



APPENDIXES

APPENDIX 1

Members, Capital Stock, and Voting Power
(as of 31 December 2008)

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		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		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 46 and 47.

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 2008

Resolution No.	Subject	Date Adopted
329	Providing Heavily Indebted Poor Countries Relief from Asian Development Fund Debt	7 April
330	Financial Statements and Independent Auditors' Reports	6 May
331	Allocation of Net Income	6 May
332	Place and Date of Forty-Second Annual Meeting (2009)	6 May
333	Ninth Replenishment of the Asian Development Fund and Fourth Regularized Replenishment of the Technical Assistance Special Fund	18 August

APPENDIX 3

Selected Policy, Strategy, and Financial Papers Discussed by the Board in 2008

Title	Board Discussion Date
General Review of Salaries and Benefits for Headquarters National Officers and Administrative Staff	14 February
Policy for Providing Heavily Indebted Poor Countries Relief from Asian Development Fund Debt and Proposed Debt Relief to Afghanistan	7 March
Review of the Asian Development Bank's Capital Adequacy Framework	18 March
Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank 2008–2020	7 April
Review of the Asian Development Bank's Loan Charges and Allocation of 2007 Net Income	8 April
Increasing the Impact of the Asian Development Bank's Technical Assistance Program	28 May
Review of the Asian Development Bank's Capital Adequacy Framework	27 June
Mainstreaming the Multitranches Financing Facility	11 July
Establishing the Legal Framework for the Use of Asian Development Fund Resources for Grants	18 July
ADB Results Framework	8 September
Refining the Performance-Based Allocation of Asian Development Fund Resources	3 October
Review of the Asian Development Bank's Ordinary Capital Resources	6 October
Work Program and Budget Framework, 2009–2011	7 October
Refining the Performance-Based Allocation of Asian Development Fund Resources	11 November
2007 Development Effectiveness Review	13 November
General Review of Salaries and Benefits of Professional Staff	14 November
Borrowing Program for 2009	9 December
Budget for the Asian Development Bank for 2009	12 December
Review of the Asian Development Bank's Lending Limitation	15 December
Review of the Independence and Effectiveness of the Operations Evaluation Department	15 December

APPENDIX 4

Board of Governors
(as of 15 February 2009)

	Susan Ulbæk (Denmark) Vice Chair	Sri Mulyani Indrawati (Indonesia) Chair	Nika Gilauri (Georgia) Vice Chair
Member	Governor	Alternate Governor	
Afghanistan	Anwar Ul-Haq Ahady	Mohammad Mustafa Mastoor ¹	
Armenia	Nerses Yeritsyan ²	Vahram Ghushchyan ³	
Australia	Wayne Swan ⁴	Bob McMullan MP ⁵	
Austria	Josef Pröll ⁶	Marcus Heinz	
Azerbaijan	Shahin Mustafayev ⁷	Samir Sharifov	
Bangladesh	Abul Maal A. Muhith ⁸	Md. Musharraf Hossain Bhuiyan ⁹	
Belgium	Didier Reynders	Gino Alzetta	
Bhutan	Wangdi Norbu ¹⁰	Nim Dorji ¹¹	
Brunei Darussalam	Pehin Dato Abdul Rahman Ibrahim	Dato Ali Apong	
Cambodia	Keat Chhon	Aun Porn Moniroth	
Canada	Lawrence Cannon ¹²	James A. Haley	
China, People's Republic of	Xie Xuren	Li Yong	
Cook Islands	Terepai Maoate	Sholan Ivaiti	
Denmark	Susan Ulbæk ¹³	Martin Bille Hermann ¹⁴	
Fiji Islands	Josaia Voreqe Bainimarama ¹⁵	Savenaca Narube	
Finland	Marjatta Rasi	Pasi Hellman ¹⁶	
France	Christine Lagarde	Xavier Musca	
Germany	Karin Kortmann	Rolf Wenzel	
Georgia	Nika Gilauri	George Arveladze	
Hong Kong, China	John Tsang Chun-wah	Joseph Yam	
India	P. Chidambaram	Ashok Chawla ¹⁷	
Indonesia	Sri Mulyani Indrawati	Paskah Suzetta	
Ireland	Brian Lenihan, T.D. ¹⁸	Carmel Keane ¹⁹	
Italy	Mario Draghi	Carlo Monticelli ²⁰	
Japan	Shoichi Nakagawa ²¹	Masaaki Shirakawa ²²	
Kazakhstan	Bakhyt Turlykhanovich Sultanov ²³	Ruslan Erbolatovich Dalenov ²⁴	
Kiribati	Natan Teewe ²⁵	Tea Tira	
Korea, Republic of	Jeung-Hyun Yoon ²⁶	Seongtae Lee	
Kyrgyz Republic	Sultanov Marat Abdyrzakovich ²⁷	Japarov Akylbek Usenbekovich ²⁸	
Lao People's Democratic Republic	Somdy Douangdy	Somphao Phaysith	
Luxembourg	Jean-Louis Schiltz	Arsène Jacoby	
Malaysia	Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak ²⁹	Tan Sri Dr. Wan Abdul Aziz bin Wan Abdullah	

1 Succeeded Wahidullah Sharani in January 2009.

2 Succeeded Vardan Khachatryan in April 2008.

3 Succeeded David Avetissian in April 2008.

4 Succeeded Peter Costello in January 2008.

5 Succeeded Greg Hunt in February 2008.

6 Succeeded Wilhelm Molterer in February 2009.

7 Succeeded Heydar Babayev in October 2008.

8 Succeeded A.B. Mirza Md. Azizul Islam in January 2009.

9 Succeeded Md. Aminul Islam Bhuiyan in November 2008.

10 Succeeded Dasho Yanki T. Wangchuk in July 2008.

11 Succeeded Sonam Wangchuk in January 2008.

12 Succeeded David Emerson in November 2008; Emerson succeeded Maxime Bernier in August 2008.

13 Succeeded Ole Moesby in October 2008.

14 Succeeded Susan Ulbæk in October 2008.

15 Succeeded Mahendra Chaudhry in December 2008.

16 Succeeded Ilkka Heiskanen in October 2008.

17 Succeeded D. Subbarao in September 2008.

18 Succeeded Brian T. Cowen in August 2008.

19 Succeeded Robert Bradshaw in August 2008.

20 Succeeded Ignazio Angeloni in August 2008.

21 Succeeded Bunmei Ibuki in October 2008.

22 Succeeded Toshihiko Fukui in April 2008.

23 Succeeded Natalya Artemovna Korzhova in February 2008.

24 Succeeded Daulet Sovetovich Saudabayev in December 2008.

25 Succeeded Nabuti Mwemwenikarawa in February 2008.

26 Succeeded Man Soo Kang in February 2009.

27 Succeeded Kalimbetova Tajikan Borbugulovna in January 2009.

28 Succeeded Sabyrek A. Moldokulov in February 2008.

29 Succeeded Dato' Seri Abdullah Haji Ahmad Badawi in September 2008.

Member	Governor	Alternate Governor
Maldives	Ali Hashim ³⁰	Ahmed As-ad ³¹
Marshall Islands	Jack J. Ading ³²	Amon Tibon
Micronesia, Federated States of	Finley S. Perman	Lorin Robert
Mongolia	Bayartsogt Sangajav ³³	Alag Batsukh
Myanmar	Hla Tun	Daw Myo Nwe
Nauru	Kieren Keke, MP ³⁴	Adrian Chippendale ³⁵
Nepal	Babu Ram Bhattarai ³⁶	Rameshore Prasad Khanal ³⁷
The Netherlands	Bert Koenders	Yoka Brandt ³⁸
New Zealand	Bill English ³⁹	John Whitehead
Norway	Hakon Arald Gulbrandsen ⁴⁰	Henrik Harboe
Pakistan	Shaukat Tarin ⁴¹	Farrukh Qayyum ⁴²
Palau	Kerai Mariur ⁴³	Marino Rechesengel
Papua New Guinea	Patrick Pruaitch	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	Shadrach Fanega ⁴⁴
Spain	Pedro Solbes Mira	David Vegara Figueras
Sri Lanka	Mahinda Rajapaksa	Sumith Abeysinghe ⁴⁵
Sweden	Joakim Stymne	Anders Bengtscén ⁴⁶
Switzerland	Beatrice Maser Mallor ⁴⁷	Jürg Benz ⁴⁸
Taipei, China	Fai-nan Perng	Ming-Chung Tseng ⁴⁹
Tajikistan	Matlubkhon S. Davlatov	Kh.Kh. Tagoimurodov ⁵⁰
Thailand	Korn Chatikavanij ⁵¹	Suparut Kawatkul
Timor-Leste	Emilia Pires	Joao Mendes Goncalves
Tonga	Feleti Vaka'uta Sevele ⁵²	Aisake Eke
Turkey	İbrahim H. Çanakci ⁵³	Memduh Aslan Akçay ⁵⁴
Turkmenistan	Guvanchmurad Geoklenov ⁵⁵	Muhammetgeldi Atayev
Tuvalu	Lotoala Metia	Aunese Makoi Simati
United Kingdom	Douglas Alexander ⁵⁶	Michael Foster ⁵⁷
United States	Henry M. Paulson, Jr.	Reuben Jeffery III
Uzbekistan	Saidakhmat Rakhimov	Ulugbek Rozukulov
Vanuatu	Willie Jimmy Tapangararua	Simeon Malachi Athy
Viet Nam	Nguyen Van Giao	Nguyen Van Binh ⁵⁸

30 Succeeded Mohamed Jaleel in January 2009.

31 Succeeded Riluwan Shareef in January 2009.

32 Succeeded Benson S. Wase in April 2008.

33 Succeeded Chulthem Ulaan in September 2008.

34 Succeeded Frederick Pitcher in January 2008.

35 Succeeded Jonathan Kirby in January 2008.

36 Succeeded Ram Sharan Mahat in August 2008.

37 Succeeded Vidyadhar Mallik in September 2008.

38 Succeeded Ruud Treffers in November 2008.

39 Succeeded Michael Cullen in November 2008.

40 Succeeded Anne Fagertun Stenhammer in February 2008.

41 Succeeded Naveed Qammar in December 2008.

42 Succeeded Junaid Iqbal Ch in December 2008, who succeeded M. Akram Malik in

August 2008.

43 Succeeded Elbuechel Sadang in January 2009.

44 Succeeded Luma Darcy in January 2008.

45 Succeeded P.B. Jayusendra in September 2008.

46 Succeeded Johanna Brismar Skoog in February 2008.

47 Succeeded Jorg Al Reding in December 2008.

48 Succeeded Editha Vokral in December 2008.

49 Succeeded Teng-Cheng Liu in September 2008.

50 Succeeded Nagmatjon Kh. Buriev in February 2008.

51 Succeeded Suchart Thada-Thamrongvech in December 2008.

52 Succeeded Siosua T.T. 'Utoikamanu in March 2008.

53 Succeeded Mehmet Simsek in July 2008.

54 Succeeded Ibrahim H. Çanakci in July 2008.

55 Succeeded Geldymurat Abilov in April 2008.

56 Succeeded Hilary Benn in June 2007.

57 Succeeded Shahid Malik October 2008.

58 Succeeded Phung Khac Ke in April 2008.

APPENDIX 5

Board of Directors and Voting Groups
(as of 9 February 2009)

Executive Directors	Alternate Executive Directors	Members Represented
Phil Bowen	Dereck Rookan-Smith	Australia; Azerbaijan; Cambodia; Georgia; Hong Kong, China; Kiribati; Federated States of Micronesia; Nauru; Palau; Solomon Islands; Tuvalu
Howard Brown	Torben Bellers ¹	Canada, Denmark, Finland, Ireland, The Netherlands, Norway, Sweden
Curtis S. Chin	Paul W. Curry	United States
Md. Saad Hashim	Siew Juan Aw	Brunei Darussalam, Malaysia, Myanmar, Nepal, Singapore, Thailand
Marita Magpili-Jimenez	Siraj S. Shamsuddin ²	Kazakhstan, Maldives, Marshall Islands, Mongolia, Pakistan, Philippines, Timor-Leste
Kyung-Hoh Kim	Tsuen-Hua Shih	Republic of Korea; Papua New Guinea; Sri Lanka; Taipei, China; Uzbekistan; Vanuatu; Viet Nam
Ashok K. Lahiri	Md. Aminul Islam Bhuiyan ³	Afghanistan, Bangladesh, Bhutan, India, Lao People's Democratic Republic, Tajikistan, Turkmenistan
Michele Miari Fulcis ⁴	João Simões de Almeida	Belgium, France, Italy, Portugal, Spain, Switzerland
Masakazu Sakaguchi ⁵	Yasuto Watanabe ⁶	Japan
Ceppie Kurniadi Sumadilaga	C.J. (Stan) Vandersyp ⁷	Cook Islands, Fiji Islands, Indonesia, Kyrgyz Republic, New Zealand, Samoa, Tonga
Eduard Westreicher ⁸	Richard Edwards ⁹	Austria, Germany, Luxembourg, Turkey, United Kingdom
Wencai Zhang	Fangyu Liu	People's Republic of China

1 Torben Bellers succeeded Patrick Brandt in September 2008.

2 Siraj S. Shamsuddin succeeded Sibtain Fazal Halim in December 2008.

3 Md. Aminul Islam Bhuiyan succeeded Nima Wangdi in November 2008.

4 Michele Miari Fulcis succeeded Patrick Pillon in October 2008.

5 Masakazu Sakaguchi succeeded Masaki Omura in July 2008.

6 Yasuto Watanabe succeeded Atsushi Mizuno in June 2008.

7 C.J. (Stan) Vandersyp succeeded Richard Stanley in January 2008.

8 Eduard Westreicher succeeded Sebastian Paust in February 2009.

9 Richard Edwards succeeded Andrew McSkimming in August 2008.

APPENDIX 6

Committees of the Board of Directors

Standing Committees

Audit Committee

Kyung-Hoh Kim (*Chair*)
 Curtis S. Chin
 Michele Miari Fulcis
 Richard Edwards
 Md. Aminul Islam Bhuiyan
 C.J. (Stan) Vandersyp

Budget Review Committee

Ceppie Kurniadi Sumadilaga (*Chair*)
 Phil Bowen
 Masakazu Sakaguchi
 Paul W. Curry
 Siraj S. Shamsuddin
 Fangyu Liu

Compliance Review Committee

Howard Brown (*Chair*)
 Md. Saad Hashim
 Marita Magpili-Jimenez
 João Simões de Almeida
 Dereck Rooken-Smith
 Tsuen-Hua Shih

Development Effectiveness Committee

Ashok K. Lahiri (*Chair*)
 (*vacant*)
 Wencai Zhang
 Siew Juan Aw
 Torben Bellers
 Yasuto Watanabe

Ethics Committee

Md. Saad Hashim (*Chair*)
 Howard Brown
 (*vacant*)
 Ceppie Kurniadi Sumadilaga
 Wencai Zhang

Working Group on the Annual Report for 2008

Fangyu Liu (*Chair*)
 Torben Bellers
 Paul W. Curry
 Dereck Rooken-Smith
 Siraj S. Shamsuddin
 Yasuto Watanabe

APPENDIX 7

ADB Institute Advisory Council

(As of 31 December 2008)

Masahiko Aoki	President, International Economic Association, Japan
K.M. Chandrasekhar	Cabinet Secretary, Government of India
Gang Fan	Director, National Economic Research Institute, People's Republic of China
Victor H. Frank, Jr.	President, Asian Programs Foundation, United States
Eric Girardin	Professor of Economics, Université de la Méditerranée, Aix-Marseille, France
Andrew MacIntyre	Director, Crawford School of Economics and Government, Australian National University, Australia
Jong-Wha Lee	Officer-in-Charge, Office of the Chief Economist, ADB

ADB Institute Dean

Masahiro Kawai (January 2007–present)

Peter McCawley (January 2003–January 2007)

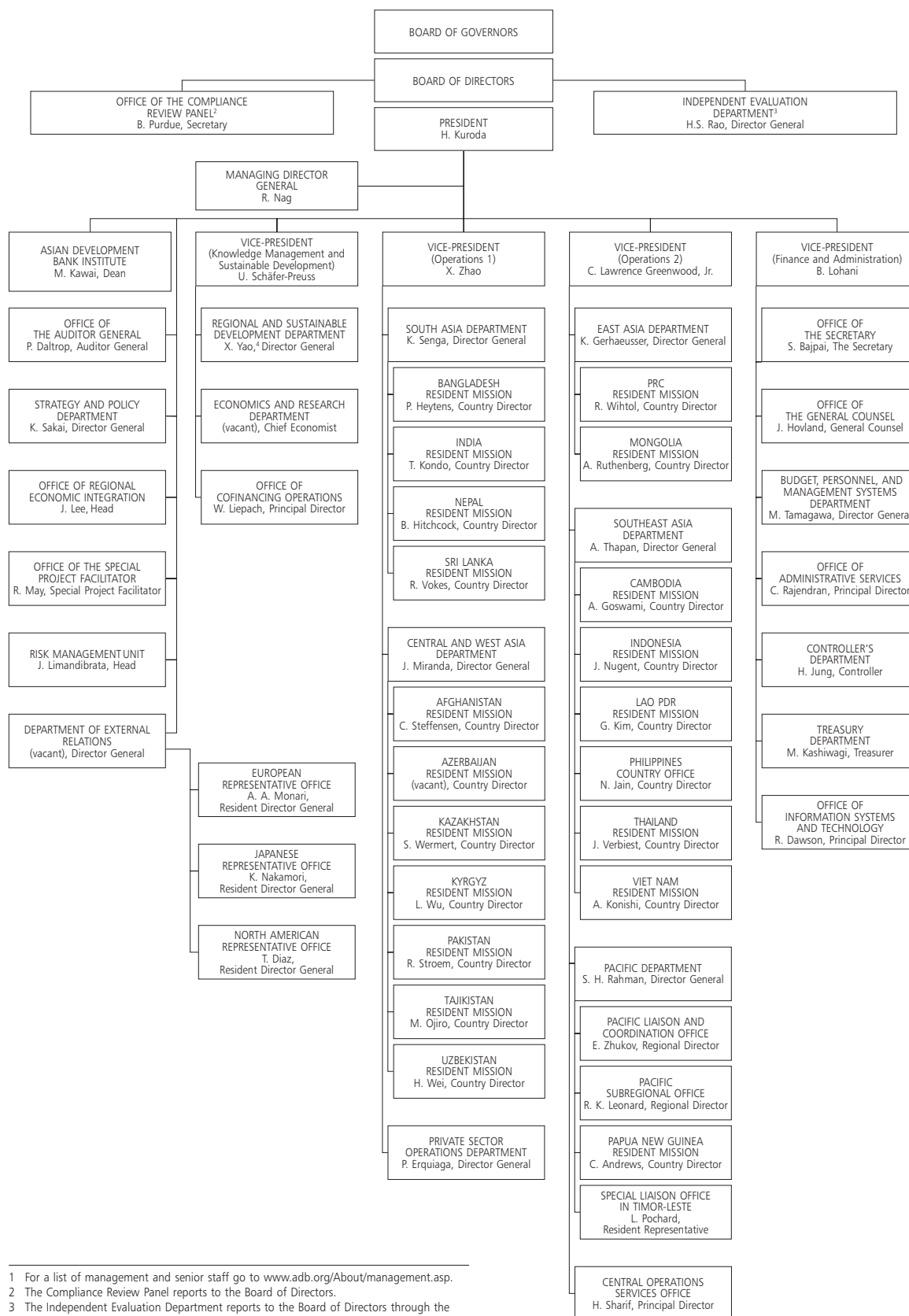
Masaru Yoshitomi (January 1999–January 2003)

Jesus P. Estanislao (December 1997–January 1999)

APPENDIX 8

Organizational Structure¹

(as of 15 February 2009)



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

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

3 The Independent Evaluation Department reports to the Board of Directors through the Development Effectiveness Committee.

4 Concurrent Chief Compliance Officer.

APPENDIX 9

Former ADB Presidents and Vice-Presidents

(As of 31 December 2008)

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 Fujioaka	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
Liqun Jin	1 August 2003–18 July 2008

APPENDIX 10

Summary of Internal Administrative Expenses
2008 and Budget for 2009

(\$ thousand)

Item	2008			Budget 2009
	Budget	After Transfers ^a	Actual	
A. Board of Governors	1,656	1,656	1,584	1,629
B. Board of Directors	23,184	24,147	23,147	25,140
Offices of the Directors	13,672	14,635 ^b	14,635	14,850
Accountability Mechanism	2,107	2,107	1,856	2,328
Operations Evaluation	7,405	7,405	6,657	7,962
C. Operational Expenses	270,384	270,384	267,343	295,474
Salaries	141,021	132,965	132,964	150,541
Benefits	77,304	88,057	88,057	88,103
Staff Development	4,028	4,028	3,832	4,400
Relocation	5,986	5,986	4,938	6,544
Consultants	20,144	17,177	15,385	21,629
Business Travel	21,570	21,840	21,877	23,883
Representation	331	331	290	374
D. Administrative Expenses	63,503	63,503	60,845	67,896
Communications	6,244	5,930	5,831	6,479
Office Occupancy	15,318	15,318	15,177	19,047
Library	965	997	996	1,150
Office Supplies	1,805	1,805	1,513	1,708
Equipment/Maintenance and Support	5,725	5,725	4,868	5,683
Contractual Services	13,890	13,890	12,963	15,502
Insurance	2,790	2,790	2,471	3,037
Depreciation	16,109	16,391	16,390	14,597
Miscellaneous	657	657	634	693
E. Total Before General Contingency	358,727	359,690	352,920^c	390,139
F. General Contingency	3,587	2,624^b	0	3,901
G. Less: Reimbursements from Trust Funds	(5,164)	(5,164)	(5,239)^d	(5,172)
Net IAE	357,150	357,150	347,681	388,868
H. Carryover of IAE Budget	–	–	7,100^e	–
I. Net IAE after Carryover	357,150	357,150	354,781	388,868

– = no data available or not calculated, "0" = magnitude zero, () = negative, IAE = internal administrative expenses.

Totals may not add up because of rounding.

^a Transfers were made between budget items without exceeding the original amount of each category as well as from general contingency to meet overrun in the Board of Directors..^b An amount of \$963,000 was transferred from the general contingency to the offices of the directors under the Board of Directors budget category to meet overrun.^c Includes \$1,372,000 in expenses associated with Japan Special Fund (\$1,290,000) and Japan Scholarship Program (\$82,000). Excludes the following adjustments incorporated in the financial statements to comply with the generally accepted accounting principles recording and reporting requirements: (i) postretirement medical benefits (\$10,931,000); (ii) actuarial assessment of costs associated with pension benefit obligations (-\$3,810,000); (iii) expenses charged to the budget carryover (\$3,731,000); (iv) accumulated compensated absences (\$839,000); (v) accrued resettlement and repatriation allowances (\$589,000); and (vi) other miscellaneous adjustments (-\$104,000). The total adjusted administrative expenses of \$329,557,000 reflected in the financial statements is allocated between OCR, \$141,047,000 (\$176,587,000 less \$35,540,000 of front-end fee); ADF, \$187,138,000 and Japan Special Fund and Japan Scholarship Program, \$1,372,000.^d This amount (\$5,239,000) reflects the estimated total expenses apportioned for administering the trust funds during the year.^e In 2006, the Board approved a proposal to allow up to 2% of net IAE budget to be carried over to the next year beginning with the 2007 budget. Accordingly, \$7.1 million (2% of the 2008 net IAE budget) has been carried over to 2009.

APPENDIX 11

Management and Staff Representation of ADB Members
(As of 31 December 2008)

Member	Management	Professional Staff	National Officer/ Administrative Staff	Total	Member	Management	Professional Staff	National Officer/ Administrative Staff	Total
REGIONAL					NONREGIONAL				
Afghanistan	0	0	10	10	Austria	0	6	0	6
Armenia	0	0	2	2	Belgium	0	6	0	6
Australia	0	49	7	56	Canada	0	44	0	44
Azerbaijan	0	0	4	4	Denmark	0	3	0	3
Bangladesh	0	9	47	56	Finland	0	6	1	7
Bhutan	0	3	0	3	France	0	26	0	26
Brunei Darussalam	0	0	0	0	Germany	1	35	2	38
Cambodia	0	0	18	18	Ireland	0	2	0	2
China, People's Republic of	1	57	40	98	Italy	0	15	0	15
Cooks Islands	0	0	0	0	Luxembourg	0	2	0	2
Fiji Islands	0	2	9	11	The Netherlands	0	15	0	15
Georgia	0	0	1	1	Norway	0	4	0	4
Hong Kong, China	0	3	0	3	Portugal	0	2	0	2
India	0	66	40	106	Spain	0	8	0	8
Indonesia	0	34	35	69	Sweden	0	8	0	8
Japan	1	125	2	128	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	36	1	37	United States	1	108	2	111
Kyrgyz Republic	0	4	7	11	Subtotal	2	332	5	339
Lao People's Democratic Republic	0	1	11	12	Total	5	874	1,627	2,506
Malaysia	0	23	0	23					
Maldives	0	0	0	0					
Marshall Islands	0	0	0	0					
Micronesia, Federated States of	0	0	0	0					
Mongolia	0	4	9	13					
Myanmar	0	3	0	3					
Nauru	0	0	0	0					
Nepal	1	4	27	32					
New Zealand	0	13	0	13					
Pakistan	0	21	41	62					
Palau	0	0	0	0					
Papua New Guinea	0	1	5	6					
Philippines	0	27	1,216	1,243					
Samoa	0	1	1	2					
Singapore	0	8	0	8					
Solomon Islands	0	1	0	1					
Sri Lanka	0	11	20	31					
Taipei, China	0	6	0	6					
Tajikistan	0	1	10	11					
Thailand	0	11	9	20					
Timor-Leste	0	0	3	3					
Tonga	0	2	0	2					
Turkmenistan	0	0	0	0					
Tuvalu	0	0	0	0					
Uzbekistan	0	5	15	20					
Vanuatu	0	1	0	1					
Viet Nam	0	5	26	31					
Subtotal	3	542	1,622	2,167					

APPENDIX 12

Number of Authorized Positions in Resident Missions
2008

Country	Professional Staff ^a	National Officers	Analysts and Administrative Staff ^b	Total
Resident Missions				
Bangladesh	7	16	22	45
India	13	21	24	58
Nepal	3	12	11	26
Sri Lanka	4	12	7	23
Afghanistan	6	7	5	18
Azerbaijan	1	3	1	5
Kazakhstan	2	5	6	13
Kyrgyz Republic	2	5	3	10
Pakistan (incl. Extended Mission)	8	17	20	45
Tajikistan	3	5	6	14
Uzbekistan	3	5	7	15
Armenia		2	1	3
Georgia		2	1	3
Turkmenistan		1	1	2
China, People's Republic of	10	18	21	49
Mongolia	3	6	3	12
Cambodia	4	8	6	18
Indonesia	13	15	16	44
Extended Mission to Sumatra				–
Lao People's Democratic Republic	4	6	5	15
Philippines	4	3	4	11
Thailand	6	6	3	15
Viet Nam	10	12	9	31
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	3	5	4	12
Special Office in Timor-Leste	1	2	1	4
Subtotal	118	202	199	519
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	724	288	866	1,878
TOTAL	848	493	1,071	2,412

– = nil.

a Includes outposted positions.

b Excludes contractuales.

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	2008
Number of Resident Missions (RMs)	13	17	18 ^a	20 ^b	22	23	23	23	26
Total Authorized Positions at RM (= 1 + 2 + 3)	163	279	317	361	389	437	448	489	519
Professional Staff (PS) and National Officer (NO) Positions at RM (= 1 + 2)	94	169	190	223	240	270	267	299	320
1. Professional Staff ^c	40	65	72	80	87	107	96	111	118
2. National Officers	54	104	118	143	153	163	171	188	202
3. Administrative Staff	69	110	127	138	149	167	181	190	199
Total Authorized Positions at ADB (= 1 + 2 + 3)	1,936	2,055	2,116	2,187	2,229	2,310	2,340	2,381	2,412
PS and NO Positions at ADB (= 1 + 2)	924	1,020	1,071	1,153	1,189	1,253	1,271	1,304	1,341
1. Professional Staff ^d	699	729	759	791	797	824	824	836	848
2. National Officers ^e	225	291	312	362	392	429	447	468	493
3. Administrative Staff	1,012	1,035	1,045	1,034	1,040	1,057	1,069	1,077	1,071
% 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	20.5	21.5
% 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	22.9	23.9
Professional Staff	5.7	8.9	9.5	10.1	10.9	13.0	11.7	13.3	13.9
National Officers	9.9	16.1	18.1	20.1	21.1	22.2	23.0	24.5	26.0
Administrative Staff	6.8	10.6	12.2	13.3	14.3	15.8	16.9	17.6	18.6

a Includes Special Office in Timor-Leste (SOTL); but excludes 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 in Australia (PLCO).

c Includes outposted positions.

d Excludes Young Professionals and Board of Directors.

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

APPENDIX 14

Selected Knowledge Products of ADB

ADB produced many “knowledge products” during 2008: 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 Independent Evaluation Department and the Private Sector Operations Department, and the five Regional Departments—Central and West Asia Department, East Asia Department, Pacific Department, South Asia Department, and Southeast Asia Department—produced the following products in 2008:

ASIAN DEVELOPMENT BANK INSTITUTE

Books

- Asian Development Bank Institute. *ADB Year in Review: 2007*. June.
 Agni Prasad Kafle, ed. *Workforce Development in Nepal: Policies and Practices*. February.
Distance Learning Course on e-Learning Policies. February.
 Douglas H. Brooks and David Hummels, eds. *Infrastructure's Role in Lowering Asia's Trade Costs*. Cheltenham, UK: ADBI-Edward Elgar. December.
 Douglas H. Brooks and Jayant Menon, eds. *Infrastructure and Trade in Asia*. Cheltenham, UK: ADBI-Edward Elgar. September.
Industrial Development Planning: Cluster-based Approach Policy Seminar. February.
 Masahiro Kawai and Susan Stone, eds. *A Decade of Developments: Annual Conference Proceedings*. December.
Pilot Course on Infrastructure Workforce Development: Computer Courseware Development. February.
 Shyamal Majumdar. *Workforce Development in India: Policies and Practices*. December.

Discussion Paper Series/Working Paper Series

- No. 85: The Trend of Regional Income Disparity in the People's Republic of China – Zhaoyuan Xu and Shantong Li. January.
 No. 86: Managing Capital Flows: The Case of Singapore – Hwee Kwan Chow. February.
 No. 87: Central Banks and Capital Flows – Stephen Grenville. February.
 No. 88: Managing Capital Flows: The Case of the Republic of Korea – Doo Yong Yang and Soyong Kim. February.
 No. 89: Global Partnership in Poverty Reduction: Contract Farming and Regional Cooperation – Sununtar Setboonsarng. February.
 No. 90: Rice Contract Farming in Lao PDR: Moving from Subsistence to Commercial Agriculture – Adam Stefan, PingSun Leung, and Sununtar Setboonsarng. February.
 No. 91: Managing Capital Flows: The Case of the Philippines – Josef Yap. March.
 No. 92: International Financial Integration through the Law of One Price: The Role of Liquidity and Capital Controls – Neeltje Van Horen, Sergio Schmukler, and Eduardo Levy Yeyati. March.
 No. 93: Managing Capital Flows: The Case of Malaysia – K.K. Foong. March.
 No. 94: Managing Capital Flows: The Case of Indonesia – Raymond Atje and Ira S. Titireruw. March.
 No. 95: Managing Capital Flows: The Case of Thailand – Kanit Sangsubhan. March.
 No. 96: Managing Capital Flows: The Case of the People's Republic of China – Yongding Yu. March.
 No. 97: Managing Large Capital Inflows: Taking Stock of International Experiences – Susan Schadler. March.
 No. 98: Managing Capital Flows: The Case of India Ila Patnaik – Ajay Shah. May.
 No. 99: Managing Recent Hot Money Inflows in Asia – Robert McCauley. March.
 No. 100: A Survey of the Literature on Managing Capital Inflows – Shinji Takagi and Masahiro Kawai. March.
 No. 101: Organic Crops or Energy Crops? Options for Rural Development in Cambodia and the Lao People's Democratic Republic – Sununtar Setboonsarng and Anil Markandya. April.
 No. 102: Macroeconomic Management Amid Ethnic Diversity: Fifty Years of Malaysian Experience – Jayant Menon. April.
 No. 103: Managing Capital Flows: Experiences from Central and Eastern Europe – Iulia Siedschlag and Jürgen von Hagen. April.
 No. 104: Microfinance and the Millennium Development Goals in Pakistan: Impact Assessment using Propensity Score Matching – Ziyodullo Parpiev and Sununtar Setboonsarng. April.
 No. 105: Managing Capital Flows: The Case of Viet Nam – Pham Chi Quang and Vo Tri Thanh. May.
 No. 106: Market-Based Certification and Management of Non-Timber Forest Products in Bhutan: Organic Lemongrass Oil, Poverty Reduction, and Environmental Sustainability – Kesang Tshomo, Sununtar Setboonsarng, Irmela Krug, and Karma Yangzom. May.
 No. 107: Standards and Agricultural Trade in Asia – Timothy Purcell and Daniele Giovannucci. May.
 No. 108: Armington Meets Melitz: Introducing Firm Heterogeneity in a Global CGE Model of Trade – Fan Zhai. May.
 No. 109: Rice Contract Farming in Cambodia: Empowering Farmers to Move Beyond the Contract Toward Independence – PingSun Leung, Sununtar Setboonsarng, Luyana Ung, and Junning Cai. June.
 No. 110: The Impact of Rural Infrastructure and Agricultural Support Services on Poverty: The Case of Agrarian Reform Communities in the Philippines – Sununtar Setboonsarng. June.
 No. 111: Macroeconomic Policy and Poverty – Iwan Azis. July.
 No. 112: Overview of Contract Farming in Thailand: Lessons Learned – Aree Wiboonpoongse and Songsak Sriboonchitta. July.
 No. 113: The Impact of Terrorism and Conflicts on Growth in Asia, 1970–2004 – Todd Sandler and Khusrav Gaibulloev. July.
 No. 114: Managing Prolonged Low Fertility: The Case of Singapore – Amarendu Nandy and Mukul Asher. August.
 No. 115: Can Ethical Trade Certification Contribute to the Attainment of the Millennium Development Goals? A Review of Organic and Fair-Trade Certification – Sununtar Setboonsarng. August.
 No. 116: Regional Monetary Units for East Asia: Lessons from Europe – Eric Girardin and Alfred Steinherr. September.
 No. 117: Sources of FDI Flows to Developing Asia: The Roles of Distance and Time Zones – Ramkishan Rajan. October.
 No. 118: No Through Road: The Limitations of Food Miles – Els Wynen and David Vanzetti. October.
 No. 119: ASEAN Open Skies and the Implications for Airport Development Strategy in Malaysia – Siew Yean Tham. November.
 No. 120: Global and Regional Shocks: Challenges to Asian Economies – Kwanho Shin. November.
 No. 121: Crises, Capital Controls, and Financial Integration – Eduardo Levy Yeyati, Sergio Schmukler, and Neeltje Van Horen. November.
 No. 122: Asian Trade and Global Linkages – Douglas Brooks, Changchun Hua. December.

- No. 123: Regional Cooperation, Infrastructure, and Trade Costs – Douglas Brooks. December.
 No. 124: The Unfolding Turmoil of 2007–2008: Lessons and Responses – Remolona Cohen. December
 No. 125: Reconstruction after a Major Disaster: Lessons from the Post-Tsunami Experience in Indonesia, Sri Lanka, and Thailand – Sisira Jayasuriya, Peter McCawley. December.
 No. 126: Asia's Infrastructure Challenges: Issues of Institutional Capacity – Susan Stone. December.
 No. 127: Regional Integration and Trade Costs in South Asia – Nilanjan Banik, John Gilbert. December.
 No. 128: Linking Asia's Trade, Logistics, and Infrastructure – Douglas Brooks. December.
 No. 129: Does Organic Agriculture Lead to Better Health among Poor Farmers? An Investigation of Health Expenditure among Organic and Conventional Farmers in Thailand – Sununtar Setboonsarng, Rouselle F. Lavado. December.

Policy Briefs

Research Policy Briefs

- No. 25: Evolving Regional Financial Architecture in East Asia – Masahiro Kawai. February.
 No. 26: Managing Capital Flows in Asia: Policy Issues and Challenges – Masahiro Kawai and Mario Lamberte. June.
 No. 27: Infrastructure and Asia's Trade Costs – Douglas Brooks. June.
 No. 28: Small- and Medium-Sized Enterprise Development in the People's Republic of China: A Strategy for the National Innovation System – Tracy Yang, Jamus Jerome Lim, and Toshiki Kanamori. September.
 No. 29: Organic Crops or Energy Crops? Options for Rural Development in Cambodia and the Lao People's Democratic Republic – Anil Markandya and Sununtar Setboonsarng. November

Research Paper

- No. 73: Strategies for the People's Republic of China's Small and Medium Enterprise Development within the National Innovation System – Tracy Yang, Jamus Jerome Lin, Toshiki Kanamori. November.

CENTRAL AND WEST ASIA DEPARTMENT

Awareness-Raising and Multimedia Materials

- CAREC Brochure: Connections to Prosperity (Transport and Trade Facilitation in the CAREC Program)
 CAREC Note 2: Potential Economic Impact of CAREC Corridor 1b, November

DEPARTMENT OF EXTERNAL RELATIONS

Awareness-Raising Materials

- ADB Review
 Asian Development Fund Brochure
 Country Fact Sheets
 Development Asia, June and December
 Fighting Poverty in Asia and the Pacific (corporate brochure)
 In-Briefs

Report

- Assessment of the Implementation of the Public Communications Policy 2008

EAST ASIA DEPARTMENT

Awareness-Raising and Multimedia Materials

- Addressing Climate Change, Energy Security, and Worker Safety – Utilization of Fugitive Emission of Methane from Coal Mines
 Making Capitalism Work for the Poor and Society: A Review Essay
 EARD Knowledge Management Initiatives in 2007

Journal Articles

- Inclusive Growth Toward a Harmonious Society in PRC.
 Income Inequality in the People's Republic of China and Its Decomposition: 1990–2004.
 China's Income Inequality at the Provincial Level: Trends, Drivers, and Impacts.
 Environmental Kuznets Curves in China: Turning Points and Regional Differences.

Policy Notes

Policy Notes Series

- Observations and Suggestions on Recommendations for Dealing with Transition from Disaster Response to Recovery.
 Observations and Suggestions on Policy Responses to Rising Food Prices.
 Observations and Suggestions on A New Era for Rural Poverty Reduction in the PRC: Suggestions on Aligning Safety Net and Development-based Poverty Policies.
 Observations and Suggestions on Earthquake Insurance: Lessons from International Experience and Key Issues for Developing Earthquake Insurance in the PRC.
 Observations and Suggestions in International Experience and Suggestions on Post-Disaster. Rehabilitation and Reconstruction.
 Policy Note on Impact of Nonsovereign Lending.
 Reducing Poverty and Hunger in Asia: The Role of Agricultural and Rural Development.

Reports

Building Railways in the People's Republic of China: Changing Lives.
 Managing Microfinance Risks.
 Quarterly Macroeconomic Analysis Reports.

Sector/Thematic Paper Series

2007 MIX Asia 100: Ranking of Microfinance Institutions.
 Combating Climate Change in the People's Republic of China: An Overview of Recent Policies and Efforts.
 Education Sector Assessment.
 Financial Sector in Mongolia—Transition to a Market Economy Built on Successful Financial Reforms.
 Promoting Environmentally Sustainable Transportation in the People's Republic of China
 Results-based Funding Mechanism: A Recommended Approach to Improving Wastewater Management in the PRC.
 Reiving Lakes and Wetlands: Lessons Learned from the People's Republic of China.
 Risk Assessment and Risk Management Plans for National Systems and the Education and Infrastructure Sectors in Mongolia.
 Soaring Food Prices: Response to the Crisis.
 The Railways of the People's Republic of China: An Agenda for Action.

Technical Notes Series

PRC Toll Roads Corporatization Strategy—Towards Better Governance.

Training and Instructive Materials

Knowledge Showcase #1: Smart Urban Transport in the PRC.
 Knowledge Showcase #2: Using Economic Instruments to Promote Environmentally Sustainable Transport in the PRC.

ECONOMICS AND RESEARCH DEPARTMENT**Working Papers***ADB Economics Working Paper Series*

- No. 111: Asian Textile and Apparel Trade: Moving Forward with Regional Integration – William E. James. January.
 No. 112: Has Inflation Hurt the Poor? Regional Analysis in the Philippines – Hyun H. Son. May.
 No. 113: Do Minimum Wages Reduce Employment and Training? – Guntur Sugiyarto and Benjamin Endriga. May.
 No. 114: Price Dynamics in the US Market for Apparel Imports: Impact of Quota Elimination Under the Agreement on Textiles and Clothing Safeguard Restrictions on the People's Republic of China – William E. James and Juan Paolo Hernando. May.
 No. 115: Privatization Revisited: Lessons from Private Sector Participation in Water Supply and Sanitation in Developing Countries – Herath Gunatilake and Mary Jane F. Carangal-San Jose. May.
 No. 116: Productivity and Employment in a Developing Country: Evidence from Republic of Korea – Sangho Kim, Hyunjoon Lim, and Donghyun Park. June.
 No. 117: Accounting for Inequality in India: Evidence from Household Expenditures – J. Salcedo Cain, Rana Hasan, Rhoda Magsombol, and Ajay Tandon. June.
 No. 118: The Growth Penalty of High Government Pay Rates – Craig Sugden and Kiyoshi Taniguchi. June.
 No. 119: What Constrains Indian Manufacturing? – Poonam Gupta, Rana Hasan, and Utsav Kumar. August.
 No. 120: Explaining Growth and Inequality in Factor Income: The Philippines Case – Hyun H. Son. August.
 No. 121: Inflation in Developing Asia: Demand-Pull or Cost-Push? – Juthathip Jongwanich and Donghyun Park. September.
 No. 122: Globalization: Erosion of Tax Base, and the Revenue Potential of Developing Asia's Foreign Exchange Reserve Build-Up – Donghyun Park. September.
 No. 123: Dealing with the Proliferation of Bilateral Trade Agreements: Consolidation, Multilateralization, Harmonization or Dilution? – Jayant Menon. September.
 No. 124: Market-Based Approaches for Managing the Asian Environment: A Review – Herath Gunatilake and Franklin D. De Guzman. October.
 No. 125: Extra-EU Imports of Clothing and UE Preferential Trade Policies in the Post Quota Era: The Position of Asian Suppliers in the Largest World Market for Clothing Imports – William E. James. October.
 No. 126: Remittances and the Brain Drain: Skilled Migrants Do Remit Less! – Yoko Niimi, Caglar Ozden, and Maurice Schiff. October.
 No. 127: Effects of Hub-and-Spoke Free Trade Agreements on Trade: Panel Data Analysis – Joseph D. Alba, Jung Hur, and Donghyun Park. October.
 No. 128: Causes of High Food Prices – C. Peter Timmer. November.
 No. 129: Capital Outflows, Sovereign Wealth Funds, and Domestic Financial Instability in Developing Asia – Donghyun Park. October.
 No. 130: The Prospects of ASEAN–China Free Trade Area (ACFTA): A Qualitative and Quantitative Analysis – Donghyun Park, Innwon Park, and Gemma Esther Estrada. October.
 No. 131: Economics of Energy Conservation: A Case Study – Herath Gunatilake and Dhammika Padmakanthi. November.
 No. 132: Rethinking the Growth Diagnostics Approach: Questions from the Practitioners – Jesus Felipe and Norio Usui. November.
 No. 133: Asian Migration Prospects 2007–2012 – T. Walmsley and S. Ahmed. November.
 No. 134: Foreign Direct Investment, Innovation, and Exports: Firm-Level Evidence from People's Republic of China, Thailand, and Philippines – Ganesh Wignaraja. November.
 No. 135: Gender Differences in Remittance Behavior: Evidence from Viet Nam – Yoko Niimi and Barry Reilly. November.
 No. 136: An Analysis of Pakistan's Macroeconomic Situation and Prospects – Jesus Felipe and Joseph Lim. December.
 No. 137: Asian Holdings of US Treasury Securities: Trade Integration as a Threshold – Akiko Terada-Hagiwara. December.
 No. 138: Effectiveness of Public Spending: The Case of Rice Subsidies in the Philippines – Shikha Jha and Aashish Mehta. December.
 No. 139: The US Financial Crisis, Global Financial Turmoil, and Developing Asia: Is the Era of High Growth at an End? – William E. James, Donghyun Park, Shikha Jha, Juthathip Jongwanich, Akiko Terada-Hagiwara, and Lea Sumulong. December.
 No. 140: Export Performance, Foreign Ownership and Trade Policy Regime: Evidence from Thai Manufacturing – Juthathip Jongwanich and Archanun Kohpaiboon. December.
 No. 141: Environmental Kuznets Curves in the People's Republic of China: Turning Points and Regional Differences – Yi Jiang, Tun Lin, and Juzhong Zhuang. December.

- No. 142: Ex-ante Impact Evaluation of Conditional Cash Transfer Program on School Attendance and Poverty: The Case of the Philippines – Hyun H. Son and Jhiedon Florentino. December.
- No. 143: Integration of Consumer Price Indices and the International Comparison Program for Asia and the Pacific Region: How can They be Achieved? – Michael Ward, Chellam Palanyandy, and Eileen Capilit. December.
- No. 144: Have Antidumping Measures of Members of the EU and NAFTA Against East Asian Countries Provoked Retaliatory Responses? – William E. James. December.
- No. 145: Measuring Income Mobility, Income Inequality, and Social Welfare for Households of the People's Republic of China – Niny Khor and John Pencavel. December.

OPERATIONS EVALUATION DEPARTMENT

Annual Evaluation Reports

2008 Annual Evaluation Review: Lessons from a Decade of ADB Country Assistance Program Evaluations
Acting on Evaluation Recommendations in 2007
Annual Report on 2007 Portfolio Performance

Awareness-Raising and Instructive Materials: Evaluation News and Learning Curves

ADB's Assistance for Domestic Capital Markets
ADB's Assistance for Domestic Capital Markets
ADB's Long-Term Strategic Framework: Lesson, 2001–2006
ADB's Poverty Reduction Technical Assistance Trust Funds
ADF VIII and IX Operations—Targeting Poverty and Governance
Advancing the Standards, Practice, and Use of Evaluation
Auditing the Lessons Architecture
Evaluating for Development Results
Facilitating Transport and Trade in Mongolia
Getting Institutions Right
Implementing the Paris Declaration at ADB
Increasing Strategic Focus for Better Results in the Philippines
Japan Holds 7th ODA Evaluation Workshop
Managing for Development Results in ADB
Mongolia: From Transition to Takeoff
Private Equity Fund Operations
Project Performance and the Project Cycle

Awareness-Raising and Instructive Materials: Evaluation Presentations

Advancing the Standards, Practice, and Use of Evaluation
Country Assistance Program Evaluation for Pakistan
Country Assistance Program Evaluation for the People's Republic of China
Country Assistance Program Evaluation for the Philippines
Country Assistance Program Evaluation for Sri Lanka
Independent Evaluation at the Asian Development Bank
Managing Knowledge in the Operations Evaluation Department
Program Performance Evaluation Report on the Education Sector Development Program in Mongolia
Program Performance Evaluation Report on the Financial Sector Program and Institutional Strengthening of the Financial Sector Project in Korea
Project Performance Evaluation Report on the Anhui Environmental Improvement Project in the People's Republic of China
Sector Assistance Program Evaluation for the Energy Sector in India
Sector Assistance Program Evaluation for the Transport Sector in India
Sector Assistance Program Evaluation for the Transport Sector in Mongolia
Special Evaluation Study on ADB's Approaches to Partnering and Harmonization
Special Evaluation Study on ADB's Fisheries Policy
Special Evaluation Study on ADB's Long-Term Strategic Framework
Special Evaluation Study on ADB's Poverty Reduction Technical Assistance Trust Funds
Special Evaluation Study on ADB's Private Equity Fund Operations
Special Evaluation Study on ADB's Private Sector Operations
Special Evaluation Study on ADB's Resident Mission Policy and Related Operations
Special Evaluation Study on ADB's Support to Public Resource Management in India
Special Evaluation Study on Environmental Safeguards
Special Evaluation Study on Indigenous Peoples Safeguards
Special Evaluation Study on Involuntary Resettlement Safeguards
Special Evaluation Study on Managing for Development Results in ADB
Special Evaluation Study on Pathways Out of Rural Poverty and the Effectiveness of Poverty Targeting
Special Evaluation Study on Project Cost Estimates
Special Evaluation Study on the Effect of Microfinance on Poor Rural Households and the Status of Women
Special Evaluation Study on the Effectiveness of Participatory Approaches
Special Evaluation Study on the Involvement of Civil Society Organizations in ADB Operations
Special Evaluation Study on the Performance of Technical Assistance

Country Assistance Program Evaluations

Mongolia
Philippines

Database

Monitoring and Evaluation Community of Practice Collaboration Platform

Evaluation Updates

Midterm Review Process
Policy Implementation and Impact of Agriculture and Natural Resources Research
Support for Financial Intermediation in Developing Member Countries

PCR Validation Reports

Almaty–Bishkek Regional Road Rehabilitation Project
Basic Education (Girls) Project
Coastal Community Development and Fisheries Resources Management Project
Dera Ghazi Khan Rural Development Project
Early Childhood Development Project
Forestry Sector Project
Grains Sector Development Project
Hefei–Xian Railway Project
National Drainage Sector Project
National Highways Project
Nucleus Agro-Enterprises
Railway Modernization Project
Regional Development Project
Second Flood Protection Sector Project
Second Irrigation Sector Project
Second Roads Development Project
Secondary Education Sector Improvement Project
Senior Secondary Education Project
Shifting Cultivation Stabilization Pilot Project
Skills Development Project
Small and Medium Size Enterprise Trade Enhancement Finance Project
South Java Flood Control Sector Project
Sundarbans Biodiversity Conservation Project
Surat–Manor Tollway Project
Sustainable Rural Electrification Project
Third Airports Development Project (Southern Philippines)
Urban Primary Health Care Project
Water Resources Management Project
Women's Health Project

Policy Briefs

No. 1: Best Practices in Irrigation and Drainage: A Case Study from the 2006 Annual Evaluation Review.
No. 2: Performance Evaluation Report for the Education Sector Development Program in Mongolia: Evaluation Case Study.
No. 3: Review of ADB Partnering and Harmonization Strategies and Activities in Selected Countries.
No. 4: Review of ADB Harmonization Strategies and Activities in Selected Programming Operations.
No. 5: ADB's ADF VIII and IX Operations: Evaluation Case Studies.
No. 6: Involuntary Resettlement Safeguards: Evaluation Case Studies.

Project/Program Performance Evaluation Reports

AIG Indian Sectoral Equity Fund LLC and AIG Indian Equity Advisors LLC
Chengdu Generale Des Eaux–Marubeni Waterworks Company/Limited
Equity Investment in and Loan to South Asia Gateway Terminals Ltd.
GMS: East–West Corridor
GMS: Phnom Penh to Ho Chi Minh City Highway
Governance Reform Program (First Phase)
Health Sector Development Program
Liberty New World China Enterprise Investments Limited Partnership
Lombard Asian Private Investment Company LDC and Lombard/APIC Management LDC
Public Service Program
Second Provincial Towns Water Supply and Sanitation Project
Tala–Delhi Transmission

Rapid Sector Assessments

Education Sector in Mongolia
 Financial Sector in Mongolia
 Health and Social Protection in Mongolia
 Urban Development Sector in Mongolia

Regional Cooperation Assistance Program Evaluation

Greater Mekong Subregion

Sector Assistance Program Evaluations

Education Sector in Bangladesh
 Energy Sector in the GMS
 Tourism Sector in the GMS
 Transport and Trade Facilitation in the GMS
 Transport and Trade Facilitation Sector—Potential for Better Synergies in Mongolia

Sector Synthesis of Evaluation Findings

Education

Special Evaluation Studies

ADB Assistance for Domestic Capital Market Development
 ADB Assistance to Water Supply Services in Metro Manila
 Asian Development Bank's Technical Assistance Trust Funds: Poverty Reduction Cooperation Fund and Cooperation Fund in Support of the Formulation and Implementation of National Poverty Reduction Strategies
 Effectiveness of ADB's Capacity Development Assistance: How to Get Institutions Right
 Evaluation of the Implementation of the Paris Declaration at the Asian Development Bank: A Development Partner's Study for an OECD–DAC Joint Evaluation
 Private Equity Fund Operations
 Project Performance and the Project Cycle

Technical Assistance Completion Report

Thematic Evaluation Studies for 2003

Technical Assistance Report

Selected Evaluation Studies for 2008

Training and Instructive Materials

Guidelines for Conducting After-Action Reviews and Retrospects in the Operations Evaluation Department
 Guidelines for Conducting Peer Assists in the Operations Evaluation Department
 Guidelines for the Validation of Project Completion Reports and Extended Annual Review Reports

Working Paper Series

Improving Project, Program and Policy Performance in Developing Countries through Managing for Development Results
 Learning Lessons with Knowledge Audits
 Maximizing the Use of Evaluation Findings

OFFICE OF REGIONAL ECONOMIC INTEGRATION

Books—Flagship Publications

Emerging Asian Regionalism: A Partnership for Shared Prosperity—Executive Summary
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Highlights
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Main Report
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Executive Summary (Bahasa Indonesia)
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Executive Summary (Chinese)
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Executive Summary (Japanese)
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Highlights (Bahasa Indonesia)
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Highlights (Chinese)
 Emerging Asian Regionalism: A Partnership for Shared Prosperity—Highlights (Japanese)

Databases in the ARIC and AsianBondsOnline websites

Asia Regional Integration Center (ARIC) website
 AsianBondsOnline website

Report Series

Asia Bond Monitor – semiannual publication, April and November.
 Asia Economic Monitor – semiannual publication, July and December.

Training and Instructive Materials

Handbook on International Best Practices in Credit Rating. December.
How to Design, Negotiate, and Implement a Free Trade Agreement in Asia. April.

Working Paper Series

ADB Working Paper Series on Regional Economic Integration

- No. 15: The Impact of Capital Inflows on Emerging East Asian Economies: Is Too Much Money Chasing Too Little Good?
No. 16: Emerging East Asian Banking Systems Ten Years after the 1997/98 Crisis
No. 17: Real and Financial Integration in East Asia
No. 18: Global Financial Turmoil: Impact and Challenges for Asia's Financial Systems
No. 19: Cambodia's Persistent Dollarization: Causes and Policy Options
No. 20: Welfare Implications of International Financial Integration
No. 21: Is the ASEAN–Korea Free Trade Area AKFTA an Optimal Free Trade Area?
No. 22: India's Bond Market—Developments and Challenges Ahead
No. 23: Commodity Prices and Monetary Policy in Emerging East Asia
No. 24: Does Trade Integration Contribute to Peace?

PACIFIC DEPARTMENT

Policy Briefs

Cook Islands 2008 Social and Economic Report: Equity in Development
Living with High Prices: A Policy Brief
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GLOSSARY

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ABBREVIATIONS

ADB	– Asian Development Bank
ADF	– Asian Development Fund
ADF X	– Ninth replenishment of the Asian Development Fund
ERD	– Economics and Research Department
Lao PDR	– Lao People's Democratic Republic
OED	– Operations Evaluation Department
OREI	– Office of Regional Economic Integration
PRC	– People's Republic of China
PSOD	– Private Sector Operations Department
RSDD	– Regional and Sustainable Development Department

ADB CONTACT ADDRESSES

(as of February 2009)

Afghanistan Resident Mission

House No. 126, Street 2
Haji Yaqub Roundabout, Shar-e-now
Next to District 10 Police Department
P.O Box 3070
Kabul, Afghanistan
Tel +93 0 20 210 3602
www.adb.org/afm
ADB local 5535

Armenia Resident Mission

Erebuni Plaza Business Centre
Yerevan 0010, Vazgen Sargsyan 26/1
Armenia
Tel +374 10 54 63 74
Fax +374 10 54 63 74
www.adb.org/armenia
ADB local 5549

Azerbaijan Resident Mission

44, Jafar Jabbarly Street, Caspian Plaza,
1st Floor, Baku AZ1065, Azerbaijan
Tel +994 12 437 3477
Fax +994 12 437 3475
adbazrm@adb.org
www.adb.org/azrm
ADB local 5588

Bangladesh Resident Mission

Plot E 31, Sher-e Bangla Nagar
Dhaka 1207, Bangladesh
GPO Box 2100, Dhaka, Bangladesh
Tel +880 2 815 6000 to 6008
+880 2 815 6009 to 6016
Fax +880 2 8156 018 to 6019
adbbrm@adb.org
www.adb.org/brm
ADB Local 5512

Cambodia Resident Mission

Asian Development Bank
29 Suramarit Blvd. St. 268, Phnom Penh
Cambodia
Tel +855 23 215 805 to 806
Fax +855 23 215 807
adbrcarm@adb.org
www.adb.org/carm
ADB local 5509

People's Republic of China Resident Mission

7th Floor, Block D, Beijing China Merchants
International Financial Center
156 Fuxingmennei Ave., Beijing 100031
People's Republic of China
Tel +86 10 6642 6601
Fax +86 10 6642 6606
adbprcm@adb.org
www.adb.org/prcm
ADB local 5521

India Resident Mission

4 San Martin Marg
Chanakyapuri
New Delhi 110 021
India
Tel +91 11 2410 7200
Fax +91 11 2687 0955
adbirm@adb.org
www.adb.org/inrm
ADB local 5514

Indonesia Resident Mission

Gedung BRI II, 7th floor
Jl. Jend. Sudirman Kav 44-46
Jakarta 10210, Indonesia
P.O Box 99 JKPSA
Jakarta 10350A, Indonesia
Tel +62 21 251 2721
Fax +62 21 251 2749
adbirm@adb.org
www.adb.org/irm
ADB local 5511

Kazakhstan Resident Mission

12 Samal Microdistrict
Astana Tower Business Center, 10th floor
Astana, Kazakhstan
Tel +7 7172 325053/325054/221619
Fax +7 7172 328343
adbkarm@adb.org
www.adb.org/karm
ADB local 5506

20A Kazybek Bi Street, Arai Building, 4th floor

Almaty, Kazakhstan
Tel +7 727 2917344/2582223
Fax +7 727 2918670
ADB local 5342

Kyrgyz Resident Mission

52 54 Orozbekov Street, 720040
Bishkek, Kyrgyz Republic
Tel +996 312 627343/627345/900445/900447
Fax +996 312 627344
adbkyrm@adb.org
www.adb.org/kyrm
ADB local 5542

Lao People's Democratic Republic

Resident Mission
Vientiane, Lao PDR
P.O. Box 9724
Tel +856 21 250444
Fax +856 21 250333
adblrm@adb.org
www.adb.org/lrm
ADB local 5544

Mongolia Resident Mission

MCS Plaza Building, 2nd Floor
Seoul Street 4, Ulaanbaatar
Mongolia
Tel +976 11 329836/313440/323507
Fax +976 11 311 795
adbmnrm@adb.org
www.adb.org/mnrm
ADB local 5505

Nepal Resident Mission

Srikunj, Kamaldi, Ward No. 31
P.O. Box 5017, Kathmandu, Nepal
Tel +977 1 4227779
Fax +977 1 4225063
adbmrnm@adb.org
www.adb.org/nrm
ADB local 5515

Pacific Liaison and Coordination Office

Level 18, 1 Margaret Street (corner of Clarence
and Margaret streets)
Sydney, NSW 2000, Australia
Tel +612 8270 9444
Fax +612 8270 9445
adbplco@adb.org
www.adb.org/plco
ADB local 5589

Pakistan Resident Mission

Overseas Pakistanis Foundation Building
Shahrah e Jamhuriyat, G 5/2 Islamabad
GPO Box 1863, Islamabad, Pakistan
Tel +92 51 2825011 to 5016/2087300
Fax +92 51 2823324/2274718
adbprnm@adb.org
www.adb.org/prm
ADB local 5513

Papua New Guinea Resident Mission

Level 13, Deloitte Tower
Douglas Street
P O Box 1992
Port Moresby, NCD
Papua New Guinea
Tel +675 321 0400/0408
Fax +675 321 0407
adbpnrm@adb.org
www.adb.org/pnrm
ADB local 5565

Philippines Country Office

6 ADB Avenue, Mandaluyong City 1550
Metro Manila, Philippines
Tel. + 632 683 1000
Fax. + 632 683 1030
phco@adb.org
www.adb.org/phco
ADB local 1000

South Pacific Subregional Office

Asian Development Bank
Private Mail Bag or
91 Gordon Street, Suva, Fiji
Tel +679 3318101
Fax +679 3318074
adbspso@adb.org
www.adb.org/spso
ADB local 5520

Sri Lanka Resident Mission

49/14 15 Galle Road
Colombo 3, Sri Lanka
Tel +94 11 2387055
Fax +94 11 2386527
adbslrm@adb.org
www.adb.org/slrm
ADB local 5507/5533

Tajikistan Resident Mission

107 5, Nozim Hikmat Street
Dushanbe 734001, Tajikistan
Tel +992 372 271895/271897/210558
Fax +992 372 244900
adbtjrm@adb.org
www.adb.org/tjrm
ADB local 5539

Thailand Resident Mission

23rd Floor, The Offices at Central World
999/9 Rama 1 Road, Wangmai, Pathumwan
Bangkok 10330, Thailand
Tel +662 263 5354
Fax +662 263 5301
adbtrm@adb.org
www.adb.org/trm
ADB local 5526

Special Office in Timor-Leste

IMF/World Bank/ADB Building
Rua Direitos dos Humanos
Leci Dere, Dili, Timor-Leste
Tel +670 332 4801
Fax +670 332 4132
lpochar@adb.org
www.adb.org
ADB local 5250

Uzbekistan Resident Mission

1 A. Khodjaev Street
Tashkent 100027, Uzbekistan
Tel +998 71 1401920/25
Fax +998 71 1401976
adburm@adb.org
www.adb.org
ADB local 5508

Viet Nam Resident Mission

Units 701 706, Sun Red River Building
23 Phan Chu Trinh Street
Hoan Kiem District
Ha Noi, Viet Nam
Tel +84 4 3933 1374 to 76
Fax +84 4 3933 1373
adbvrm@adb.org
www.adb.org/vrm
ADB local 5519

European Representative Office

Rahmhofstrasse 2
60313 Frankfurt, Germany
Tel +49 69 2193 6400
Fax +49 69 2193 6444
adbero@adb.org
www.adb.org/ero
ADB local 5517

**Asian Development Bank,
Japanese Representative Office**

Kasumigaseki Building 8F
3 2 5 Kasumigaseki, Chiyoda-ku
Tokyo 100-6008, Japan
Tel +81 3 3504 3160
Fax +81 3 3504 3165
adbjron@adb.org
www.adb.org/jro
adbjro@adb.org
ADB local 5518

North American Representative Office

815 Connecticut Avenue, NW, Suite 325
Washington, DC 20006, USA
Tel +1 202 728 1500
Fax +1 202 728 1505
naro@adb.org
www.adb.org/naro
ADB local 5516

Asian Development Bank Institute

Kasumigaseki Building 8F
3 2-5 Kasumigaseki
Chiyoda-ku
Tokyo 100-6008, Japan
Tel +81 3 3593 5500
Fax +81 3 3593 5571
info@adbi.org
www.adbi.org
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