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APPENDIX 1

Members, Capital Stock, and Voting Power
(as of 31 December 2007)

Member	Year of Membership	Subscribed Capital ^a (% of Total)	Voting Power ^b (% of Total)
REGIONAL			
Afghanistan	1966	0.034	0.325
Armenia	2005	0.298	0.537
Australia	1966	5.773	4.917
Azerbaijan	1999	0.444	0.653
Bangladesh	1973	1.019	1.114
Bhutan	1982	0.006	0.303
Brunei Darussalam	2006	0.351	0.580
Cambodia	1966	0.049	0.338
China, People's Republic of	1986	6.429	5.442
Cook Islands	1976	0.003	0.301
Fiji Islands	1970	0.068	0.353
Georgia	2007	0.341	0.571
Hong Kong, China	1969	0.543	0.733
India	1966	6.317	5.352
Indonesia	1966	5.434	4.646
Japan	1966	15.571	12.756
Kazakhstan	1994	0.805	0.942
Kiribati	1974	0.004	0.302
Korea, Republic of	1966	5.026	4.320
Kyrgyz Republic	1994	0.298	0.537
Lao People's Democratic Republic	1966	0.014	0.310
Malaysia	1966	2.717	2.472
Maldives	1978	0.004	0.302
Marshall Islands	1990	0.003	0.301
Micronesia, Federated States of	1990	0.004	0.302
Mongolia	1991	0.015	0.310
Myanmar	1973	0.543	0.733
Nauru	1991	0.004	0.302
Nepal	1966	0.147	0.416
New Zealand	1966	1.532	1.524
Pakistan	1966	2.174	2.037
Palau	2003	0.003	0.301
Papua New Guinea	1971	0.094	0.373
Philippines	1966	2.377	2.200
Samoa	1966	0.003	0.301
Singapore	1966	0.340	0.570
Solomon Islands	1973	0.007	0.304
Sri Lanka	1966	0.579	0.761
Taipei, China	1966	1.087	1.168
Tajikistan	1998	0.286	0.527
Thailand	1966	1.358	1.385
Timor-Leste	2002	0.010	0.306
Tonga	1972	0.004	0.302
Turkmenistan	2000	0.253	0.501
Tuvalu	1993	0.001	0.300
Uzbekistan	1995	0.672	0.836
Vanuatu	1981	0.007	0.304
Viet Nam	1966	0.341	0.571
Subtotal Regional		63.390	65.040

Member	Year of Membership	Subscribed Capital ^a (% of Total)	Voting Power ^b (% of Total)
NONREGIONAL			
Austria	1966	0.340	0.570
Belgium	1966	0.340	0.570
Canada	1966	5.219	4.474
Denmark	1966	0.340	0.570
Finland	1966	0.340	0.570
France	1970	2.322	2.156
Germany	1966	4.316	3.752
Ireland	2006	0.340	0.570
Italy	1966	1.803	1.741
Luxembourg	2003	0.340	0.570
The Netherlands	1966	1.023	1.117
Norway	1966	0.340	0.570
Portugal	2002	0.340	0.570
Spain	1986	0.340	0.570
Sweden	1966	0.340	0.570
Switzerland	1967	0.582	0.764
Turkey	1991	0.340	0.570
United Kingdom	1966	2.038	1.929
United States	1966	15.571	12.756
Subtotal Nonregional		36.610	34.960
TOTAL		100.000	100.000

Note: Figures may not add up because of rounding. For other details, see tables on pages 40 and 41, Volume 2.

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.

APPENDIX 2

Resolutions of the Board of Governors Adopted In 2007

Resolution No.	Subject	Date Adopted
324	Eighth Replenishment of the Asian Development Fund and Third Regularized Replenishment of the Technical Assistance Special Fund: Access of Armenia to ADF Resources	20 April 2007
325	Financial Statements and Independent Auditors' Reports	7 May 2007
326	Allocation of Net Income	7 May 2007
327	Place and Date of Forty-First Annual Meeting (2008)	7 May 2007
328	Procedures for the Election of Directors	13 June 2007

APPENDIX 3

Selected Policy, Strategy, and Financial Papers Discussed by the Board in 2007

Title	Board Discussion Date
General Review of Salaries and Benefits for Headquarters' National Officers and Administrative Staff	27 February
Review of the Asian Development Bank's Loan Charges and Allocation of 2006 Net Income	3 April
Review of Prudential Exposure Limits on Nonsovereign Operations	19 April
Achieving Development Effectiveness in Weakly Performing Countries (The Asian Development Bank's Approach to Engaging with Weakly Performing Countries)	30 May
Revising the Framework for Asian Development Fund Grants	24 July
Policy for Providing Heavily Indebted Poor Countries Relief from Asian Development Fund Debt and Proposed Debt Relief to Afghanistan	3 September
Review of the 1998 Graduation Policy of the Asian Development Bank	26 September
Revising the Framework for Asian Development Fund Grants	26 September
Work Program and Budget Framework (2008–2010)	27 September
Review of the Financial Framework of the Asian Development Fund	3 October for W-paper, 12 December for R-paper
General Review of Salaries and Benefits of Professional Staff	25 October
Review of the Asian Development Bank's Loan Charges	7 December
Borrowing Program for 2008	7 December
Budget of the Asian Development Bank for 2008	13 December
Asian Development Bank Institute: Three-Year Rolling Work Program 2008–2010 and Budget for 2008	13 December

APPENDIX 4
Board of Governors
(as of March 2008)

	Pedro Solbes Mira (Spain) Chair	Finley S. Perman (Federated States of Micronesia) Vice Chair
Nguyen Van Giau (Viet Nam) Vice Chair		
Member	Governor	Alternate Governor
Afghanistan	Anwar Ul-Haq Ahady	Wahidullah Shahrani
Armenia	Vardan Khachatryan	David Avetissian
Australia	Wayne Swan MP ¹	Bob McMullan MP ²
Austria	Wilhelm Molterer ³	Marcus Heinz
Azerbaijan	Heydar Babayev	Samir Sharifov
Bangladesh	A. B. Mirza Md. Azizul Islam ⁴	Md. Aminul Islam Bhuiyan ⁵
Belgium	Didier Reynders	Gino Alzetta
Bhutan	Dasho Yanki T. Wangchuk ⁶	Nim Dorji ⁷
Brunei Darussalam	Pehin Dato Abdul Rahman Ibrahim	Dato Ali Apong
Cambodia	Keat Chhon	Aun Porn Moniroth
Canada	Maxime Bernier ⁸	(vacant)
China, People's Republic of	Xie Xuren ⁹	Li Yong
Cook Islands	Terepai Maoate	Sholan Ivaiti ¹⁰
Denmark	Ole E. Moesby	Sus Ulbæk
Fiji Islands	Mahendra Pal Chaudhry ¹¹	Savenaca Narube
Finland	Marjatta Rasi	Ilkka Heiskanen ¹²
France	Christine Lagarde ¹³	Xavier Musca
Germany	Karin Kortmann	Rolf Wenzel
Georgia	Nika Gilauri ¹⁴	George Arveladze
Hong Kong, China	John Tsang Chun-wah ¹⁵	Joseph Yam
India	P. Chidambaram	D. Subba Rao ¹⁶
Indonesia	Sri Mulyani Indrawati	Paskah Suzetta
Ireland	Brian Cowen T.D.	Robert Bradshaw
Italy	Mario Draghi	Ignazio Angeloni
Japan	Fukushiro Nukaga ¹⁷	Toshihiko Fukui
Kazakhstan	Bakhyt Turlyhanovich Sultanov ¹⁸	Daulet Sovetovich Saudabayev ¹⁹
Kiribati	Natan Teewe ²⁰	Teea Tira ²¹
Korea, Republic of	O-Kyu Kwon	Seongtae Lee
Kyrgyz Republic	Kalimbetova Tajikan Borbugulovna ²²	Japarov Akylbek Usenbekovich ²³
Lao People's Democratic Republic	Somdy Douangdy ²⁴	Somphao Phaysith ²⁵
Luxembourg	Jean-Louis Schiltz	Arsène Jacoby

1 Succeeded Peter Costello in January 2008.

2 Succeeded Greg Hunt in January 2008; Hunt succeeded Teresa Gambaro in February 2007.

3 Succeeded Karl-Heinz Grasser in February 2007.

4 Succeeded Shoaib Ahmed in January 2007.

5 Succeeded Rafiqul Islam in February 2007.

6 Succeeded Lyonpo Wangdi Norbu in January 2008.

7 Succeeded Sonam Wangchuk in January 2008.

8 Succeeded Peter Gordon MacKay in August 2007.

9 Succeeded Jin Renqing in September 2007.

10 Succeeded Kevin Carr in March 2007.

11 Succeeded Jone Yavala Kubuabola in April 2007.

12 Succeeded Anneli Vuorinen in October 2007.

13 Succeeded Thierry Breton in June 2007.

14 Succeeded Aleksi Aleksishvili in September 2007, who was appointed in February 2007.

15 Succeeded Henry Tang in July 2007.

16 Succeeded A. K. Jha in May 2007.

17 Succeeded Koji Omi in August 2007.

18 Succeeded Natalya Artemovna Korzhova in January 2008.

19 Succeeded Marat Apsemetovich Kusainov in January 2008.

20 Succeeded Nabuti Mwemwenikarawa in February 2008.

21 Succeeded Taam Biribo in June 2007.

22 Succeeded Akylbek Japarov in February 2008.

23 Succeeded Sabyrek A. Moldokulov in February 2008.

24 Succeeded Chansy Phosikham in July 2007.

25 Succeeded Phouphet Khamphounvong in January 2007.

Member	Governor	Alternate Governor
Malaysia	Dato' Seri Abdullah Haji Ahmad Badawi	Dato' Wan Abdul Aziz bin Wan Abdullah ²⁶
Maldives	Mohamed Jaleel	Riluwan Shareef
Marshall Islands	Brenson S. Wase	Amon Tibon
Federated States of Micronesia	Finley S. Perman ²⁷	Lorin Robert
Mongolia	Chultem Ulaan ²⁸	Alag Batsukh
Myanmar	Hla Tun	Daw Myo Nwe
Nauru	Kieren Keke ²⁹	Adrian Chippendale ³⁰
Nepal	Ram Sharan Mahat	Vidyadhar Mallik
The Netherlands	Bert Koenders ³¹	Ruud Treffers ³²
New Zealand	Michael Cullen	John Whitehead
Norway	Hakon Arald Gulbrandsen ³³	Henrik Harboe
Pakistan	Omar Ayub Khan	M. Akram Malik
Palau	Elbuchel Sadang	Marino Rechesengel
Papua New Guinea	Patrick Pruaitch, MP ³⁴	Simon Tosali
Philippines	Margarito B. Teves	Amando M. Tetangco, Jr.
Portugal	Fernando Teixeira dos Santos	Carlos Costa Pina
Samoa	Nickel Lee-Hang	Hinauri Petana
Singapore	Tharman Shanmugaratnam	Teo Ming Kian
Solomon Islands	Snyder Rini ³⁵	Shadrach Fanega ³⁶
Spain	Pedro Solbes Mira	David Vegara Figueras
Sri Lanka	Mahinda Rajapaksa	P. B. Jayasundera
Sweden	Joakim Stymne	Anders Bengtscén ³⁷
Switzerland	Jorg Al. Reding	(vacant) ³⁸
Taipei, China	Fai-nan Perng	Teng-Cheng Liu
Tajikistan	Matlubkhon S. Davlatov	Kh.Kh Tagoimurodov ³⁹
Thailand	Chalongphob Sussangkarn ⁴⁰	Suparut Kawatkul
Timor-Leste	Emilia Pires ⁴¹	Joao Mendes Goncalves ⁴²
Tonga	Siosia T. T. 'Utoikamanu	Aisake Eke
Turkey	Mehmet Şimşek ⁴³	İbrahim H. Çanakçı
Turkmenistan	Geldymurat Abilov	(vacant)
Tuvalu	Lotoala Metia	Aunese Makoi Simati
United Kingdom	Douglas Alexander ⁴⁴	Gareth Thomas ⁴⁵
United States	Henry M. Paulson, Jr.	Reuben Jeffery III ⁴⁶
Uzbekistan	Saidakhmat Rakhimov	Ulugbek Rozukulov
Vanuatu	Willie Jimmy Tapangararua	Simeon Malachi Athy
Viet Nam	Nguyen Van Giau ⁴⁷	Phung Khac Ke

26 Succeeded Dato' Izzuddin bin Dali in February 2007.

27 Succeeded Nick L. Andon in July 2007.

28 Succeeded Nadmid Bayartsaikhan in December 2007.

29 Succeeded Frederick Pitcher, MP in January 2008; Pitcher succeeded David Adeang in December 2007.

30 Succeeded Jonathan Kirkby in January 2008.

31 Succeeded Wouter Bos in December 2007; Bos succeeded Gerrit Zalm in February 2007.

32 Succeeded Bert Koenders in December 2007; Koenders succeeded Agnes van Ardenne-van der Hoeven in February 2007.

33 Succeeded Anne Fagertun Stenhammer in February 2008.

34 Succeeded Rabbie Namaliu in September 2007.

35 Succeeded Gordon Darcy Lilo in December 2007.

36 Succeeded Luma Darcy in January 2008.

37 Succeeded Johanna Brismar Skoog in February 2008.

38 Adrian Schlapfer's term was completed in January 2008.

39 Succeeded Nagmatjon Kh. Buriev in February 2008.

40 Succeeded M.R. Pridiyathorn Devakula in March 2007.

41 Succeeded Maria Magdalena Brites Boavida in July 2007.

42 Succeeded Aicha Bassarewan in July 2007.

43 Succeeded Ali Babacan in September 2007.

44 Succeeded Hilary Benn in July 2007.

45 Succeeded Shahid Malik in January 2008; Malik succeeded Gareth Thomas in July 2007.

46 Succeeded Josette S. Shiner in October 2007.

47 Succeeded Le Duc Thuy in August 2007.

APPENDIX 5

Board of Directors and Voting Groups
(as of January 2008)

Executive Directors	Alternate Executive Directors	Members Represented
Phil Bowen ¹	Dereck Rookan-Smith ²	Australia; Azerbaijan; Cambodia; Georgia; Hong Kong, China; Kiribati; Federated States of Micronesia; Nauru; Palau; Solomon Islands; Tuvalu
Howard Brown ³	Patrick Brandt ⁴	Canada; Denmark; Finland; Ireland; The Netherlands; Norway; Sweden
Curtis S. Chin ⁵	Paul W. Curry	United States
Md. Saad Hashim	Siew Juan Aw	Brunei Darussalam; Malaysia; Myanmar; Nepal; Singapore; Thailand
Marita Magpili-Jimenez ⁶	Sibtain Fazal Halim ⁷	Kazakhstan; Maldives; Marshall Islands; Mongolia; Pakistan; Philippines; Timor-Leste
Kyung-Hoh Kim ⁸	Tsuen Hua Shih	Republic of Korea; Papua New Guinea; Sri Lanka; Taipei, China; Uzbekistan; Vanuatu, Viet Nam
Ashok K. Lahiri ⁹	Nima Wangdi	Afghanistan; Bangladesh; Bhutan; India; Lao People's Democratic Republic; Tajikistan; Turkmenistan
Masaki Omura	Atsushi Mizuno	Japan
Sebastian Paust ¹⁰	Uğur Salih Uçar ¹¹	Austria; Germany; Luxembourg; Turkey; United Kingdom
Patrick Pillon	João Simões de Almeida	Belgium; France; Italy; Portugal; Spain; Switzerland
Ceppie Kurniadi Sumadilaga ¹²	C J (Stan) Vandersyp ¹³	Cook Islands; Fiji Islands; Indonesia; Kyrgyz Republic; New Zealand; Samoa; Tonga
Wencai Zhang ¹⁴	Fangyu Liu ¹⁵	People's Republic of China

1 Succeeded Stephen Sedgwick on 1 April 2007.

2 Succeeded Richard Moore in 1 August 2007.

3 Succeeded Emile Gauvreau on 1 July 2007.

4 Succeeded Pasi Hellman on 1 September 2007.

5 Succeeded Paul W. Speltz on 3 May 2007.

6 Succeeded Sibtain Fazal Halim on 1 July 2007.

7 Succeeded Marita Magpili-Jimenez on 1 July 2007.

8 Succeeded Chol-Hwi Lee on 6 September 2007.

9 Succeeded Ashok Saikia on 16 July 2007.

10 Succeeded David Taylor on 1 July 2007.

11 Succeeded Sebastian Paust on 1 July 2007.

12 Succeeded Agus Haryanto on 1 July 2007.

13 Succeeded Richard Stanley on 2 January 2008.

14 Succeeded Zheng Xiaosong on 11 April 2007.

15 Succeeded Xiaolong Mo on 23 March 2007.

APPENDIX 6

Committees of the Board of Directors

Standing Committees

Audit CommitteePatrick Pillon (*Chair*)

Curtis S. Chin

Kyung-Hoh Kim

CJ (Stan) Vandersyp

Uğur Salih Uçar

Nima Wangdi

Budget Review CommitteeCeppie Kurniadi Sumadilaga (*Chair*)

Phil Bowen

Masaki Omura

Paul W. Curry

Sibtain Fazal Halim

Fangyu Liu

Board Compliance Review CommitteeHoward Brown (*Chair*)

Md. Saad Hashim

Marita Magpili-Jimenez

João Simões de Almeida

Dereck Rooker-Smith

Tsuen Hua Shih

Development Effectiveness CommitteeAshok K. Lahiri (*Chair*)

Sebastian Paust

Wencai Zhang

Siew Juan Aw

Patrick Brandt

Atsushi Mizuno

Ethics CommitteeMd. Saad Hashim (*Chair*)

Howard Brown

Sebastian Paust

Ceppie Kurniadi Sumadilaga

Wencai Zhang

Working Group on the Annual Report for 2007Nima Wangdi (*Chair*)

Paul W. Curry

Sibtain Fazal Halim

Fangyu Liu

Atsushi Mizuno

Uğur Salih Uçar

APPENDIX 7

ADB Institute Advisory Council

(As of 31 December 2007)

Masahiko Aoki

Victor H. Frank, Jr.

Eric Girardin

Ajit K. Jain

Li Yong

Andrew MacIntyre

Ifzal Ali

Stanford University

JHS Associates, Washington, DC

University Aix-Marseille 2

Former Secretary to Government of India

Vice Minister of Finance, People's Republic of China

Australian National University

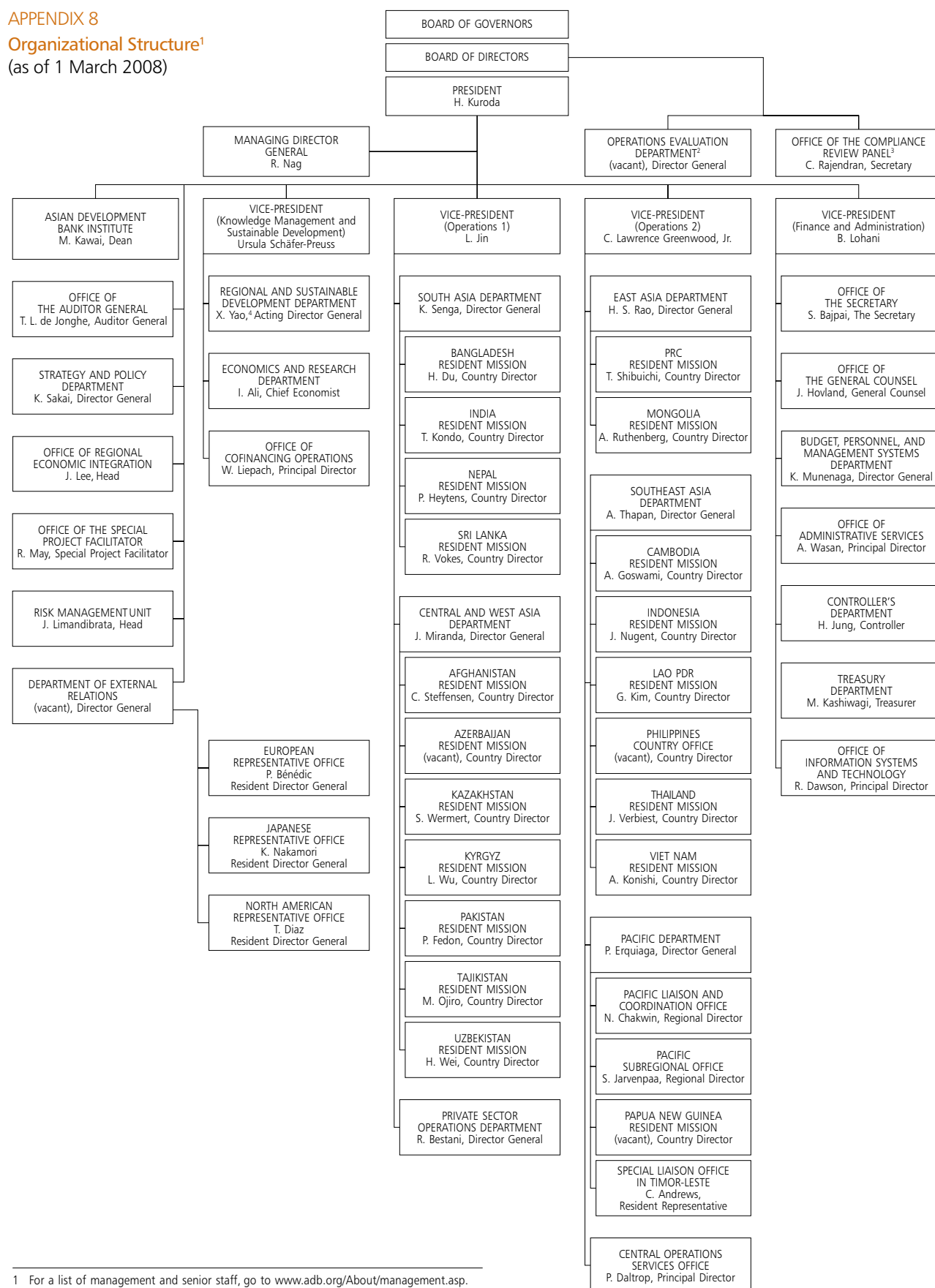
Asian Development Bank

ADB Institute Dean

Masahiro Kawai (16 January 2007–present)

Peter McCawley (2003–January 2007)

APPENDIX 8
Organizational Structure¹
(as of 1 March 2008)



1 For a list of management and senior staff, go to www.adb.org/About/management.asp.

2 The Operations Evaluation Department reports to the Board of Directors through the Development Effectiveness Committee.

3 The Compliance Review Panel reports to the Board of Directors.

4 Concurrent Chief Compliance Officer.

APPENDIX 9

Former ADB Presidents and Vice-Presidents

(As of 31 December 2007)

PRESIDENTS

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 Fujjoka	24 November 1981–23 November 1989
Kimimasa Tarumizu	24 November 1989–23 November 1993
Mitsuo Sato	24 November 1993–15 January 1999
Tadao Chino	16 January 1999–31 January 2005

VICE-PRESIDENTS

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
Myoung-Ho Shin	1 August 1998–31 July 2003
John Lintjer	18 January 1999–16 January 2004
Joseph B. Eichenberger	15 December 2000–23 December 2005
Geert H. P. B van der Linden	1 September 2003–31 August 2006
Khempheng Pholsena	5 April 2004–4 April 2007

APPENDIX 10

Summary of Budget for 2008
Internal Administrative Expenses
(\$ thousand)

Item	2007			Budget 2008
	Budget	After Transfers ^a	Actual	
A. Board of Governors	1,400	1,400	1,121	1,656
B. Board of Directors	21,499	22,052	21,925	23,184
Offices of the Directors	12,647	13,200	13,181	13,672
Accountability Mechanism	2,022	2,022	1,914	2,107
Operations Evaluation	6,830	6,830	6,831	7,405
C. Operational Expenses	250,509	250,509	249,866	270,384
Salaries	129,796	125,900	125,806	141,021
Benefits	71,773	77,100	77,064	77,304
Staff Development	4,016	3,800	3,602	4,028
Relocation	5,242	4,600	4,565	5,986
Consultants	19,370	19,400	19,181	20,144
Business Travel	19,930	19,400	19,368	21,570
Representation	382	309	279	331
D. Administrative Expenses	60,196	60,196	56,651	63,503
Communications	6,549	6,549	5,934	6,244
Office Occupancy	13,690	14,300	14,252	15,318
Library	950	950	949	965
Office Supplies	1,840	1,840	1,740	1,805
Equipment/Maintenance and Support	5,694	5,694	4,447	5,725
Contractual Services	11,831	11,831	11,030	13,890
Insurance	3,054	3,054	2,964	2,790
Depreciation	15,973	15,363	14,793	16,109
Miscellaneous	615	615	542	657
E. Total Before General Contingency	333,604	334,157	329,562^b	358,727
F. General Contingency	3,336	2,783	–	3,587
G. Less: Reimbursements from Trust Funds	(4,076)	(4,076)	(4,067)^c	(5,164)
Net IAE	332,864	332,864	325,495	357,150
H. Carryover of IAE Budget	–	–	6,657^d	–
I. Net IAE after Carryover	332,864	332,864	332,153	357,150

– = 0 or not applicable, () = negative, IAE = internal administrative expenses.
Numbers may not add up precisely because of rounding.

^a Transfers were made between budget items without exceeding the original amount of each category. An amount of \$553,000 was transferred from the general contingency to meet the overrun in the budget category of Board of Directors: offices of the directors.

^b Excludes the following items reconciling with financial statements in compliance with generally accepted accounting principles: (i) provisions for future liabilities with respect to severance pay (-\$261,000); (ii) accumulated compensated absences (\$232,000), and accrued resettlement or repatriation allowances (-\$54,000); (iii) adjustments of actuarially determined assessment of benefit obligations with respect to pension costs (\$7,010,000) and postretirement medical benefits (\$12,547,000); (iv) expenses related to the enhanced separation program (\$30,000); and (v) adjustments related to the Afghanistan Resident Mission Guest House (\$78,000). Total administrative expenses, as shown in the financial statements, amounted to \$349,144,000. This amount, after deducting \$1,341,000 directly charged to Japan Special Fund (\$1,246,000) and Japan Scholarship Program (\$95,000), has been distributed as follows: OCR - \$127,327,000 (Ref. OCR-2) net of \$34,080,000 as front-end fee offset against loan origination costs and recognized as a reduction in administrative expenses; ADF - \$186,396,000 (Ref. ADF-2).

^c This amount (\$4,067,000) reflects the estimated total expenses apportioned for administering the trust funds during the year.

^d In 2006, the Board approved introduction of a budget carryover into the following fiscal year of up to 2% of net IAE, beginning with the 2007 budget. Accordingly, \$6.7 million (2% of the 2007 net IAE budget) has been carried over to 2008.

APPENDIX 11

Professional Staff Representation of ADB Members

(As of 31 December 2007)

Member	Management	Professional Staff	National Officer/ Administrative Staff	Total	Member	Management	Professional Staff	National Officer/ Administrative Staff	Total
A. Regional					B. Nonregional				
Afghanistan	0	0	12	12	Austria	0	5	0	5
Armenia	0	0	0	0	Belgium	0	9	0	9
Australia	0	50	7	57	Canada	0	47	1	48
Azerbaijan	0	1	4	5	Denmark	0	5	0	5
Bangladesh	0	10	44	54	Finland	0	4	0	4
Bhutan	0	3	0	3	France	0	23	0	23
Brunei Darussalam	0	0	0	0	Germany	1	36	2	39
Cambodia	0	0	18	18	Ireland	0	2	0	2
China, People's Republic of	1	51	37	89	Italy	0	18	0	18
Cook Islands	0	0	0	0	Luxembourg	0	2	0	2
Fiji Islands	0	3	10	13	The Netherlands	0	11	0	11
Georgia	0	0	0	0	Norway	0	3	0	3
Hong Kong, China	0	1	0	1	Portugal	0	4	0	4
India	0	60	40	100	Spain	0	8	0	8
Indonesia	0	33	34	67	Sweden	0	8	0	8
Japan	1	119	2	122	Switzerland	0	4	0	4
Kazakhstan	0	5	6	11	Turkey	0	5	0	5
Kiribati	0	0	0	0	United Kingdom	0	33	0	33
Korea, Republic of	0	35	1	36	United States	1	104	3	108
Kyrgyz Republic	0	3	8	11	Subtotal	2	331	6	339
Lao People's Democratic Republic	0	1	12	13	Overall Total	5	847	1,591	2,443
Malaysia	0	21	0	21					
Maldives	0	0	0	0					
Marshall Islands	0	0	0	0					
Micronesia, Federated States of	0	0	0	0					
Mongolia	0	4	7	11					
Myanmar	0	3	0	3					
Nauru	0	0	0	0					
Nepal	1	5	25	31					
New Zealand	0	12	0	12					
Pakistan	0	23	41	64					
Palau	0	0	0	0					
Papua New Guinea	0	1	5	6					
Philippines	0	25	1,196	1,221					
Samoa	0	1	1	2					
Singapore	0	8	0	8					
Solomon Islands	0	1	0	1					
Sri Lanka	0	12	18	30					
Taipei, China	0	5	0	5					
Tajikistan	0	1	10	11					
Thailand	0	9	9	18					
Timor-Leste	0	0	3	3					
Tonga	0	1	0	1					
Turkmenistan	0	0	0	0					
Tuvalu	0	0	0	0					
Uzbekistan	0	5	13	18					
Vanuatu	0	1	0	1					
Viet Nam	0	3	22	25					

APPENDIX 12

Number of Authorized Positions in Resident Missions
2007

Country	Professional Staff ^a	National Officers	Analysts and Administrative Staff ^b	Total
Resident Missions				
Bangladesh	7	15	21	43
India	10	19	23	52
Nepal	3	11	11	25
Sri Lanka	4	12	6	22
Afghanistan	5	7	5	17
Azerbaijan	2	3	1	6
Kazakhstan	2	5	6	13
Kyrgyz Republic	2	5	3	10
Pakistan	9	16	19	44
Ext. Mission to Azad Jammu and Kashmir		1	1	2
Tajikistan	2	6	5	13
Uzbekistan	3	5	7	15
China, People's Republic of	9	17	21	47
Mongolia	3	5	3	11
Cambodia	5	7	6	18
Indonesia	12	15	16	43
Ext. Mission to Sumatra	1			1
Lao People's Democratic Republic	5	6	5	16
Philippines	3	3	4	10
Thailand	6	6	3	15
Viet Nam	8	10	8	26
Pacific Liaison and Coordination Office in Sydney ^c	3	4	4	11
Pacific Subregional Office in Fiji Islands ^d	5	4	8	17
Papua New Guinea	2	4	3	9
Special Office in Timor-Leste	1	2	1	4
Subtotal	112	188	190	490
Resident Offices				
Europe	2	1	2	5
Japan	2	1	2	5
North America	2	1	2	5
Subtotal	6	3	6	15
Headquarters^e	718	277	881	1,876
OVERALL TOTAL	836	468	1,077	2,381

a Includes outposted positions.

b Excludes contractuels.

c Covers Nauru, Solomon Islands, and Vanuatu.

d Covers Cook Islands, Fiji Islands, Kiribati, Samoa, Tonga, and Tuvalu.

e Excluding Young Professionals and Board of Directors.

APPENDIX 13

Growth in Resident Missions (RMs) and Authorized Staff Positions at RMs

	Number of Resident Missions and Authorized Positions							
	2000	2001	2002	2003	2004	2005	2006	2007
Number of Resident Missions (RMs)	13	17	18 ^a	20 ^b	22	23	23	23
Total Authorized Positions at RM (= 1+2+3)	163	279	317	361	389	437	448	490
Professional Staff (PS) and National Officer (NO) Positions at RM (= 1+2)	94	169	190	223	240	270	267	300
Professional Staff ^c	40	65	72	80	87	107	96	112
National Officers	54	104	118	143	153	163	171	188
Administrative Staff	69	110	127	138	149	167	181	190
Total Authorized Positions at ADB (= 1+2+3)	1,936	2,055	2,116	2,187	2,229	2,310	2,340	2,381
PS and NO Positions at ADB (= 1+2)	924	1,020	1,071	1,153	1,189	1,253	1,271	1,304
1. Professional Staff ^d	699	729	759	791	797	824	824	836
2. National Officers ^e	225	291	312	362	392	429	447	468
3. Administrative Staff	1,012	1,035	1,045	1,034	1,040	1,057	1,069	1,077
% of Authorized Positions at RM to Total Authorized Positions at ADB	8.4	13.6	15.0	16.5	17.5	18.9	19.1	20.6
% of PS and NO Positions at RMs to Total PS and NO Positions at ADB	10.2	16.6	17.7	19.3	20.2	21.5	21.0	23.0
Professional Staff	5.7	8.9	9.5	10.1	10.9	13.0	11.7	13.4
National Officers	9.9	16.1	18.1	20.1	21.1	22.2	23.0	24.5
Administrative Staff	6.8	10.6	12.2	13.3	14.3	15.8	16.9	17.6

a Includes Special Office in Timor-Leste; but excluded Thailand Resident Mission (TRM).

b Excludes Thailand Resident Mission (TRM), Azerbaijan Resident Mission (AZRM), Pacific Subregional Office in Fiji Islands (SPSO), and Pacific Liaison and Coordination Office (PLCO) in Australia.

c Including outposted positions.

d Exclude Young Professionals and Board of Directors.

e Classification of national officers and administrative assistants started only in 2003.

APPENDIX 14

Selected Knowledge Products of ADB

ADB produced a large number of “knowledge products” during 2007: operational departments produced numerous studies, and built knowledge into operations. In addition, large numbers of technical assistance and regional technical assistance reports generated and disseminated knowledge. In addition to that extensive work, the four designated Knowledge Departments—Asian Development Bank Institute, Economics and Research Department, Office of Regional Economic Integration, and Regional and Sustainable Development Department, together with Operations Evaluation Department, produced the following products in 2007:

ASIAN DEVELOPMENT BANK INSTITUTE

Books/Excerpt of a Book

The Dynamics of Regional Development: The Philippines in East Asia. Arsenio Balisacan, and Hal Hill, eds. Cheltenham, UK: ADABI-Edward Elgar. *An Overview: The Philippines and Regional Development.* Arsenio Balisacan, and Hal Hill. Tokyo: ADABI.

Discussion Paper Series

- Jayant Menon. Dollarization and the Multiple Currency Phenomenon in Lao PDR: Costs, Benefits and Policy Options (DP 58)
 Jayant Menon. Dealing with Dollarization: What Options for the Transitional Economies of Southeast Asia? (DP 63)
 Biswa Bhattacharyay and Swapan Bhattacharya. Free Trade Agreement between People’s Republic of China and India: Likely Impact and Its Implications to Asian Economic Community (DP 59)
 Erniel B. Barrios. Access to Rural Development: Household Perceptions on Rural Development (DP 61)
 Erniel B. Barrios. Spatial Effect in the Efficient Access of Rural Development (DP 65)
 Erniel B. Barrios. Convergence of Agriculture of Some Asian Countries (DP 71)
 Erniel B. Barrios. Dynamics of Development in Rural Communities (DP 73)
 Zaire Chulanova. Poverty Reduction in Developing Countries via Infrastructure Development and Economic Growth: Mutual Impact in Kazakhstan (DP 62)
 Anoop Singh. Policy Environment and Regulatory Reforms for Private and Foreign Investment in Developing Countries: A Case of the Indian Power Sector (DP 64)
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 Geethanjali Nataraj. Regional Trade Agreements in the Doha Round: Good for India? (DP 67)
 Geethanjali Nataraj. Infrastructure Challenges in South Asia: The Role of Public-Private Partnerships (DP 80)
 Masahiro Kawai. Toward a Regional Exchange Rate Regime in East Asia (DP 68)
 Toshiaki Kanamori, Zhijun Zhao. Infrastructure and Regional Development in the People’s Republic of China (DP 69)
 Budy Resosudarmo, Suahasil Nazara. Aceh-Nias Reconstruction and Rehabilitation: Progress and Challenges at the End of 2006 (DP 70)
 Bhanupong Nidhiprabha. Adjustment and Recovery in Thailand Two Years after the Tsunami (DP 72)
 Ronald I. McKinnon. Japan’s Deflationary Hangover: Wage Stagnation and the Syndrome of the Ever-Weaker Yen (DP 74)
 Nisha Arunatilake, Paul Steele, Sisira Jayasuriya, Dushni Weerakoon. Economic Challenges of Post-Tsunami Reconstruction in Sri Lanka (DP 75)
 Haruhiko Kuroda, Masahiro Kawai, Rita Nangia. Infrastructure and Regional Cooperation (DP 76)
 Masahiro Kawai, Ganeshan Wignaraja. ASEAN+3 or ASEAN+6: Which Way Forward? (DP 77)
 Biswa Bhattacharyay, Prabir De. Prospects of India-Bangladesh Economic Cooperation: Implications for South Asian Regional Cooperation (DP 78)
 Masahiro Kawai, Cindy Houser. Evolving ASEAN+3 ERPD: Towards Peer Reviews or Due Diligence? (DP 79)
 Geethanjali Nataraj, Melanie Milo. Integrated Financial Supervision: An Institutional Perspective for the Philippines (DP 81)
 Ganeshan Wignaraja. Foreign Ownership, Technological Capabilities, and Clothing Exports in Sri Lanka (DP 82)
 Robert McCauley. Building an Integrated Capital Market in East Asia (DP 83)
 Masahiro Kawai. Evolving Economic Architecture in East Asia (DP 84)

Research Policy Briefs

Douglas Brooks. Industrial and Competition Policy: Conflict or Complementarity? (RP 24)

Workshop Reports

- Distance Learning Course on E-learning Policies
 Pilot Course on E-business Strategies: Course Completion Report
 Distance Learning Course on Community Information Services
 Distance Learning Course on Public Information Services
 Implementing Infrastructure Projects: Course Completion Report
 Workforce Development in the Republic of Korea
 Computer Courseware Development
 High-Level Seminar on E-governance
 Workforce Development in the Philippines
 Workforce Development in Sri Lanka
 Workforce Development in Nepal
 Report on Industrial Development Planning: Cluster-Based Development Approach Policy Seminar

OFFICE OF REGIONAL ECONOMIC INTEGRATION

Reports

- Asia Economic Monitor
 Asia Bond Monitor
 Confidential Reports on “Economic Prospects and Policy Issues for ASEAN+3”

Research Outputs

Emerging Asian Regionalism: Ten Years After the Crisis
 Economic Cooperation between East Asia and South Asia
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External Publications

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 Foreign Ownership, Technological Capabilities and Clothing Exports in Sri Lanka – G. Wignaraja
 Crisis and Recovery: What We Have Learned from the South Korean Experience – J.W. Lee (coauthor)
 Investment by Korean Conglomerates Before and After the Crisis – J.W. Lee (coauthor)
 Demographic Changes, Savings, and Current Account in East Asia – J.W. Lee (coauthor)
 Integration and Growth in East Asia - J.W. Lee (coauthor)
 Integration Strategies for ASEAN: Alone, Together or Together with Neighbors? – G. Wignaraja (coauthor)
 Cambodia – J. Menon

Other Publications

Free Trade Agreement Manual
 Aid for Trade: How ADB Can Help
 Aid for Trade Conference Proceedings (technical and background papers)—in collaboration with regional departments
 Mobilizing Aid for Trade: Focus Asia and the Pacific—Report and Recommendations (ADB and WTO)
 2007 Annual Report for Boao Forum on Regional Cooperation and Integration in Asia and the Pacific

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 Country/City Synthesis Reports on Urban Air Quality Management in Asia
 Asian Water Development Outlook 2007
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 Asian Clean Fuel Research Study (formerly Strategy for Commercialization of Alternative Fuels)
 Inclusive Growth and Poverty Reduction in the New Asia and the Pacific

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GLOSSARY

B-loan. A tranche of a direct loan nominally advanced by ADB, subject to eligible financial institutions' taking funded risk participations within such a tranche and without recourse to ADB. It complements an A-loan funded by ADB.

Direct value-added cofinancing. Cofinancing with active coordination and formal agreements among financing partners that bring about defined client benefits, including contractual commitments by ADB (such as for credit enhancement, syndication, or financial administration) to facilitate mobilization, administration, or participation in cofinancing.

Loans at risk. Loans rated as unsatisfactory or partly satisfactory for impact and outcomes or implementation progress as articulated in the design and monitoring framework or those that might slip into those categories.

Multitranche financing facility. A debt-financing facility to target discrete, sequential components of large stand-alone projects; slices (or tranches) of sector investment programs over a longer time frame than the current norm; financial intermediary credit lines; and guarantees.

Sovereign/nonsovereign. ADB lending is classified as sovereign and nonsovereign. A sovereign loan is guaranteed by the national government, while a nonsovereign loan is not guaranteed by the national government. Nonsovereign operations refer to an ADB-financed transaction with a subsovereign, state-owned enterprise, other public private entity, or private sector entity as obligor or investee, normally without direct sovereign indemnity. In 2007, ADB's nonsovereign operations supported the infrastructure, capital market, and banking sectors, among others.

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
ASEAN	–	Association of Southeast Asian Nations
ASEAN + 3	–	Association of Southeast Asian Nations plus People's Republic of China, Japan, and Republic of Korea
BIMP-EAGA	–	Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area
GMS	–	Greater Mekong Subregion
PRC	–	People's Republic of China