  
 News from Pakistan  
 News from Sri Lanka  
 News from Uzbekistan

## Videos

Central Asia's Hidden Hunger (2001)<sup>5</sup>  
 Children of Asia (available in both DVD and video) (2001)<sup>5</sup>  
 Digital Dividends (2001)<sup>5</sup>  
 Fighting Poverty in Asia (2000)<sup>5</sup>  
 Fragile Promise (2001)<sup>5</sup>  
 Lessons from Life (2001)<sup>5</sup>  
 Poverty in Asia: The Challenge Ahead (2000)<sup>5</sup>

Reducing Poverty in Asia and the Pacific (2001)<sup>5</sup>  
 Resettlement: Improving the Lives of People Affected by  
 Projects (2000)<sup>5</sup>  
 Turning Grief into Courage (2001)<sup>5</sup>

## ADB Institute, 2001

### Asian Policy Forum Reports

Designing New and Balanced Financial Market Structures  
 in Post-Crisis Asia (English and Chinese versions)

### Executive Summary Series

2001 International Finance Seminar  
 2001 Tax Conference  
 Banking Sector Reform  
 High-Level Dialogue on Banking Regulation and Financial  
 Market Development: New Issues in the Post-Crisis  
 Information and Communication Technology and  
 Education: Potential for Partnerships  
 Information and Communication Technology Strategies  
 for Developing Countries  
 Millennium Tax Conference  
 Pacific Public Management Executive Program (PPMEP)  
 Module 2: Managing Continuous Quality Improvement  
 Partnership Issues in the Social Sector  
 Poverty Reduction Issues  
 PPMEP Module 3: Managing Programs, Projects and People  
 PPMEP Module 4: Leadership and the Management of  
 Change  
 Public Expenditure Management: Local Program  
 Conducted by Pakistan Administrative Staff College  
 Public Expenditure Management: Training-of-Trainers  
 Program  
 Public-Private Partnerships in Health  
 Recovery Phase  
 Reforming Pension Systems in South Asia: Part 1—Policy  
 Conference  
 Reforming Pension Systems in South Asia: Part 2—Training  
 Workshop  
 Regulatory Differences between Banks and Securities  
 Markets: Implications for Crisis Prevention and  
 Management  
 Skill Development for Industry  
 Social Safety Nets Seminar  
 Tokyo Roundtable on Capital Market Reform in Asia  
 Tokyo Seminar on Securities Market Regulation  
 Trade Policy Emerging Issues  
 Urban Poverty Reduction Issues

### Publications

Actionable Learning: A Handbook for Capacity Building  
 Through Case Based Learning  
 ADB Institute Newsletter

### Research Papers Series

Avoiding Double Mismatches and Withstanding Regional  
 Financial Crises: The Singapore Experience  
 The Basic Characteristics of Skills and Organizational  
 Capabilities in the Indian Software Industry  
 Business Groups Looted by Controlling Families, and the  
 Asian Crisis  
 Can "Moral Hazard" Explain the Asian Crises?  
 Designing a Financial Market Structure in Post-Crisis Asia—  
 How to Develop Corporate Bond Markets  
 Diverse Paths Toward "The Right Institutions": Law, the  
 State, and Economic Reform in East Asia  
 Do Foreign Companies Conduct R&D in Developing  
 Countries? A New Approach to Analyzing the Level of  
 R&D, with an Analysis of Singapore  
 The Evolution of Korea's Development Paradigm: Old  
 Legacies and Emerging Trends in the Post-Crisis Era  
 Family-Based Business Groups: Degeneration of Quasi-  
 Internal Organizations and Internal Markets in Korea  
 Family Business Gone Wrong? Ownership Patterns and  
 Corporate Performance in Thailand  
 Growth and Poverty Alleviation: Lessons from  
 Development Experience  
 How Do Global Credit Rating Agencies Rate Firms from  
 Developing Countries?  
 Information and Communication Technology and Poverty:  
 An Asian Perspective  
 Informational Quality of Financial Systems and Economic  
 Development: An Indicators Approach for East Asia  
 Modeling Crisis Evolution and Counterfactual Policy  
 Simulations: A Country Case Study (Indonesia)  
 Overview of Financial Market Structures in Asia—Cases  
 of the Republic of Korea, Malaysia, Thailand, and  
 Indonesia  
 Population Pressure, Land Tenure, and Natural Resource  
 Management  
 Searching for New Regulatory Frameworks for the  
 Intermediate Financial Market Structure in Post-Crisis Asia  
 Sequential Foreign Investments, Regional Technology  
 Platforms and the Evolution of Japanese Multinationals  
 in East Asia

## Notes

- 1 For list of publications, see <http://www.adb.org/publications>. Copies of these publications may be obtained/purchased from the Publications Unit, Office of External Relations, Asian Development Bank, P.O. Box 789, 0980 Manila, Philippines. Orders may also be sent by fax to (632) 636-2648 or E-mail at [adbpub@adb.org](mailto:adbpub@adb.org). Publications other than those listed with footnotes are free but applicable handling/shipping fees are charged. ADB Institute publications should be ordered directly from ADB Institute.
- 2 Priced publication, also available directly from Oxford University Press offices, associated companies, and agents worldwide.
- 3 Priced publication.
- 4 Available in CD-ROM.
- 5 Priced video.

# ABBREVIATIONS and ACRONYMS

ACCSF	Asian Currency Crisis Support Facility	LBL	LIBOR-based loan
ADB	Asian Development Bank	LIBOR	London interbank offered rate
ADF	Asian Development Fund	LTSF	Long-Term Strategic Framework
ARIC	Asia Recovery Information Center	MBL	market-based loan
ASEAN	Association of Southeast Asian Nations	MDB	multilateral development bank
BIMP-EAGA	Brunei Darussalam-Indonesia-Malaysia- Philippines East ASEAN Growth Area	MTS	Medium-Term Strategy
BOO	build-own-operate	NGO	nongovernment organization
BOT	build-operate-transfer	NPL	nonperforming loan
CAREC	Central Asian Regional Economic Cooperation	OCR	ordinary capital resources
CARs	Central Asian republics	ODA	official development assistance
CDF	comprehensive development framework	OECD	Organisation for Economic Co-operation and Development
CFA	channel financing arrangement	PAPR	Partnership Agreement on Poverty Reduction
CFS	complementary financing scheme	PPIAF	Public-Private Infrastructure Advisory Facility
CPI	consumer price index	PCG	partial credit guarantee
CSP	country strategy and program	PCR	project completion report
CSPU	country strategy and program update	PMAP	portfolio management action plan
DMC	developing member country	PMCL	pool-based multicurrency loan
ECA	export credit agency	PMU	project management unit
ECP	Euro-commercial paper	PPA	participatory poverty assessment
EIA	environmental impact assessment	PPAR	project/program performance audit report
FAS	Financial Accounting Standard	PPIAF	Public-Private Infrastructure Advisory Facility
FDI	foreign direct investment	PRC	People's Republic of China
FY	fiscal year	PRG	political risk guarantee
GAD	gender and development	PRGF	Poverty Reduction and Growth Facility
GDIF	Global Debt Issuance Facility	PSCL	pool-based single currency loan
GDP	gross domestic product	REMU	Regional Economic Monitoring Unit
GEF	Global Environment Facility	RLR	reserve:loan ratio
GMS	Greater Mekong Subregion	SASEC	South Asia Subregional Economic Cooperation
GNP	gross national product	SDR	special drawing right
ICR	interest coverage ratio	SME	small- or medium-sized enterprise
ICT	information and communication technology	SOE	state-owned enterprise
IMF	International Monetary Fund	TASF	Technical Assistance Special Fund
IMT-GT	Indonesia-Malaysia-Thailand Growth Triangle	TCR	technical assistance completion report
IPA	interest payment assistance	TPAR	technical assistance performance audit report
JFICT	Japan Fund for Information and Communication Technology	UN	United Nations
JFPR	Japan Fund for Poverty Reduction	UNDP	United Nations Development Programme
JSF	Japan Special Fund	US	United States
JSP	Japan Scholarship Program	WTO	World Trade Organization
Lao PDR	Lao People's Democratic Republic		

# GLOSSARY

**ACCSF:** Asian Currency Crisis Support Facility, established in March 1999 as an independent component of the Japan Special Fund for countries in the region most affected by the Asian financial crisis; its modalities comprise interest payment assistance, technical assistance grants, and guarantees

**ADF:** Asian Development Fund, ADB's soft-lending window for members with low per capita gross national product and weak debt repayment capacity

**ARIC:** Asia Recovery Information Center, a clearinghouse for information relating to recovery from the Asian financial crisis

**CFS:** complementary financing scheme, a participation modality under which ADB, in addition to a loan from its own resources, makes a complementary loan on market-based terms, funded entirely by participation from market institutions without recourse to ADB for debt service

**contract award ratio:** the ratio of contracts awarded during the year over the value available for contract awards at the beginning of the year

**credit line:** government-guaranteed loan provided to selected financial intermediaries in DMCs for onlending to small and medium private enterprises

**CSP:** country strategy and program, ADB's most important planning and programming document at the country level, prepared every 5 years to identify the country's development needs, priorities, and strategies

**disbursement ratio:** the ratio of total disbursements during the year over the net loan amount available at the beginning of the year plus the loan amounts of newly approved loans that have become effective during the year; excludes private sector loans

**DMC:** developing member country, refers to a member of ADB and does not imply any view on the part of ADB as to the member's sovereignty or independent status

**INTEGRA:** integrated financial management and human resource management information system; an integrated web-enabled computer system

**JFICT:** Japan Fund for Information and Communication Technology, established in July 2001 to harness the potential of information and communication technology and bridge the growing digital divide in Asia and the Pacific

**JFPR:** Japan Fund for Poverty Reduction, established in May 2000 to support ADB-financed projects with innovative poverty reduction and related social development activities on a grant basis in line with ADB's poverty reduction strategy

**JSF:** Japan Special Fund, established in March 1988 and administered by ADB to help its DMCs restructure their economies and broaden the scope for new investments by recycling funds

**JSP:** Japan Scholarship Program, established in 1988 to provide an opportunity for well-qualified citizens of DMCs to undertake postgraduate studies in economics, management, science and technology, and other development-related fields at selected educational institutions in Asia and the Pacific

**LTSF:** Long-Term Strategic Framework, addresses the major long-term challenges and identifies the strategic agenda for 2001-2015 to strengthen ADB as an effective development partner for DMCs

**MTS:** Medium-Term Strategy, addresses the medium-term needs and challenges of the region, which ADB will undertake for 2001-2005

**OCR:** ordinary capital resources, the interest-bearing window for ADB's ordinary lending operations

**PAPR:** Partnership Agreement on Poverty Reduction, an agreement signed between ADB and governments of DMCs that specifies targets and measures for reducing poverty, and ADB's support toward achieving these objectives. Also known as poverty partnership agreements and poverty reduction partnership agreements.

**PCR:** project completion report, certifies the completion of an ADB project

**PPA:** participatory poverty assessment, a product of consultations with the poor to understand better the nature of poverty and to help formulate poverty reduction programs

**PPAR:** project/program performance audit report, provides an assessment of the long-run development effectiveness of a project/program

**program loan:** loan provided to support DMCs' efforts to improve the policy, institutional, and investment environment of sector development and help meet short-term costs that policy adjustments entail

**project loan:** loan provided to finance a specific project

**REMU:** Regional Economic Monitoring Unit, established in 1999 to support the Association of Southeast Asian Nations in its surveillance of economic developments and to provide inputs relating to the Asian financial crisis through the Asia Recovery Information Center

**sector development program loan:** a lending modality that combines program lending, sector/project lending, and technical assistance under a single assistance window to foster an integrated and long-term approach to sector needs

**sector loan:** loan provided to develop a specific sector or subsector; finances a large number of subprojects in a single sector or subsector

**TASF:** Technical Assistance Special Fund, the principal vehicle for providing technical assistance grants from ADB's own resources

#### DEFINITIONS

0.0	data negligible
...	data not available
-	not applicable
--	not reporting
( )	negative
billion	1,000 million

#### NOTE ON DOLLAR AMOUNTS

ADB's financial statements are expressed in current United States dollars. The dollar amounts in this *Annual Report* refer, unless otherwise stated, to United States dollars current at the time.

Since 1 April 1978, when the Second Amendment to the Articles of Agreement of the International Monetary Fund (IMF) came into effect, the capital stock has been valued for purposes of ADB's financial statements in terms of special drawing rights, at the value in current United States dollars as computed by IMF. *For a more detailed discussion, see OCR-8, Notes to Financial Statements of Ordinary Capital Resources.*

# ADB CONTACT ADDRESSES

## Headquarters

**Asian Development Bank.** 6 ADB Avenue, Mandaluyong City, 0401 Metro Manila, Philippines, P.O. Box 789, 0980 Manila, Philippines; Telephone (63-2) 632-4444; Facsimile (63-2) 636-2444; E-mail: [information@adb.org](mailto:information@adb.org); Web site: <http://www.adb.org>

## Resident/Regional Missions

**Bangladesh Resident Mission.** BSL Office Complex, 2<sup>nd</sup> Floor, Sheraton Hotel Annex, 1 Minto Road, Ramna, Dhaka 1000, Bangladesh; Telephone (880-2) 933-4017; Facsimile (880-2) 933-4012; E-mail: [adbbrm@adb.org](mailto:adbbrm@adb.org)

**Cambodia Resident Mission.** 93/95 Norodom Boulevard, Sangkat Boeung Raing, Khan Daun Penh, Phnom Penh, Cambodia; P.O. Box 2436; Telephone (855-23) 215-805/215-806; Facsimile (855-23) 215-807; E-mail: [adbarm@adb.org](mailto:adbarm@adb.org)

**People's Republic of China Resident Mission.** 7<sup>th</sup> Floor, Block D, Beijing International Financial Building, 156 Fuxingmennei (Dajie Avenue), Xicheng District, Beijing 100031, People's Republic of China; Telephone (86-10) 6642-6600 to 05; Facsimile (86-10) 6642-6606; E-mail: [adbprcm@adb.org](mailto:adbprcm@adb.org)

**India Resident Mission.** Plot No. 4, San Martin Marg, Chanakyapuri, New Delhi 110021, India; P.O. Box 5331; Telephone (91-11) 410-7200; Facsimile (91-11) 687-0955; E-mail: [adbinrm@adb.org](mailto:adbinrm@adb.org)

**Indonesia Resident Mission.** Gedung BRI II, 7<sup>th</sup> Floor, Jl. Jend Sudirman Kav. 44-46, Jakarta 10210, Indonesia; P.O. Box 99 JKPSA, Jakarta 10350A, Indonesia; Telephone (62-21) 5798-0600; Facsimile (62-21) 5798-0700; E-mail: [adbirm@adb.org](mailto:adbirm@adb.org)

**Kazakhstan Resident Mission.** Okan Inter-Continental Hotel; 144 Abai Avenue, Astana 473000, Kazakhstan; Telephone (7-3172) 391-086/391-236; Facsimile (7-3172) 391-087; E-mail: [adbkarm@adb.org](mailto:adbkarm@adb.org)

**Kyrgyz Resident Mission.** Logvinenko Street, 28, Bishkek, Kyrgyz Republic; Telephone (996-312) 610-870/600-447; Facsimile (996-312) 610-993; E-mail: [adbkyrm@adb.org](mailto:adbkyrm@adb.org)

**Lao Resident Mission.** Corner of Lane Xang and Samsenthai Road, Vientiane, Lao People's Democratic Republic; P.O. Box 9724; Telephone (856-21) 250-444; Facsimile (856-21) 250-333; E-mail: [adblrm@adb.org](mailto:adblrm@adb.org)

**Mongolia Resident Mission.** MCS Plaza, 2<sup>nd</sup> Floor, 4 Natsagdory St., Ulaanbaatar 46, Mongolia; Telephone/Facsimile (976-11) 313-440/323-507; Facsimile (976-11) 311-795; E-mail: [adbmrm@adb.org](mailto:adbmrm@adb.org)

**Nepal Resident Mission.** Srikunj Kamaladi Ward No. 31; Block 2/597, Kathmandu Metropolis; P.O. Box 5017 K.D.P.O., Kathmandu, Nepal; Telephone (977-1) 227-779; Facsimile (977-1) 225-063; E-mail: [adbnrm@adb.org](mailto:adbnrm@adb.org)

**Pakistan Resident Mission.** Overseas Pakistanis Foundation Building, Sharah-e-Jamhuriyat, G-5/2, Islamabad, Pakistan; GPO Box 1863, Islamabad, Pakistan; Telephone (92-51) 282-5011 to 16; Facsimile (92-51) 282-3324/227-4718; E-mail: [adbprm@adb.org](mailto:adbprm@adb.org)

**Sri Lanka Resident Mission.** 49/14-15 Galle Road, Colombo 3, Sri Lanka; Telephone (94-1) 387-055; Facsimile (94-1) 386-527; E-mail: [adbslrm@adb.org](mailto:adbslrm@adb.org)

**Uzbekistan Resident Mission.** 1, A. Khojaev Street, Shaikhantaur District, Tashkent 700027, Uzbekistan; Telephone (998-71) 120-7921/22/24; Facsimile (998-71) 120-7923; E-mail: [adburm@adb.org](mailto:adburm@adb.org)

**Viet Nam Resident Mission.** Unit 701-706, Sun Red River Building, 23 Phan Chu Trinh Street, Hoam Kiem District, Hanoi, Viet Nam; Telephone (84-4) 933-1374 to 76; Facsimile (84-4) 933-1373; E-mail: [adbvrm@adb.org](mailto:adbvrm@adb.org)

**South Pacific Regional Mission.** La Casa di Andrea, Fr. Dr. W.H. Lini Highway; P.O. Box 127, Port Vila, Vanuatu; Telephone (678-2) 3300; Facsimile (678-2) 3183; E-mail: [adbprpm@adb.org](mailto:adbprpm@adb.org)

## Representative Offices

**European Representative Office.** Rahmhofstrasse 2-4, 60313 Frankfurt am Main, Germany; Telephone (49-69) 2193-6400; Facsimile (49-69) 2193-6444; E-mail: adbero@adb.org

**Japanese Representative Office.** Yamato Seimei Building, 1-7 Uchisaiwaicho 1-Chome, Chiyoda-ku, Tokyo 100-0011, Japan; Telephone (81-3) 3504-3160; Facsimile (81-3) 3504-3165; E-mail: adbjro@adb.org

**North American Representative Office.** 815 Connecticut Avenue, NW, Suite 325, Washington, DC 20006, USA; Telephone (1-202) 728-1500; Facsimile (1-202) 728-1505; E-mail: adbnaro@adb.org

## Other Offices

**Extended Mission in Gujarat.** Suite 502 Megh Malhar Tower Sector, 11 Gandhinagar 382017 Gujarat, India; Telephone (91-79) 324-1100/3478; Facsimile (91-79) 324-1028

**Extended Mission in Papua New Guinea.** Holiday Inn, Suite G-1; CNR Waigani Drive and Wards Road; P.O. Box 8196, Boroko, Papua New Guinea; Telephone (675) 323-9757; Facsimile (675) 323-5771

**Philippines Country Office.** 6 ADB Avenue, Mandaluyong City; 0401 Metro Manila, Philippines; Telephone (63-2) 683-1000; Facsimile (63-2) 683-1030; E-mail: phco@adb.org; Web site: <http://www.adb.org/phco>

**Special Office in East Timor.** ADB-World Bank Building, Avenida Dos, Direitos Humanos, Dili, East Timor; Telephone/Facsimile (670) 3903-24801; Facsimile (670) 3903-24132

## ADB Institute

8<sup>th</sup> Floor, Kasumigaseki Building, 2-5 Kasumigaseki 3-Chome, Chiyoda-ku, Tokyo 100-6008, Japan; Telephone (81-3) 3593-5500; Facsimile (81-3) 3593-5571; E-mail: [info@adbi.org](mailto:info@adbi.org); Web site: <http://www.adbi.org>

---

## ADB WEB SITES

ADB Institute	<a href="http://www.adbi.org">http://www.adbi.org</a>
ADB Review	<a href="http://www.adb.org/documents/periodicals/adb_review">http://www.adb.org/documents/periodicals/adb_review</a>
Agriculture	<a href="http://www.adb.org/agriculture">http://www.adb.org/agriculture</a>
Annual Report	<a href="http://www.adb.org/documents/reports/annual_report">http://www.adb.org/documents/reports/annual_report</a>
Anticorruption	<a href="http://www.adb.org/anticorruption">http://www.adb.org/anticorruption</a>
Asia Economic Monitor	<a href="http://www.aric.adb.org">http://www.aric.adb.org</a>
Asian Development Fund	<a href="http://www.adb.org/finance/ADF">http://www.adb.org/finance/ADF</a>
Bangladesh Resident Mission	<a href="http://www.adb.org/brm">http://www.adb.org/brm</a>
Business Opportunities	<a href="http://www.adb.org/business/opportunities">http://www.adb.org/business/opportunities</a>
Calendar of Events	<a href="http://www.adb.org/news/calendar.asp">http://www.adb.org/news/calendar.asp</a>
Cambodia Resident Mission	<a href="http://www.adb.org/carm">http://www.adb.org/carm</a>
Cofinancing Opportunities	<a href="http://www.adb.org/cofinancing">http://www.adb.org/cofinancing</a>
Consulting Services	<a href="http://www.adb.org/consulting">http://www.adb.org/consulting</a>
Country Assistance Plans	<a href="http://www.adb.org/documents/caps">http://www.adb.org/documents/caps</a>
Country Economic Reviews	<a href="http://www.adb.org/documents/cers">http://www.adb.org/documents/cers</a>
Country Operational Strategy Studies	<a href="http://www.adb.org/documents/cosss">http://www.adb.org/documents/cosss</a>
Country Operations	<a href="http://www.adb.org/countries">http://www.adb.org/countries</a>
Depository Library Program	<a href="http://www.adb.org/publications/depositories">http://www.adb.org/publications/depositories</a>
Development Topics	<a href="http://www.adb.org/topics">http://www.adb.org/topics</a>
East and Central Asia	<a href="http://www.adb.org/eastcentralasia">http://www.adb.org/eastcentralasia</a>
East Asia	<a href="http://www.adb.org/eastasia">http://www.adb.org/eastasia</a>
Economics and Statistics	<a href="http://www.adb.org/economics">http://www.adb.org/economics</a>
Economic Monitor	<a href="http://aric.adb.org/aem">http://aric.adb.org/aem</a>
Education	<a href="http://www.adb.org/documents/policies/education">http://www.adb.org/documents/policies/education</a>
Employment Opportunities	<a href="http://www.adb.org/employment">http://www.adb.org/employment</a>
Energy	<a href="http://www.adb.org/documents/policies/energy">http://www.adb.org/documents/policies/energy</a>
Environment	<a href="http://www.adb.org/environment">http://www.adb.org/environment</a>
European Representative Office	<a href="http://www.adb.org/ero">http://www.adb.org/ero</a>
Evaluation	<a href="http://www.adb.org/evaluation">http://www.adb.org/evaluation</a>
Financial Resources	<a href="http://www.adb.org/finance">http://www.adb.org/finance</a>
Fisheries	<a href="http://www.adb.org/documents/policies/fisheries">http://www.adb.org/documents/policies/fisheries</a>
Forestry	<a href="http://www.adb.org/documents/policies/forestry">http://www.adb.org/documents/policies/forestry</a>
Gender and Development	<a href="http://www.adb.org/gender">http://www.adb.org/gender</a>
Governance	<a href="http://www.adb.org/governance">http://www.adb.org/governance</a>
Graduation Policy	<a href="http://www.adb.org/documents/policies/graduation">http://www.adb.org/documents/policies/graduation</a>
Greater Mekong Subregion	<a href="http://www.adb.org/gms">http://www.adb.org/gms</a>
Guarantee Operations	<a href="http://www.adb.org/documents/policies/guarantee_operations/1999/default.asp">http://www.adb.org/documents/policies/guarantee_operations/1999/default.asp</a>
Health	<a href="http://www.adb.org/documents/policies/health">http://www.adb.org/documents/policies/health</a>
India Resident Mission	<a href="http://www.adb.org/inrm">http://www.adb.org/inrm</a>
Indigenous Peoples	<a href="http://www.adb.org/documents/policies/indigenous_peoples">http://www.adb.org/documents/policies/indigenous_peoples</a>

Information	<a href="http://www.adb.org/documents/policies/confidentiality_disclosure">http://www.adb.org/documents/policies/confidentiality_disclosure</a>
Inspection	<a href="http://www.adb.org/inspection">http://www.adb.org/inspection</a>
Internship Program	<a href="http://www.adb.org/employment/internship/default.asp">http://www.adb.org/employment/internship/default.asp</a>
Involuntary Resettlement	<a href="http://www.adb.org/documents/policies/involuntary_resettlement">http://www.adb.org/documents/policies/involuntary_resettlement</a>
Japan Scholarship Program	<a href="http://www.adb.org/documents/brochures/scholarship_program">http://www.adb.org/documents/brochures/scholarship_program</a>
Japan Special Fund	<a href="http://www.adb.org/documents/reports/japan_special_fund">http://www.adb.org/documents/reports/japan_special_fund</a>
Japanese Representative Office	<a href="http://www.adb.org/jro">http://www.adb.org/jro</a>
Kazakhstan Resident Mission	<a href="http://www.adb.org/karm">http://www.adb.org/karm</a>
Law and Policy Reform	<a href="http://www.adb.org/law">http://www.adb.org/law</a>
Microfinance	<a href="http://www.adb.org/microfinance">http://www.adb.org/microfinance</a>
Nepal Resident Mission	<a href="http://www.adb.org/nrm">http://www.adb.org/nrm</a>
News and Events	<a href="http://www.adb.org/news">http://www.adb.org/news</a>
Newly Industrialized Economies	<a href="http://www.adb.org/countries/highlights/NIE.asp">http://www.adb.org/countries/highlights/NIE.asp</a>
Nongovernment Organizations	<a href="http://www.adb.org/NGOs">http://www.adb.org/NGOs</a>
North American Representative Office	<a href="http://www.adb.org/naro">http://www.adb.org/naro</a>
Organizational Chart	<a href="http://www.adb.org/about/orgchart.asp">http://www.adb.org/about/orgchart.asp</a>
Pacific	<a href="http://www.adb.org/pacific">http://www.adb.org/pacific</a>
Pakistan Resident Mission	<a href="http://www.adb.org/prm">http://www.adb.org/prm</a>
Policies and Strategies	<a href="http://www.adb.org/development/policies.asp">http://www.adb.org/development/policies.asp</a>
Poverty Reduction	<a href="http://www.adb.org/poverty">http://www.adb.org/poverty</a>
Private Sector Development	<a href="http://www.adb.org/privatesector">http://www.adb.org/privatesector</a>
Procurement	<a href="http://www.adb.org/procurement">http://www.adb.org/procurement</a>
Projects	<a href="http://www.adb.org/projects">http://www.adb.org/projects</a>
Publications	<a href="http://www.adb.org/publications">http://www.adb.org/publications</a>
Regional Cooperation	<a href="http://www.adb.org/RegionalCooperation/default.asp">http://www.adb.org/RegionalCooperation/default.asp</a>
Regions and Countries	<a href="http://www.adb.org/countries">http://www.adb.org/countries</a>
Reorganization	<a href="http://www.adb.org/documents/others/reorganization_2002/">http://www.adb.org/documents/others/reorganization_2002/</a>
Resident Mission Policy	<a href="http://www.adb.org/documents/policies/resident_mission">http://www.adb.org/documents/policies/resident_mission</a>
South Asia	<a href="http://www.adb.org/southasia">http://www.adb.org/southasia</a>
Southeast Asia	<a href="http://www.adb.org/southeastasia">http://www.adb.org/southeastasia</a>
Sri Lanka Resident Mission	<a href="http://www.adb.org/slrn">http://www.adb.org/slrn</a>
Statistics	<a href="http://www.adb.org/statistics">http://www.adb.org/statistics</a>
Technical Assistance	<a href="http://www.adb.org/ta">http://www.adb.org/ta</a>
Technical Assistance Reports	<a href="http://www.adb.org/projects/reports.asp">http://www.adb.org/projects/reports.asp</a>
Uzbekistan Resident Mission	<a href="http://www.adb.org/urm">http://www.adb.org/urm</a>
Viet Nam Resident Mission	<a href="http://www.adb.org/vrm">http://www.adb.org/vrm</a>
Water	<a href="http://www.adb.org/documents/policies/water">http://www.adb.org/documents/policies/water</a>
Young Professionals Program	<a href="http://www.adb.org/employment/ypp.asp">http://www.adb.org/employment/ypp.asp</a>

# MEMBERS, CAPITAL STOCK, and VOTING POWER

(as of 31 December 2001)

	YEAR OF MEMBERSHIP	SUBSCRIBED CAPITAL <sup>a</sup> (% of total)	VOTING POWER <sup>b</sup> (% of total)
<b>REGIONAL</b>			
Afghanistan	1966	0.034	0.366
Australia	1966	5.892	5.053
Azerbaijan	1999	0.453	0.701
Bangladesh	1973	1.040	1.171
Bhutan	1982	0.006	0.344
Cambodia	1966	0.050	0.379
China, People's Republic of	1986	6.562	5.588
Cook Islands	1976	0.003	0.341
Fiji Islands	1970	0.069	0.394
Hong Kong, China	1969	0.555	0.783
India	1966	6.447	5.497
Indonesia	1966	5.546	4.776
Japan	1966	15.893	13.053
Kazakhstan	1994	0.821	0.996
Kiribati	1974	0.004	0.342
Korea, Republic of	1966	5.130	4.443
Kyrgyz Republic	1994	0.305	0.583
Lao People's Democratic Republic	1966	0.014	0.350
Malaysia	1966	2.773	2.557
Maldives	1978	0.004	0.342
Marshall Islands	1990	0.003	0.341
Micronesia, Federated States of	1990	0.004	0.342
Mongolia	1991	0.015	0.351
Myanmar	1973	0.555	0.783
Nauru	1991	0.004	0.342
Nepal	1966	0.150	0.459
New Zealand	1966	1.564	1.590
Pakistan	1966	2.218	2.114
Papua New Guinea	1971	0.096	0.415
Philippines	1966	2.426	2.280
Samoa	1966	0.003	0.342
Singapore	1966	0.347	0.616
Solomon Islands	1973	0.007	0.344
Sri Lanka	1966	0.591	0.811
Taipei, China	1966	1.109	1.226
Tajikistan	1998	0.292	0.572
Thailand	1966	1.386	1.448
Tonga	1972	0.004	0.342
Turkmenistan	2000	0.258	0.545
Tuvalu	1993	0.001	0.340
Uzbekistan	1995	0.686	0.888
Vanuatu	1981	0.007	0.344
Viet Nam	1966	0.348	0.617
<b>Subtotal Regional</b>		<b>63.674</b>	<b>65.515</b>

	YEAR OF MEMBERSHIP	SUBSCRIBED CAPITAL <sup>a</sup> (% of total)	VOTING POWER <sup>b</sup> (% of total)
<b>NONREGIONAL<sup>c</sup></b>			
Austria	1966	0.347	0.616
Belgium	1966	0.347	0.616
Canada	1966	5.327	4.600
Denmark	1966	0.347	0.616
Finland	1966	0.347	0.616
France	1970	2.370	2.235
Germany	1966	4.405	3.863
Italy	1966	1.840	1.811
The Netherlands	1966	1.045	1.175
Norway	1966	0.347	0.616
Spain	1986	0.347	0.616
Sweden	1966	0.347	0.616
Switzerland	1967	0.594	0.814
Turkey	1991	0.347	0.616
United Kingdom	1966	2.080	2.003
United States	1966	15.893	13.053
<b>Subtotal Nonregional</b>		<b>36.326</b>	<b>34.485</b>
<b>TOTAL</b>		<b>100.000</b>	<b>100.000</b>

Note: Figures may not add due to rounding. For other details, see tables on pages 142 and 143.

- a Subscribed capital refers to a member's subscription to shares of the capital stock of ADB.
- b The total voting power of each member consists of the sum of its basic votes and proportional votes. The basic votes of each member consist of such number of votes as results from the equal distribution among all members of 20% of the aggregate sum of the basic votes and proportional votes of all members. The number of proportional votes of each member is equal to the number of shares of the capital stock of ADB held by that member.
- c Portugal was admitted as the 60<sup>th</sup> member of ADB on 2 April 2002.

# ASIAN DEVELOPMENT BANK

The Asian Development Bank (ADB) was established in 1966 through a multilateral agreement ratified by 31 countries.<sup>1</sup> It has 60 members, as of 2 April 2002, of which 43 are in Asia and the Pacific.

ADB has its headquarters in the Philippines, and has 22 overseas offices, including resident missions in Bangladesh, Cambodia, People's Republic of China, India, Indonesia, Kazakhstan, Kyrgyz Republic, Lao People's Democratic Republic, Mongolia, Nepal, Pakistan, Sri Lanka, Uzbekistan, and Viet Nam; and a country office in the Philippines. ADB also maintains a regional mission for the South Pacific in Vanuatu, extended missions in Gujarat, India and Papua New Guinea, and a Special Office in East Timor. It has representative offices for Europe (based in Frankfurt), for Japan (Tokyo), and North America (Washington, DC). A special liaison office in Kabul, Afghanistan is being organized.

## Objective: reduce poverty

ADB's vision is an Asian and Pacific region free of poverty. Its mission is to help its developing member countries (DMCs) reduce poverty and improve their living conditions and quality of life. Its strategic agenda includes sustainable economic growth, inclusive social development, and governance for effective policies and institutions. Three crosscutting themes broaden and deepen the impact of the core areas of intervention—promoting the role of the private sector in development, supporting regional cooperation and integration for development, and addressing environmental sustainability.

ADB's main instruments in providing help to its DMCs are policy dialogues, loans, technical assistance, grants, guarantees, and equity investments.

ADB offers a range of lending modalities and terms; all loans involve conditionalities aimed at improving development performance. About 72% of ADB's cumulative lending comes from its ordinary capital resources (OCR). These comprise paid-in capital, reserves, funds raised through borrowings, and accumulated retained income. In 2001, ADB introduced LIBOR-based loan (LBL) products, with maturity ranges from 15 to 25 years. Effective 1 July 2002, LBLs will be the only choice for borrowers. OCR loans are nonconcessional and are generally made to members that have attained a somewhat higher level of economic development.

ADB also provides loans from its Special Funds resources. The Asian Development Fund (ADF) is a

special window for loans on concessional terms to members with low per capita gross national product and weak debt-repayment capacity. The ADF is financed by periodic voluntary contributions from donors.

Other Special Funds are the Technical Assistance Special Fund; Japan Special Fund; and ADB Institute Special Fund. Other funds managed by ADB are the Japan Scholarship Program; Japan Fund for Poverty Reduction; Japan Fund for Information and Communication Technology; and channel financing of grants provided by bilateral donors to support technical assistance and soft components of loans, including the Canadian Cooperation Fund on Climate Change, Governance Cooperation Fund (initial contribution by Canada), Danish Cooperation Fund on Renewable Energy and Energy Efficiency in Rural Areas, Cooperation Fund for the Formulation and Implementation of National Poverty Reduction Strategies and Cooperation Fund on Water Sector (both with initial contributions from The Netherlands), and United Kingdom Cooperation Fund for Technical Assistance (Poverty-Focused) in India.

Technical assistance activities funded through grants or loans help maximize ADB's development impact. Most technical assistance grants are used for preparing projects and supporting advisory activities in areas such as law and policy reform, fiscal strengthening, good governance, capacity building, and natural resource management.

ADB has a triple-A rating and typically raises about \$4 billion–\$5 billion a year from bond issues. It actively mobilizes financial resources through its cofinancing operations, tapping official, commercial, and export credit sources.

ADB's assistance to governments creates an enabling environment for private sector development. ADB participates directly in financing private sector projects to assist commercial investors and lenders.

## Organizational structure

ADB's highest policy-making body is its Board of Governors, which meets annually and comprises one representative from each member. The Governors elect the 12 members of the Board of Directors, with each Director appointing an Alternate. The President is elected by the Board of Governors for a 5-year term and is Chairperson of the Board of Directors. The President, assisted by three Vice-Presidents, manages the business of ADB.

### Note

<sup>1</sup> The term "country," as used in the context of ADB, refers to a member of ADB and does not imply any view on the part of ADB as to the member's sovereignty or independent status.

<b>Production</b>	Robert Salamon, Principal Director, Office of External Relations (OER) and Raveendranath Rajan, Head, Printing and Graphics Section, Office of Administrative Services (OAS), ADB
<b>Editors</b>	Lynette Mallery and Marcia Samson, OER
<b>Design &amp; Production</b>	Cecil Caparas, Lynette Mallery, and Marcia Samson, OER Lhoie Maestro and Judy Yñiguez, OAS
<b>Photographs (by chapter)</b>	<p><i>Strengthening Partnerships: Message from the Chairman of the Board of Directors</i> Richie Abrina, Rollie del Rosario, and Eric Sales</p> <p><i>2001 in Review: Board of Directors' Report</i> Richie Abrina, Rollie del Rosario, Ed Haugh, Eric Sales, Marcia Samson, and Susan Tamondong</p> <p><i>Special Theme: Empowering Nations through Regional Cooperation</i> Rollie del Rosario, Ian Gill, Omana Nair, and Marcia Samson</p> <p><i>Operational Priorities</i> Ram Cabrera, Joe Cantrell, Carolyn Dedolph, Eric Sales, and Marcia Samson</p> <p><i>Operations</i> Richie Abrina, Joe Cantrell, Rollie del Rosario, and Marcia Samson</p> <p><i>Country Reports</i> Ram Cabrera, Ian Gill, Omana Nair, and Marcia Samson</p> <p><i>Strategic Planning and Support Activities</i> Richie Abrina, Ian Gill, Eric Sales, and Marcia Samson</p> <p><i>Institutional Matters</i> Richie Abrina, Ram Cabrera, Rollie del Rosario, Marcia Samson, and Edna Villareal</p> <p><i>Management's Discussion and Analysis and Financial Statements</i> Richie Abrina, Ram Cabrera, Joe Cantrell, Rollie del Rosario, Ian Gill, and Marcia Samson</p>

# ADB ANNUAL REPORT READER SURVEY

Dear Reader,

We seek your comments on how to get our message across so you may have a better understanding of ADB's work. Thank you for completing this questionnaire.

1 Where do you belong?

- 1.1 Civil society (professional organization)
- 1.2 Financial institution
- 1.3 Government
- 1.4 International organization
- 1.5 Library
- 1.6 News media
- 1.7 Nongovernment organization
- 1.8 Private sector
- 1.9 University/college
- 1.10 Others\_\_\_\_\_

2 What sector do you represent?

- 2.1 Agriculture and Natural Resources
- 2.2 Energy
- 2.3 Finance
- 2.4 Industry and Nonfuel Minerals
- 2.5 Social Infrastructure
- 2.6 Transport and Communications
- 2.7 Others\_\_\_\_\_

3 What section of the Annual Report do you refer to most often? Check one or more.

- 3.1 Operational and Financial Overview, 2001
- 3.2 2001 in Review: Board of Directors' Report
- 3.3 Special Theme
- 3.4 Operational Priorities
- 3.5 Operations
- 3.6 Country Reports
- 3.7 Strategic Planning and Support Activities
- 3.8 Institutional Matters
- 3.9 Management's Discussion and Analysis
- 3.10 Statistical Annex
- 3.11 Appendixes

4 How can we improve the Annual Report's presentation?

- 4.1 Charts  
\_\_\_\_\_
- 4.2 Content  
\_\_\_\_\_
- 4.3 Photos  
\_\_\_\_\_
- 4.4 Tables  
\_\_\_\_\_
- 4.5 Writing Style  
\_\_\_\_\_
- Other Comments  
\_\_\_\_\_

5 On which areas of ADB operations would you like more information?

- 5.1 Economic growth
- 5.2 Environmental protection
- 5.3 Gender and development
- 5.4 Globalization
- 5.5 Governance
- 5.6 Human development
- 5.7 Information and communication technology
- 5.8 Law and policy reform
- 5.9 Poverty reduction
- 5.10 Private sector development
- 5.11 Regional cooperation
- 5.12 Social protection
- 5.13 Trade
- 5.14 Urban development
- 5.15 Others\_\_\_\_\_

6 What is your most preferred version of the Annual Report?

- 6.1 CD-ROM
- 6.2 Print
- 6.3 Web site

Why?\_\_\_\_\_

7 Do you still want to receive the printed form of the Annual Report?

- 7.1 Yes
- 7.2 No
- 7.3 If no, why?\_\_\_\_\_

NAME  
\_\_\_\_\_

ADDRESS  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please tear off and mail this form to the Asian Development Bank, Publications Unit, P.O. Box 789, 0980 Manila, Philippines, or fax to (63-2) 636-2648.

If you want an electronic version of this survey, send an E-mail to [adbpub@adb.org](mailto:adbpub@adb.org).

For more information about ADB, see <http://www.adb.org>