

Chapter 14

APPENDIXES

APPENDIX 1	MEMBERS, CAPITAL STOCK, AND VOTING POWER	99
APPENDIX 2	RESOLUTIONS OF THE BOARD OF GOVERNORS ADOPTED IN 2009	100
APPENDIX 3	SELECTED POLICY, STRATEGY, AND FINANCIAL PAPERS DISCUSSED BY THE BOARD IN 2009	100
APPENDIX 4	BOARD OF GOVERNORS	101
APPENDIX 5	BOARD OF DIRECTORS AND VOTING GROUPS	103
APPENDIX 6	COMMITTEES OF THE BOARD OF DIRECTORS	104
APPENDIX 7	ADB INSTITUTE ADVISORY COUNCIL	105
APPENDIX 8	ORGANIZATIONAL STRUCTURE	106
APPENDIX 9	FORMER ADB PRESIDENTS AND VICE-PRESIDENTS	107
APPENDIX 10	SUMMARY OF INTERNAL ADMINISTRATIVE EXPENSES – 2009 AND BUDGET FOR 2010	108
APPENDIX 11	MANAGEMENT AND STAFF REPRESENTATION OF ADB MEMBERS	109
APPENDIX 12	NUMBER OF AUTHORIZED POSITIONS IN RESIDENT MISSIONS	110
APPENDIX 13	GROWTH IN RESIDENT MISSIONS (RMs) AND AUTHORIZED STAFF POSITIONS AT RMs	111
APPENDIX 14	SELECTED KNOWLEDGE PRODUCTS OF ADB	112
APPENDIX 15	EVALUATION RESULTS FOR SOVEREIGN OPERATIONS	118

APPENDIX 1

Members, Capital Stock, and Voting Power

(as of 31 December 2009)

Member	Year of Membership	Subscribed Capital ^a (% of total)	Voting Power ^b (% of total)	Member	Year of Membership	Subscribed Capital ^a (% of total)	Voting Power ^b (% of total)
REGIONAL				Tuvalu	1993	0.001	0.300
Afghanistan	1966	0.031	0.323	Uzbekistan	1995	0.613	0.789
Armenia	2005	0.271	0.516	Vanuatu	1981	0.006	0.303
Australia	1966	5.264	4.510	Viet Nam	1966	0.310	0.547
Azerbaijan	1999	0.405	0.622	Subtotal		66.619	67.623
Bangladesh	1973	2.787	2.528	NONREGIONAL			
Bhutan	1982	0.006	0.303	Austria	1966	0.310	0.546
Brunei Darussalam	2006	0.320	0.555	Belgium	1966	0.310	0.546
Cambodia	1966	0.045	0.334	Canada	1966	4.759	4.106
China, People's Republic of	1986	5.862	4.988	Denmark	1966	0.310	0.546
Cook Islands	1976	0.002	0.300	Finland	1966	0.310	0.546
Fiji Islands	1970	0.062	0.348	France	1970	2.117	1.992
Georgia	2007	0.311	0.547	Germany	1966	3.936	3.447
Hong Kong, China	1969	0.495	0.695	Ireland	2006	0.310	0.546
India	1966	5.760	4.906	Italy	1966	1.644	1.614
Indonesia	1966	4.955	4.262	Luxembourg	2003	0.310	0.546
Japan	1966	14.198	11.657	The Netherlands	1966	0.933	1.045
Kazakhstan	1994	0.734	0.885	Norway	1966	0.310	0.546
Kiribati	1974	0.004	0.301	Portugal	2002	0.310	0.546
Korea, Republic of	1966	4.583	3.965	Spain	1986	0.310	0.546
Kyrgyz Republic	1994	0.272	0.516	Sweden	1966	0.310	0.546
Lao People's Democratic Republic	1966	0.013	0.309	Switzerland	1967	0.531	0.723
Malaysia	1966	2.477	2.280	Turkey	1991	0.310	0.546
Maldives	1978	0.004	0.301	United Kingdom	1966	1.858	1.785
Marshall Islands	1990	0.002	0.300	United States	1966	14.198	11.657
Micronesia, Federated States of	1990	0.004	0.301	Subtotal		33.381	32.377
Mongolia	1991	0.014	0.309	TOTAL		100.000	100.000
Myanmar	1973	0.495	0.695	Notes: Figures may not add up because of rounding. For other details, see tables on pages 52 and 53, Volume 2 of 2009 Annual Report.			
Nauru	1991	0.004	0.301	Subscription to the fifth general capital increase are ongoing; shareholding and voting power of members will change from time to time during the subscription period.			
Nepal	1966	0.134	0.406	a Subscribed capital refers to a member's subscription to shares of the capital stock of ADB.			
New Zealand	1966	1.397	1.416	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.			
Pakistan	1966	5.945	5.055				
Palau	2003	0.003	0.301				
Papua New Guinea	1971	0.085	0.367				
Philippines	1966	2.168	2.033				
Samoa	1966	0.003	0.301				
Singapore	1966	0.310	0.546				
Solomon Islands	1973	0.006	0.303				
Sri Lanka	1966	0.528	0.721				
Taipei, China	1966	0.991	1.091				
Tajikistan	1998	0.782	0.924				
Thailand	1966	3.716	3.271				
Timor-Leste	2002	0.009	0.306				
Tonga	1972	0.004	0.301				
Turkmenistan	2000	0.230	0.483				

APPENDIX 2

Resolutions of the Board of Governors Adopted in 2009

RESOLUTION NO.	SUBJECT	DATE ADOPTED
334	Decisions Relating to Section 5 of the By-Laws	9 February
335	Amendment to Section 7(B) (a) of the By-Laws	9 February
336	Increase in Authorized Capital Stock and Subscriptions Thereto	29 April
337	Financial Statements, Management's Report on Internal Control Over Financial Reporting and Independent Auditors' Reports	5 May
338	Allocation of Net Income	5 May
339	Place and Date of Forty-Third Annual Meeting (2010)	5 May
340	Procedures for the Election of Directors	16 May
341	Establishing the Legal Framework for the Use of Asian Development Fund Resources for Grants	10 June

APPENDIX 3

Selected Policy, Strategy, and Financial Papers Discussed by the Board in 2009

SUBJECT	DATE
Comprehensive Review of the Human Resources Strategy, 2005–2007	20 January
Review of ADB's Ordinary Capital Resource Requirements	3 February
General Review of Salaries and Benefits for Headquarters National Officers and Administrative Staff	4 March
The Fifth General Capital Increase of the Asian Development Bank	6 April
Annual Financial Statements	7 April
Review of the Asian Development Bank's Loan Charges and Allocation of 2008 Net Income	7 April
Enhancing ADB's Response to the Global Economic Crisis—Establishing the Countercyclical Support Facility	16 June
Crisis Response of Asian Development Fund—Allocation of Additional Liquidity	16 June
Energy Policy	18 June
Review of the Asian Development Bank's Exposure Limits on Nonsovereign Operations	19 June
2008 Development Effectiveness Review	14 July
Safeguard Policy Statement	20 July
Work Program and Budget Framework, 2010–2012	21 September
ADB's Approach to Operations in Sri Lanka in the New Post-Conflict Environment	28 September
Review of ADB's Exposure Limits on Nonsovereign Operations	7 October
Annual Review of Salaries and Benefits for Professional Staff	20 October
ADB's Approach to Assisting the Pacific, 2010–2014	19 November
Borrowing Program for 2010	10 December
Budget of the Asian Development Bank for 2010	17 December
Asian Development Bank Institute—Three-Year Rolling Work Program, 2010–2012 and Budget for 2010	17 December
Special Capital Expenditure Budget Proposal: Expansion of ADB Headquarters Building and Selected Resident Missions	17 December

APPENDIX 4
Board of Governors
(as of 2 February 2009)

Rustam Azimov, Uzbekistan
(Chair)

Patrick Pruaitch, MP, Papua New Guinea
(Vice Chair)

Elena Salgado Méndez, Spain
(Vice Chair)

MEMBER	GOVERNOR	ALTERNATE GOVERNOR
Afghanistan	Omar Zakhilwal	Abdul Qadeer Fitrat
Armenia	Nerses Yeritsyan	Musegh Tumasyan
Australia	Wayne Swan, MP	Bob McMullan MP
Austria	Josef Pröll	Günther Schönleitner
Azerbaijan	Samir Sharifov	Shahin Mustafayev
Bangladesh	Abul Maal A. Muhith	Md. Musharraf Hossain Bhuiyan
Belgium	Didier Reynders	Gino Alzetta
Bhutan	Wangdi Norbu	Nim Dorji
Brunei Darussalam	Pehin Dato Abdul Rahman Ibrahim	Mohd Roselan Mohd Daud
Cambodia	Keat Chhon	Aun Porn Moniroth
Canada	Lawrence Cannon	James A. Haley
China, People's Republic of	Xie Xuren	Li Yong
Cook Islands	Wilkie Rasmussen	Kevin Carr
Denmark	Susan Ulbæk	Martin Bille Hermann
Fiji Islands	Josaia Voreqe Bainimarama	Sada Sivan Reddy
Finland	Ritva Koukku-Ronde	Pasi Hellman
France	Christine Lagarde	Ramon Fernandez
Germany	Gudrun Kopp	Rolf Wenzel
Georgia	Kakha Baindurashvili	Zurab Pololikashvili
Hong Kong, China	John Tsang Chun-wah	Norman Chan
India	Pranab Mukherjee	Ashok Chawla
Indonesia	Sri Mulyani Indrawati	Armida Alisjahbana
Ireland	Brian Lenihan, T.D.	Michael J. McGrath
Italy	Mario Draghi	Carlo Monticelli
Japan	Naoto Kan	Masaaki Shirakawa
Kazakhstan	Bakhyt Turlyhanovich Sultanov	Ruslan Erbolatovich Dalenov
Kiribati	Natan Teewe	Atanteora Beiatau
Korea, Republic of	Jeung-Hyun Yoon	Seongtae Lee
Kyrgyz Republic	Marat Abdyrazakovich Sultanov	Kanat Kubatovich Asangulov
Lao People's Democratic Republic	Somdy Douangdy	Somphao Physith
Luxembourg	Luc Frieden	Arsène Jacoby
Malaysia	Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak	Tan Sri Dr. Wan Abdul Aziz bin Wan Abdullah
Maldives	Ali Hashim	Ahmed As-ad
Marshall Islands	Jack J. Ading	Amon Tibon
Federated States of Micronesia	Finley S. Perman	Lorin Robert
Mongolia	Bayartsogt Sangajav	Purevdorj Lkhasuren
Myanmar	Hla Tun	Daw Myo Nwe
Nauru	Kieren Keke, MP	Tim Drown
Nepal	Surendra Pandey	Rameshore Prasad Khanal
The Netherlands	Vacant	Yoka Brandt

MEMBER	GOVERNOR	ALTERNATE GOVERNOR
New Zealand	Bill English	John Whitehead
Norway	Ingrid Fiskaa	Henrik Harboe
Pakistan	Shaukat Tarin	Sibtain Fazal Halim
Palau	Kerai Mariur	Marino Rechesengel
Papua New Guinea	Patrick Pruaitch, MP	Simon Tosali
Philippines	Margarito B. Teves	Amando M. Tetangco, Jr.
Portugal	Fernando Teixeira dos Santos	Carlos Costa Pina
Samoa	Nickel Lee-Hang	Tupaimatuna lulai Lavea
Singapore	Tharman Shanmugaratnam	Peter Ong Boon Kwee
Solomon Islands	Snyder Rini	Shadrach Fanega
Spain	Elena Salgado Méndez	José Manuel Campa Fernández
Sri Lanka	Mahinda Rajapaksa	P.B. Jayasundera
Sweden	Joakim Stymne	Anders Bengtén
Switzerland	Beatrice Maser Mallor	Jurg Benz
Taipei,China	Fai-nan Perng	Ming-Chung Tseng
Tajikistan	Matlubkhon S. Davlatov	Kh.Kh Tagoimurodov
Thailand	Korn Chatikavanij	Sathit Limpongpan
Timor-Leste	Emilia Pires	Joao Mendes Goncalves
Tonga	Feleti Vaka'uta Sevele	Aisake Eke
Turkey	İbrahim H. Çanakçı	Memduh Aslan Akçay
Turkmenistan	Guvanchmurad Geoklenov	Muhammetgeldi Atayev
Tuvalu	Lotoala Metia	Minute Alapati Taupo
United Kingdom	Douglas Alexander	Michael Foster
United States	Timothy Geithner	Robert D. Hormats
Uzbekistan	Rustam Azimov	Galina Saidova
Vanuatu	Sela Molisa	George Singara Maniuri
Viet Nam	Nguyen Van Giau	Nguyen Van Binh

APPENDIX 5

Board of Directors and Voting Groups

(as of 2 February 2010)

Executive Directors	Alternate Directors	Members Represented
Phil Bowen	Dereck Rooken-Smith	Australia; Azerbaijan; Cambodia; Federated States of Micronesia; Georgia; Hong Kong, China; Kiribati; Nauru; Palau; Solomon Islands; Tuvalu
Howard Brown	Torben Bellers	Canada, Denmark, Finland, Ireland, The Netherlands, Norway, Sweden
Curtis S. Chin	Paul W. Curry	United States
Marwanto Harjowiryono ¹	C.J. (Stan) Vandersyp	Cook Islands, Fiji Islands, Indonesia, Kyrgyz Republic, New Zealand, Samoa, Tonga
Ashok K. Lahiri	Md. Aminul Islam Bhuiyan	Afghanistan, Bangladesh, Bhutan, India, Lao People's Democratic Republic, Tajikistan, Turkmenistan
Michele Miari Fulcis	Jose Miguel Cortes ²	Belgium, France, Italy, Portugal, Spain, Switzerland
Masakazu Sakaguchi	Yasuto Watanabe	Japan
Siraj S. Shamsuddin ³	Marita Magpili-Jimenez ⁴	Kazakhstan, Maldives, Marshall Islands, Mongolia, Pakistan, Philippines, Timor-Leste
Jaejung Song ⁵	Vacant	Republic of Korea; Papua New Guinea; Sri Lanka; Taipei, China; Uzbekistan; Vanuatu; Viet Nam
Chaiyuth Sudthitanakorn ⁶	Govinda Bahadur Thapa ⁷	Brunei Darussalam, Malaysia, Myanmar, Nepal, Singapore, Thailand
Eduard Westreicher ⁸	Richard Edwards	Austria, Germany, Luxembourg, Turkey, United Kingdom
Yingming Yang ⁹	Xiuzhen Guan ¹⁰	People's Republic of China

- 1 Marwanto Harjowiryono succeeded Ceppie K. Sumadilaga in August 2009.
- 2 Jose Miguel Cortes succeeded João Simões de Almeida in August 2009.
- 3 Siraj S. Shamsuddin succeeded Marita Magpili-Jimenez in July 2009.
- 4 Marita Magpili-Jimenez succeeded Siraj S. Shamsuddin in July 2009.
- 5 Jaejung Song succeeded Kyung-Hoh Kim in February 2010.
- 6 Chaiyuth Sudthitanakorn succeeded Md. Saad Hashim in November 2009.
- 7 Govinda Bahadur Thapa succeeded Siew Juan Aw in August 2009.
- 8 Eduard Westreicher succeeded Sebastian Paust in February 2009.
- 9 Yingming Yang succeeded Wencai Zhang in September 2009.
- 10 Xiuzhen Guan succeeded Fangyu Liu in August 2009.

APPENDIX 6

Committees of the Board of Directors

Audit Committee

Kyung-Hoh Kim (*Chair*)
Curtis Chin
Chaiyuth Sudthitanakorn
Michele Miari Fulcis
Dereck Rookan-Smith
C. J. Vandersyp

Budget Review Committee

Yingming Yang (*Chair*)
Phil Bowen
Masakazu Sakaguchi
Marwanto Harjowiryo
Jose Miguel Cortes
Paul Curry

Compliance Review Committee

Eduard Westreicher (*Chair*)
Howard Brown
Siraj Shamsuddin
Chaiyuth Sudthitanakorn
Md. Aminul Islam Bhuiyan
Tsuen-Hua (James) Shih

Development Effectiveness Committee

Ashok K. Lahiri (*Chair*)
Eduard Westreicher
Torben Bellers
Marita Magpili-Jimenez
Govinda Bahadur Thapa
Yasuto Watanabe

Ethics Committee

Marwanto Harjowiryo (*Chair*)
Phil Bowen
Howard Brown
Ashok Lahiri
Yingming Yang

Human Resources Committee

Siraj Shamsuddin (*Chair*)
Curtis Chin
Kyung-hoh Kim
Masakazu Sakaguchi
Richard Edwards
Xiuzhen Guan

Working Group on the Annual Report for 2009

Richard Edwards (*Chair*)
Md. Aminul Islam Bhuiyan
Paul W. Curry
Xiuzhen Guan
Dereck Rookan-Smith
Yasuto Watanabe

APPENDIX 7

ADB Institute Advisory Council

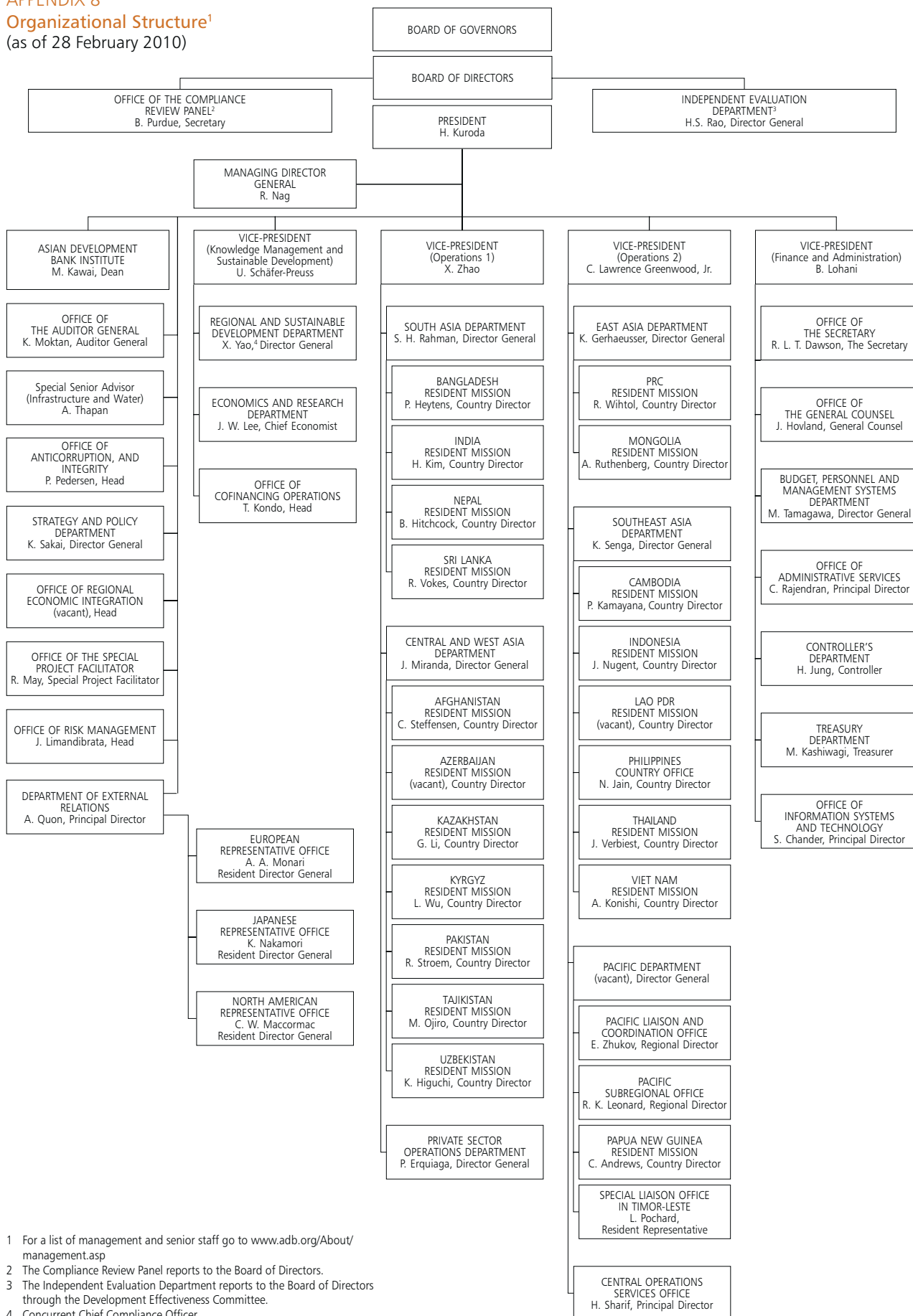
(as of 31 December 2009)

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	Chief Economist, Asian Development Bank

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 28 February 2010)



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 2009)

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 Fujioka	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 – 2009 and Budget for 2010

(\$ thousand)

Item	2009			Budget 2010
	Budget	After Transfers ^a	Actual	
A. Board of Governors	1,629	1,629	1,300	2,250
B. Board of Directors	25,140	25,140	24,226	25,952
Offices of the Directors	14,850	14,850	14,540	14,847
Accountability Mechanism	2,328	2,328	2,103	2,742
Independent Evaluation	7,962	7,962	7,583	8,363
C. Operational Expenses	295,474	295,474	292,418	336,383
Salaries	150,541	145,869	145,869	168,388
Benefits	88,103	92,232	92,232	100,240
Staff Development	4,400	4,639	4,639	5,330
Relocation	6,544	6,346	4,754	7,813
Consultants	21,629	22,131	22,131	25,630
Business Travel	23,883	23,883	22,439	28,540
Representation	374	374	354	442
D. Administrative Expenses	67,896	67,896	67,040	77,230
Communications	6,479	6,479	6,066	7,906
Office Occupancy	19,047	17,587	17,587	20,372
Library	1,150	1,150	1,097	1,235
Office Supplies	1,708	1,708	1,505	1,584
Equipment/Maintenance and Support	5,683	5,897	5,897	7,172
Contractual Services	15,502	14,808	14,728	17,719
Insurance	3,037	3,272	3,272	3,572
Depreciation	14,597	16,302	16,302	16,934
Miscellaneous	693	693	584	736
E. Total Before General Contingency	390,139	390,139	384,984 ^b	441,815
F. General Contingency	3,901	3,901	0	4,418
G. Less: Reimbursements from Trust Funds	(5,172)	(5,172)	(5,981) ^c	(6,745)
Net IAE	388,868	388,868	379,003	439,488 ^d
H. Carryover of IAE Budget	–	–	7,700 ^e	–
I. Net IAE after Carryover	388,868	388,868	386,703	439,488

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

Note: Totals may not add up because of rounding.

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

b Includes \$1,509,000 in expenses associated with Japan Special Fund (\$1,426,000) and Japan Scholarship Program (\$83,000). Excludes the following adjustments incorporated in the financial statements to comply with the generally accepted accounting principles, and recording and reporting requirements: (i) postretirement medical benefits (\$5,083,000); (ii) actuarial assessment of costs associated with pension benefit obligations (\$18,195,000); (iii) expenses charged to the budget carryover (\$4,622,000); (iv) accumulated compensated absences (\$1,854,000); (v) accrued resettlement and repatriation allowances (\$2,578,000) and severance payments (\$605,000); and (vi) other miscellaneous adjustments (\$186,000). Total adjusted administrative expenses of \$418,108,000 reflected in the financial statements is allocated as OCR, \$193,638,000 (\$216,035,000 less \$22,397,000 of front-end fee); ADF, \$200,564,000, and Japan Special Fund and Japan Scholarship Program, \$1,509,000.

c This amount (\$5,981,000) reflects the estimated total expenses apportioned for administering the trust funds during the year.

d Net IAE budget for 2010 consist of \$8,363,000 for the Independent Evaluation Department (IED) and \$431,125,000 for ADB excluding IED.

e In 2006, the Board approved introduction of a budget carryover of up to 2% of net IAE budget to the next year, beginning with the 2007 budget. Accordingly, \$7.7 million (about 2% of the 2009 net IAE budget) has been carried over to 2010.

APPENDIX 11
Management and Staff Representation of ADB Members
 (as of 31 December 2009)

Member	Management	Professional Staff	National Officer/ Administrative Staff	Total	Member	Management	Professional Staff	National Officer/ Administrative Staff	Total
REGIONAL					NONREGIONAL				
Afghanistan	0	0	11	11	Austria	0	8	0	8
Armenia	0	0	5	5	Belgium	0	6	0	6
Australia	0	52	7	59	Canada	0	43	0	43
Azerbaijan	0	0	4	4	Denmark	0	6	0	6
Bangladesh	0	8	46	54	Finland	0	5	1	6
Bhutan	0	3	0	3	France	0	28	0	28
Brunei Darussalam	0	0	0	0	Germany	1	35	2	38
Cambodia	0	0	21	21	Ireland	0	1	0	1
China, People's Republic of	1	59	40	100	Italy	0	16	0	16
Cooks Islands	0	0	0	0	Luxembourg	0	2	0	2
Fiji Islands	0	2	11	13	The Netherlands	0	15	0	15
Georgia	0	1	5	6	Norway	0	4	0	4
Hong Kong, China	0	5	0	5	Portugal	0	3	0	3
India	0	69	44	113	Spain	0	8	0	8
Indonesia	0	36	37	73	Sweden	0	9	0	9
Japan	1	130	4	135	Switzerland	0	5	0	5
Kazakhstan	0	5	7	12	Turkey	0	5	0	5
Kiribati	0	0	0	0	United Kingdom	0	32	0	32
Korea, Republic of	0	41	1	42	United States	1	119	2	122
Kyrgyz Republic	0	5	8	13	Subtotal	2	350	5	357
Lao People's Democratic Republic	0	1	14	15	Total	5	927	1,670	2,602
Malaysia	0	27	0	27					
Maldives	0	0	0	0					
Marshall Islands	0	0	0	0					
Micronesia, Federated States of	0	0	0	0					
Mongolia	0	3	11	14					
Myanmar	0	2	0	2					
Nauru	0	0	0	0					
Nepal	1	6	27	34					
New Zealand	0	15	0	15					
Pakistan	0	22	39	61					
Palau	0	1	0	1					
Papua New Guinea	0	1	7	8					
Philippines	0	31	1,231	1,262					
Samoa	0	1	0	1					
Singapore	0	8	0	8					
Solomon Islands	0	0	0	0					
Sri Lanka	0	11	21	32					
Taipei, China	0	5	0	5					
Tajikistan	0	2	9	11					
Thailand	0	10	9	19					
Timor-Leste	0	1	3	4					
Tonga	0	3	0	3					
Turkmenistan	0	0	0	0					
Tuvalu	0	0	1	1					
Uzbekistan	0	5	16	21					
Vanuatu	0	1	0	1					
Viet Nam	0	5	26	31					
Subtotal	3	577	1,665	2,245					

APPENDIX 12

Number of Authorized Positions in Resident Missions^a
(2009)

Country	Professional Staff	National Officers	Analysts and Administrative Staff	Total
Resident Missions				
Bangladesh	8	15	23	46
India	14	21	24	59
Nepal	3	13	12	28
Sri Lanka	4	12	8	24
Afghanistan	7	7	7	21
Azerbaijan	1	4	1	6
Kazakhstan	3	5	6	14
Kyrgyz Republic	2	5	3	10
Pakistan	10	18	20	48
Tajikistan	3	5	6	14
Uzbekistan	3	5	7	15
Armenia	–	2	3	5
Georgia	–	2	3	5
Turkmenistan	–	–	3	3
Turkey	–	1	–	1
China, People's Republic of	11	19	21	51
Mongolia	4	6	4	14
Cambodia	5	9	7	21
Indonesia	12	15	16	43
Lao, People's Democratic Republic	4	8	5	17
Philippines	4	3	4	11
Thailand	7	5	3	15
Viet Nam	12	14	10	36
Pacific Liaison and Coordination Office in Sydney ^b	3	5	4	12
Pacific Subregional Office in Fiji Islands ^c	5	4	8	17
Papua New Guinea	3	4	5	12
Special Liaison Office in Timor-Leste	2	2	1	5
Subtotal	130	209	214	553
Resident Offices				
Europe	2	1	2	5
Japan	2	1	2	5
North America	2	1	2	5
Subtotal	6	3	6	15
Headquarters ^d	756	314	912	1,982
TOTAL	892	526	1,132	2,550

a Includes outposted positions.

b Covers Nauru, Solomon Islands, and Vanuatu.

c Covers the Cook Islands, the Fiji Islands, Kiribati, Samoa, Tonga, and Tuvalu.

d 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									
	2001	2002	2003	2004	2005	2006	2007	2008	2009	
Number of Resident Missions (RMs)	17	18 ^a	20 ^b	22	23	23	23	24	25	
Total Authorized Positions at RM	279	317	361	389	437	448	490	520	553	
Professional Staff (PS) and National Officers (NO) Positions at RM	169	190	223	240	270	267	300	321	339	
Professional Staff	65	72	80	87	107	96	112	119	130	
National Officers	104	118	143	153	163	171	188	202	209	
Administrative Staff	110	127	138	149	167	181	190	199	214	
Total Authorized Positions at ADB	2,055	2,116	2,187	2,229	2,310	2,340	2,381	2,498	2,550	
PS and NO positions at ADB	1,020	1,071	1,153	1,189	1,253	1,271	1,304	1,378	1,418	
Professional Staff ^d	729	759	791	797	824	824	836	875	892	
National Officers ^e	291	312	362	392	429	447	468	503	526	
Administrative Staff	1,035	1,045	1,034	1,040	1,057	1,069	1,077	1,120	1,132	
% of Authorized Positions at RM to Total Authorized Positions at ADB	13.6	15.0	16.5	17.5	18.9	19.1	20.6	20.8	21.7	
% of PS and NO Positions at RMs to Total PS and NO Positions at ADB	16.6	17.7	19.3	20.2	21.5	21.0	23.0	23.3	23.9	
Professional Staff	8.9	9.5	10.1	10.9	13.0	11.7	13.4	13.6	14.6	
National Officers	35.7	37.8	39.5	39.0	38.0	38.3	40.2	40.2	39.7	
Administrative Staff	10.6	12.2	13.3	14.3	15.8	16.9	17.6	17.8	18.9	

a Includes Special Office in Timor-Leste, 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 (PLCO) in Sydney, Australia.

c Includes outposted positions.

d Excludes Young Professionals and Board of Directors.

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

APPENDIX 14

Selected Knowledge Products of ADB

ADB produced many knowledge products during 2009 with operational departments producing numerous studies and building 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 the Independent Evaluation Department, the Department of External Relations, and four regional departments—Central and West Asia Department, East Asia Department, Pacific Department, and Southeast Asia Department—produced the following products in 2009.

ASIAN DEVELOPMENT BANK INSTITUTE

Books

- ADB and ADBI. *Infrastructure for a Seamless Asia*. Tokyo: ADBI.
 ADBI. *ADBI: Year in Review*. Tokyo: ADBI.
 Brooks, D. H., and D. Hummels (eds). *Infrastructure's Role for Lowering Trade Costs: Building for Trade*. Cheltenham, United Kingdom: Edward Elgar.
 Kawai, M., and S. Stone (eds.). *Asia's Contribution to World Economic Growth and Stability*. Tokyo: ADBI.

Working Papers

- Adhikari, Bhim. *Market-Based Approaches to Environmental Management: A Review of Lessons from Payment for Environmental Services in Asia*. ADBI Working Paper Series No. 134. March.
- Athukorala, Prema-chandra and Archanun Kohpaiboon. *Intra-Regional Trade in East Asia: The Decoupling Fallacy, Crisis, and Policy Challenges*. ADBI Working Paper Series No. 177. December.
- Basir, Amir Akmar. *Payment Systems in Malaysia: Recent Developments and Issues*. ADBI Working Paper Series No. 151. September.
- Batten, Jonathan A., Warren P. Hogan, and Peter G. Szilagyi. *Foreign Bond Markets and Financial Market Development: International Perspectives*. ADBI Working Paper Series No. 173. December.
- Bhattacharyay, Biswa and Prabir De. *Restoring the Asian Silk Route: Toward an Integrated Asia*. ADBI Working Paper Series No. 140. June.
- Bhattacharyay, Biswa. *Infrastructure Development for ASEAN Economic Integration*. ADBI Working Paper Series No. 138. May.
- Börsch-Supan, Axel and Alexander Ludwig. *Old Europe Ages. Can it Still Prosper?* ADBI Working Paper Series No. 168. November.
- Bosworth, Barry and Aaron Flaaen. *America's Financial Crisis: The End of an Era*. ADBI Working Paper Series No. 142. July.
- Bown, Chad and Rachel McCulloch. *US-Japan and US-PRC Trade Conflict: Export Growth, Reciprocity, and the International Trading System*. ADBI Working Paper Series No. 158. November.
- Cheong, Inkyo and Jungnan Cho. *The Impact of Free Trade Agreements (FTAs) on Business in the Republic of Korea*. ADBI Working Paper Series No. 156. October.
- Cho, Dong Chul. *The Republic of Korea's Economy in the Swirl of Global Crisis*. ADBI Working Paper Series No. 147. August.
- Das, Ram Upendra. *Imperatives of Regional Economic Integration in Asia in the Context of Developmental Asymmetries: Some Policy Suggestions*. ADBI Working Paper Series No. 172. December.
- Dean, Judith M., Mary E. Lovely, and Jesse Mora. *Decomposing PRC-Japan-US Trade: Vertical Specialization, Ownership, and Organizational Form*. ADBI Working Paper Series No. 159. November.
- Eichengreen, Barry. *Lessons of the Crisis for Emerging Markets*. ADBI Working Paper Series No. 179. December.
- Greaney, Theresa M. and Yao Li. *Assessing Foreign Direct Investment Relationships Between Japan, the People's Republic of China, and the United States*. ADBI Working Paper Series No. 161. November.
- Gupta, Souvik and Jacques Miniane. *Recessions and Recoveries in Asia: What Can the Past Teach Us about the Present Recession?* ADBI Working Paper Series No. 150. September.
- Habito, Cielito F. *Patterns of Inclusive Growth in Developing Asia: Insights from an Enhanced Growth-Poverty Elasticity Analysis*. ADBI Working Paper Series No. 145. August.
- Hiratsuka, Daisuke, Hitoshi Sato, and Ikumo Isono. *Impacts of Free Trade Agreements on Business Activity in Asia: The Case of Japan*. ADBI Working Paper Series No. 143. July.
- Jitsuchon, Somchai and Chalongsob Sussangkarn. *Thailand's Growth Rebalancing*. ADBI Working Paper Series No. 154. October.
- Jonung, Lars. *Financial Crisis and Crisis Management in Sweden. Lessons for Today*. ADBI Working Paper Series No. 165. November.
- Katada, Saori N. *Political Economy of East Asian Regional Integration and Cooperation*. ADBI Working Paper Series No. 170. December.
- Kawai, Masahiro and Fan Zhai. *The People's Republic of China-Japan-United States Integration Amid Global Rebalancing: A Computable General Equilibrium Analysis*. ADBI Working Paper Series No. 152. October.
- Kawai, Masahiro and Ganeshan Wignaraja. *Asian FTAs: Trends and Challenges*. ADBI Working Paper Series No. 144. August.
- Kawai, Masahiro and Ganeshan Wignaraja. *The Asian "Noodle Bowl": Is It Serious for Business?* ADBI Working Paper Series No. 136. April.
- Kawai, Masahiro and Shinji Takagi. *Why Was Japan Hit So Hard by the Global Financial Crisis?* ADBI Working Paper Series No. 153. October.
- Kawai, Masahiro, Peter Petri, and Elif Sislci-Ciamarra. *Asia in Global Governance: A Case for Decentralized Institutions*. ADBI Working Paper Series No. 157. October.
- Kawai, Masahiro. *Reform of the International Financial Architecture: An Asian Perspective*. ADBI Working Paper Series No. 167. November.
- Kawai, Masahiro and Fan Zhai. *PRC-Latin America Economic Cooperation: Going beyond Resource and Manufacturing Complementarity*. ADBI Working Paper Series No. 137. April.
- Kim, Soyoung and Doo Yong Yang. *International Monetary Transmission and Exchange Rate Regimes: Floaters vs. Non-Floaters*. ADBI Working Paper Series No. 181. December.
- Kumar, Rajiv and Pankaj Vashisht. *The Global Economic Crisis: Impact on India and Policy Responses*. ADBI Working Paper Series No. 164. November.
- Liu, Xiangfeng. *Impacts of the Global Financial Crisis on Small and Medium Enterprises in the People's Republic of China*. ADBI Working Paper Series No. 180. December.
- Lu, Ming and Hong Gao. *When Globalization Meets Urbanization: Labor Market Reform, Income Inequality, and Economic Growth in the People's Republic of China*. ADBI Working Paper Series No. 162. November.
- Ma, Alyson, Ari Van Assche, and Chang Hong. *Global Production Networks and the People's Republic of China's Processing Trade*. ADBI Working Paper Series No. 175. December.
- Mondeil, Marie and Sununtar Setboonsarng. *Enhancing Biodiversity Through Market-Based Strategy: Organic Agriculture*. ADBI Working Paper Series No. 155. October.
- Moon, Hyungpyo. *Demographic Changes and Pension Reform in the Republic of Korea*. ADBI Working Paper Series No. 135. April.
- Morgan, Peter. *The Role and Effectiveness of Unconventional Monetary Policy*. ADBI Working Paper Series No. 163. November.
- Nambiar, Shankaran. *Malaysia and the Global Crisis: Impact, Response, Rebalancing Strategies*. ADBI Working Paper Series No. 148. August.
- Padoa-Schioppa, Pier Carlo. *Fiscal Policy in the Crisis: Impact, Sustainability, and Long-Term Implications*. ADBI Working Paper Series No. 178. December.
- Pomerleano, Michael. *What Is the Impact of the Global Financial Crisis on the Banking System in East Asia?* Working Paper 146. August.
- Reside, Jr., Renato E. *Global Determinants of Stress and Risk in Public-Private Partnerships (PPP) in Infrastructure*. ADBI Working Paper Series No. 133. March.
- Setboonsarng, Sununtar, Jun Sakai, and Lucia Vancura. *Food Safety and ICT Traceability Systems: Lessons from Japan for Developing Countries*. ADBI Working Paper Series No. 139. May.
- Spiegel, Mark M. *Developing Asian Local Currency Bond Markets: Why and How?* ADBI Working Paper Series No. 182. December.
- Staples, Brian Rankin and Jeremy Harris. *Origin and Beyond: Trade Facilitation Disaster or Trade Facilitation Opportunity?* ADBI Working Paper Series No. 171. December.

- Stone, Susan and Ginalyn Komoto. Determining Poverty Impacts on Lao People's Democratic Republic and Cambodia: Reconciling Household and GTAP Data. ADBI Working Paper Series No. 141. July.
- Strutt, Anna and Susan Stone. Transport Infrastructure and Trade Facilitation in the Greater Mekong Subregion. ADBI Working Paper Series No. 130. January.
- Thorbecke, Willem. An Empirical Analysis of ASEAN's Labor-Intensive Exports. ADBI Working Paper Series No. 166. November.
- Thorbecke, Willem. An Empirical Analysis of East Asian Computer Exports. ADBI Working Paper Series No. 160. November.
- Titiharuw, Ira S. and Raymond Atje. Malaysia and the Global Crisis: Impact, Response, Rebalancing Strategies. ADBI Working Paper Series No. 149. August.
- Todo, Yasuyuki, Weijing Zhang, and Li-An Zhou. Knowledge Spillovers from FDI in the People's Republic of China: The Role of Educated Labor in Multinational Enterprises. ADBI Working Paper Series No. 174. December.
- Tsai, Ying Yi. Strategic Choice of Freight Mode and Investments in Transport Infrastructure within Production Networks. ADBI Working Paper Series No. 132. March.
- Uchikawa, Shuji. Small and Medium Enterprises in Japan: Surviving the Long-Term Recession. ADBI Working Paper Series No. 169. November.
- Wall, Larry D. Prudential Discipline for Financial Firms: Micro, Macro, and Market Structures. ADBI Working Paper Series No. 176. December.
- Zhuang, Juzhong and Fan Zhai. Agricultural Impact of Climate Change: A General Equilibrium Analysis with Special Reference to Southeast Asia. ADBI Working Paper Series No. 131. February.

Research Policy Briefs

- Morgan, Peter. Unregulated Entities, Products, and Markets: Challenges for Monitoring and Regulation. Research Policy Brief 30. August.
- Park, Yung Chul. The Global Economic Crisis and Rebalancing Growth in East Asia. Research Policy Brief 31. December.
- Takagi, Shinji. The Global Financial Crisis and Macroeconomic Policy Issues in Asia. Research Policy Brief 32. December.

Research Papers

- Rocha, Bruno. At Different Speeds: Policy Complementarities and the Recovery from the Asian Crisis. Research Paper 74. July.

CD-ROM

- ADB. Mainstreaming Climate Change Adaptation into Developmental Planning.

CENTRAL AND WEST ASIA DEPARTMENT

Awareness-Raising and Multimedia Materials

- CAREC Notes February 2009, Issue No. 3. Lessons for Central Asia: Experience with Regional Economic Cooperation.
- CAREC Transport and Trade Facilitation: Partnership for Prosperity Energy is Life: Bringing Power to Afghanistan

DEPARTMENT OF EXTERNAL RELATIONS

Awareness-Raising Multimedia Materials

- ADB Corporate Brochure
- ADB Experts Video Interviews – 31
- ADB Review – 12 issues
- Country Fact Sheets – 67
- Development Asia
- In Focus Series
- Multimedia Features – 7
- News Feature Videos on ADB Impact Stories – 71
- Photo Essays – 26
- Workers – Public Service Announcement

Reports

- 2008 Annual Report
- PCP Annual Assessment Report 2009

EAST ASIA DEPARTMENT

ADB Briefs

- Fan Zhai, Tun Lin, Enerelt Byambadorj. A General Equilibrium Analysis of the Impact of Climate Change on Agriculture in the People's Republic of China.

Awareness-Raising Materials

- 2008 East Asia Department Knowledge Management Initiatives Impact of the Massive Carbon Intensity Cut
- Knowledge Showcase: Addressing Energy Efficiency with Virtual Power Plants
- PRC Response to the Crisis
- The Economic Crisis and China's Human Resource Challenge
- Understanding Urban Water Tariff in the PRC
- What Lies Ahead

Policy Briefs

- Country Gender Assessment
- Observations and Suggestions on Improving Environment Management in the PRC: Environmental Impact Assessment of Development Plans
- Observations and Suggestions on Low-Income Housing Policies: Lessons from International Experience
- Observations and Suggestions on Managing International Capital Flow to PRC
- Observations and Suggestions on Rebalancing Growth in PRC: Macroeconomic Policy Recommendations
- Observations and Suggestions on Rebalancing Growth in PRC: Services Sector Development
- Observations and Suggestions on Social Assistance for Migrant Workers Displaced by the Economic Downturn: Providing a Safety Net and Foundation for A Strong Recovery
- Policy Note on Comprehensive Agricultural Development: Opportunities from the Current Economic Crisis
- Policy Note on the Impact of the Economic Slowdown on the Public Provision of Social Services
- Policy Note on TVET Financing and Management (formerly Policy Note on TVET Development—Guangdong and Hunan Province, PRC)
- Promoting Urban Water Security in the PRC (formerly Policy Paper on Managing Water Shortages in Urban Areas)

Reports

- Biofuels in Asia
- Green Benches: What can the People's Republic of China Learn from Environment Courts of Other Countries?
- Investing for the Future: Education for All in the People's Republic of China
- Mongolia: Country Poverty Assessment
- Mongolia: Private Sector Assessment
- PRC Quarterly Economic Reports

Working Paper Series

- Walker, George, Tun Lin, and Yoshiaki Kobayashi. Is Flood Insurance Feasible? Experiences from the People's Republic of China. ADB Sustainable Development Working Paper Series No. 5.
- Zifa Wang, Tun Lin, and George Walker. Earthquake Risk and Earthquake Catastrophe Insurance for the PRC. ADB Sustainable Development Working Paper Series No. 7.

ECONOMIC AND RESEARCH DEPARTMENT

Flagship Publications

- Asian Development Outlook 2009
- Asian Development Outlook Update 2009
- Key Indicators for Asia and the Pacific 2009

Working Paper Series

- Adams, C., and D. Park. Causes and Consequences of Global Imbalances: Perspective from Developing Asia. ADB Economics Working Paper Series No. 157. April.

- Aizenman, J., M. Chinn, and H. Ito. Surfing the Waves of Globalization: Asia and Financial Globalization in the Context of the Trilemma. ADB Economics Working Paper Series No. 180. December.
- Alba, J., D. Park, and P. Wang. Corporate Governance and Merger and Acquisition Foreign Direct Investment: Firm-level Evidence from Japanese Foreign Direct Investment into the US. ADB Economics Working Paper Series No. 147. February.
- Alba, J., D. Park, and P. Wang. The Impact of Exchange Rate on FDI and the Interdependence of FDI over Time. ADB Economics Working Paper Series No. 164. July.
- Alessandrini, M. Alessandrini, B. Fattouh, B. Ferrarini, and P. Scaramozzino. Tariff Liberalization and Trade Specialization in India. ADB Economics Working Paper Series No. 177. November.
- Ang, A., G. Sugiyarto, and S. Jha. Remittances and Household Behavior in the Philippines. ADB Economics Working Paper Series No. 188. December.
- Bjornestad, L. Bjornestad. Fiscal Decentralization, Fiscal Incentives, and Pro-Poor Outcomes: Evidence from Viet Nam. ADB Economics Working Paper Series No. 168. August.
- Cuevas, S., C. Mina, M. Barcenas, and A. Rosario. Informal Employment in Indonesia. ADB Economics Working Paper Series No. 156. April.
- Deolalikar, A., R. Hasan, and R. Somanathan. Public Goods Access and Juvenile Sex Ratios in Rural India: Evidence from the 1991 and 2001 Village Census Data. ADB Economics Working Paper Series No. 167. July.
- Felipe, J., J. S. L. McCombie, and K. Naqvi. Is Pakistan's Growth Rate Balance-of-Payments Constrained? Policies and Implications for Development and Growth. ADB Economics Working Paper Series No. 160. May.
- Ha, J., Y. Kim, and J. Lee. The Optimal Structure of Technology Adoption and Creation: Basic Research vs. Development in the Presence of Distance to Frontier. ADB Economics Working Paper Series No. 163. June.
- Hasan, R. and K. Jandoc. Quality of Jobs in the Philippines: Comparing Self-Employment with Wage Employment. ADB Economics Working Paper Series No. 148. March.
- Hasan, R., R. Magsombol, and J. Cain. Poverty Impact of the Economic Slowdown in Developing Asia: Some Scenarios. ADB Economics Working Paper Series No. 153. April.
- Hong, K., J. Lee, and H. Tang. Crises in Asia: Historical Perspectives and Implications. ADB Economics Working Paper Series No. 152. April.
- Ito, H., J. Jongwanich, and A. Terada-Hagiwara. What Makes Developing Asia Resilient in a Financially Globalized World? ADB Economics Working Paper Series No. 181. December.
- James, W. US International Trade and the Global Economic Crisis. ADB Economics Working Paper Series No. 179. November.
- Jha, S., G. Sugiyarto, and C. Vargas-Silva. The Global Crisis and the Impact on Remittances to Developing Asia. ADB Economics Working Paper Series No. 185. December.
- Jha, S., Jha, E. Prasad, and A. Terada-Hagiwara. Saving in Asia: Issues for Rebalancing Growth. ADB Economics Working Paper Series No. 162. June.
- Jha, S., P. Quising, and S. Camingue. Macroeconomic Uncertainties, Oil Subsidies, and Fiscal Sustainability in Asia. ADB Economics Working Paper Series No. 150. April.
- Jongwanich, J. and N. Magtibay-Ramos. Determinants of Structural Changes of Food Exports from Developing Countries. ADB Economics Working Paper Series No. 166. July.
- Jongwanich, J. Equilibrium Real Exchange Rate, Misalignment, and Export Performance in Developing Asia. ADB Economics Working Paper Series No. 151. March.
- Jongwanich, J. Impact of Food Safety Standards on Processed Food Exports from Developing Countries. ADB Economics Working Paper Series No. 154. April.
- Jongwanich, J., W. James, P. Minor, and A. Greenbaum. Trade Structure and the Transmission of Economic Distress in the High-Income OECD Countries to Developing Asia. ADB Economics Working Paper Series No. 161. May.
- Joshi, K., R. Hasan, and G. Amoranto. Surveys of Informal Sector Enterprises—Some Measurement Issues. ADB Economics Working Paper Series No. 183. December.
- Khor, N. and I. Sebastian. Exports and the Global Crisis: Still Alive, though Not Quite Kicking Yet. ADB Economics Working Paper Series No. 190. December.
- Kim, S., D. Park, and J. Park. Productivity Growth in Different Firm Sizes in the Malaysian Manufacturing Sector: An Empirical Investigation. ADB Economics Working Paper Series No. 176. November.
- Kim, Y. Jin and J. Lee. Technological Change, Human Capital Structure, and Multiple Growth Paths. ADB Economics Working Paper Series No. 149. March.
- Maligalig, D., S. Cuevas, and A. Rosario. Informal Employment in Bangladesh. ADB Economics Working Paper Series No. 155. April.
- Niimi, Y. Gender Equality and Inclusive Growth in Developing Asia. ADB Economics Working Paper Series No. 186. December.
- Park, D. Aging Asia's Looming Pension Crisis. ADB Economics Working Paper Series No. 165. July.
- Park, D. and G. Estrada. Are Developing Asia's Foreign Exchange Reserves Excessive? An Empirical Examination. ADB Economics Working Paper Series No. 170. September.
- Park, D. and G. Estrada. Developing Asia's Sovereign Wealth Funds and Outward Foreign Direct Investment. ADB Economics Working Paper Series No. 169. August.
- Park, D. and K. Shin. Can Trade with the People's Republic of China be an Engine of Growth for Developing Asia? ADB Economics Working Paper Series No. 172. October.
- Park, D. and K. Shin. Saving, Investment, and Current Account Surplus in Developing Asia. ADB Economics Working Paper Series No. 158. May.
- Park, D. and K. Shin. The People's Republic of China as an Engine of Growth for Developing Asia?: Evidence from Vector Autoregression Models. ADB Economics Working Paper Series No. 175. November.
- Park, D. and Q. Xiao. Housing Prices and the Role of Speculation: The Case of Seoul. ADB Economics Working Paper Series No. 146. January.
- Park, D., K. Shin, and J. Jongwanich. The Decline of Investment in East Asia since the Asian Financial Crisis: An Overview and Empirical Examination. ADB Economics Working Paper Series No. 187. December.
- Raihan, S., B. Khondker, G. Sugiyarto, and S. Jha. Remittances and Household Welfare: A Case Study of Bangladesh. ADB Economics Working Paper Series No. 189. December.
- Sim, B., M. de Castro, and M. Pascua. An Analysis of Revisions to Annual GDP Estimates of Six ADB Regional Members. ADB Economics Working Paper Series No. 184. December.
- Son, H. A Cross-Country Analysis of Achievements and Inequities in Economic Growth and Standards of Living. ADB Economics Working Paper Series No. 159. May.
- Son, H. and E. San Andres. How Has Asia Fared in the Global Crisis? A Tale of Three Countries: Republic of Korea, Philippines, and Thailand. ADB Economics Working Paper Series No. 174. October.
- Son, H. Equity in Health and Health Care in the Philippines. ADB Economics Working Paper Series No. 171. October.
- Terada-Hagiwara, Akiko. Explaining Filipino Households' Declining Saving Rate. ADB Economics Working Paper Series No. 178. November.
- Vargas-Silva, C., S. Jha, and G. Sugiyarto. Remittances in Asia: Implications for the Fight against Poverty and the Pursuit of Economic Growth. ADB Economics Working Paper Series No. 182. December.
- Zhuang, J., H. Gunatilake, Y. Niimi, M. Khan, Y. Jiang, R. Hasan, N. Khor, A. Lagman-Martin, P. Bracey, and B. Huang. Financial Sector Development, Economic Growth, and Poverty Reduction: A Literature Review. ADB Economics Working Paper Series No. 173. October.

Journals

- Asian Development Review Vol. 26 No. 2. December.
Asian Development Review Vol. 26 No. 1. June.

Special Studies

- Diagnosing the Philippine Economy. September.
Nepal: Critical Development Constraints. July.
The Economics of Climate Change in Southeast Asia: A Regional Review. April.

INDEPENDENT EVALUATION DEPARTMENT

Reports/Reports Series

- Evaluation Information Brief: Lessons from Processing and Ongoing Implementation of Loan 2273-VIE(SF): Emergency Rehabilitation of Calamity Damage Project
Evaluation Information Brief: Lessons from the Asian Development Bank's Responses to Financial Crises
Evaluation Knowledge Brief: Greenhouse Gas Implications of ADB's Energy Sector Operations
Impact Evaluation Study: Impact of Rural Water Supply and Sanitation in Punjab, Pakistan

- Special Evaluation Study: ADB Assistance for Public–Private Partnerships in Infrastructure Development
- Special Evaluation Study: Asian Development Bank’s Contribution to Inclusive Development through Assistance for Rural Roads
- Special Evaluation Study: ADB Support for Public Sector Reforms in the Pacific: Enhance Results Through Ownership, Capacity, and Continuity
- Special Evaluation Study: ADB Technical Assistance for Justice Reform in Developing Member Countries
- Special Evaluation Study: The Asian Development Bank’s Support to Gender and Development, Phase 1: Relevance, Responsiveness and Results to Date

OFFICE OF ADMINISTRATIVE SERVICES

Awareness-Raising and Multimedia Materials

- iLink Digest
- iLink Monthly Summaries for education, environment, finance, infrastructure, and regional cooperation
- Law Link (weekly summaries on publications on law)
- Mobile abstraction of TA consultants reports on energy to serve the needs of the energy CoPs
- New acquisitions list

Operational Reports

- eStar 1-year milestone report citing accomplishments and financial savings derived
- Process improvements actions in vital records management programs

OFFICE OF REGIONAL AND ECONOMIC INTEGRATION

Books

- India 2039: An Affluent Society in One Generation (prepared by Centennial Group)
- National Strategies for Regional Integration: South and East Asian Case Studies
- Pan-Asian Integration: Linking East and South Asia

Awareness-Raising and Multimedia Materials

- Institutions for Regionalism: Enhancing Economic Cooperation and Integration in Asia and the Pacific—A Booklet

Reports/Report Series

- Asia Bond Monitor (February, June, September, and November)
- Asia Capital Markets Monitor (April)
- Asia Economic Monitor (July and December)
- Comparative Perspectives on Trans-Pacific Trade, Integration, and Development (with IADB)

Training and Instructive Materials

- Aid for Trade in Asia and the Pacific: An Update
- Trade Facilitation Handbook: Bridging the Gap Between Policy and Practice in Asia and the Pacific (with UNESCAP)

Working Papers

- Ando, Mitsuyo, Antoni Esteveordal, and Christian Volpe Martincus. Complements or Substitutes? Preferential and Multilateral Trade Liberalization at the Sectoral Level. ADB Working Paper Series on Regional Economic Integration No. 39.
- Capannelli, Giovanni and Carlo Filippini. East Asian and European Economic Integration: A Comparative Analysis. ADB Working Paper Series on Regional Economic Integration No. 29.
- Capannelli, Giovanni, Jong-Wha Lee, and Peter Petri. Developing Indicators for Regional Economic Integration and Cooperation. ADB Working Paper Series on Regional Economic Integration No. 33.
- Hamanaka, Shintaro. Re-considering Asian Financial Regionalism in the 1990s. ADB Working Paper Series on Regional Economic Integration No. 26.
- Hamanaka, Shintaro. The Building Block versus Stumbling Block Debate of Regionalism: From the Perspective of Service Trade Liberalization in Asia. ADB Working Paper Series on Regional Economic Integration No. 28.
- Kim, Soyoung, Jong-Wha Lee, and Cyn-Young Park. Emerging Asia: Decoupling or Recoupling. ADB Working Paper Series on Regional Economic Integration No. 31.

- Kumar, Rajiv and Manjeeta Singh. India’s Role in South Asia Trade and Investment Integration. ADB Working Paper Series on Regional Economic Integration No. 32.
- Lee, Chee Sung and Cyn-Young Park. Beyond the Crisis: Financial Regulatory Reform in Emerging Asia. ADB Working Paper Series on Regional Economic Integration No. 34.
- Lee, Jong-Wha and Ju Hyun Pyun. Does Trade Integration Contribute to Peace? ADB Working Paper Series on Regional Economic Integration No. 24.
- Madhur, Srinivasa, Ganeshan Wignaraja, and Peter Darjes. Roads for Asian Integration: Measuring ADB’s Contribution to the Asian Highway Network. ADB Working Paper Series on Regional Economic Integration No. 37.
- McKibbin, Warwick J. and Waranya Pim Chanthapun. Exchange Rate Regimes in the Asia-Pacific Region and the Global Financial Crisis. ADB Working Paper Series on Regional Economic Integration No. 36.
- Menon, Jayant and Anna Melendez-Nakamura. Aging in Asia: Trends, Impacts, and Responses. ADB Working Paper Series on Regional Economic Integration No. 25.
- Menon, Jayant. Managing Success in Viet Nam: Macroeconomic Consequences of Large Capital Inflows with Limited Policy Tools. ADB Working Paper Series on Regional Economic Integration No. 27.
- Rao, M. Govinda. Promoting Trade and Investment in India’s Northeastern Region. ADB Working Paper Series on Regional Economic Integration No. 30.
- Rigg, Robert and Lotte Schou-Zibell. The Financial Crisis and Money Markets in Emerging Asia. ADB Working Paper Series on Regional Economic Integration No. 38.
- Warr, Peter, Jayant Menon, and Arief Anshory Yusuf. Regional Economic Impacts of Cross-Border Infrastructure: A General Equilibrium Application to Thailand and Lao PDR. ADB Working Paper Series on Regional Economic Integration No. 35.

PACIFIC DEPARTMENT

Awareness-Raising and Multimedia Materials

- Profiles of Progress: Papua New Guinea

Policy Briefs

- Taking the Helm: A Policy Brief on a Response to the Global Economic Crisis

Reports/Report Series

- Capacity Development Series: A Tale of Two CDs—Capacity Development and Community Development in the Waste, Water, and Sanitation Sector in Kiribati
- Capacity Development Series: Building Capacity Through Participation—Nauru National Sustainable Development Strategy
- Capacity Development Series: Making Things Simpler?—Harmonizing Aid Delivery in the Cook Islands
- Capacity Development Series: Reconstructing A Fragile State—Institutional Strengthening of the Ministry of Infrastructure Development
- Capacity Development Series: The Community Justice Liaison Unit—Bridging the State-Society Gap
- Capacity Development Series: Vanuatu Legal Sector Strengthening Program Finding Balance: Making State-Owned Enterprises Work in Fiji, Samoa, and Tonga
- Kiribati Social and Economic Report 2008
- Kiribati’s Political Economy and Capacity Development
- Pacific Economic Monitor (May, August, November issues)
- Private Sector Development Initiative Annual Report
- Strengthening Pacific Fragile States—The Marshall Islands Example
- Sustaining Growth: A Private Sector Assessment for Vanuatu
- What Works? Better Policies and Practices for a Better Pacific

REGIONAL AND SUSTAINABLE DEVELOPMENT DEPARTMENT

Awareness-Raising and Multimedia Materials

- ADB/OECD Asia-Pacific Newsletter No. 12
- ADB Regional Climate Change Responses: Directions for Action, Invitations for Partnerships
- Annual Report on the Governance Cooperation Fund
- Beyond: Stories and Sounds from ADB’s Region

Changing Course: A New Paradigm on Sustainable Transport
 Community e-Centers Brochure
 Community-Driven Development on Infrastructure Corruption (brochure)
 Community-Driven Development in Water Supply and Sanitation (brochure)
 CSO Web Review – 12 issues (e-newsletter)
 GACAP II Progress Report
 Improving Results, Improving Lives: ADB's Water Financing Partnership Facility
 Information Note 1 – Recommendations for Dealing with the Transition from
 Disaster Response to Recovery
 Information Note 2 – International Experiences and Suggestions on Post-
 Disaster Rehabilitation and Reconstruction
 Investing in Sustainable Infrastructure—Improving Lives in Asian and the
 Pacific
 In the Pipeline: Water for the Poor—Investing in Small Piped Water Networks
 Knowledge Management and Learning in ADB
 Knowledge Showcases
 ADB's Regional Cooperation and Integration Today
 Addressing Energy Efficiency with Virtual Power Plants
 Better Air Quality Improves Quality of Life
 Beyond Emergency Responses: Ensuring the Legacy of Market-Based
 Microfinance Expansion
 Bus Rapid Transit in the People's Republic of China
 Complaints from Beneficiaries: A Valuable Resource for Project
 Implementation
 Improving Regional Cooperation in Energy Today
 Institutionalizing Gender Equality at ADB: The Experience of the
 Bangladesh Resident Mission
 Mapping the Sea: Knowledge for Natural Resources Management
 Partnering with Communities for Post-Disaster Reconstruction in Aceh
 and Nias Island, North Sumatra, Indonesia
 Rebuilding Low-Heritage Villages After Disasters
 Rebuilding Traditional Houses After Disasters
 Restoring Pedestrian Accessibility in Indian Cities
 Speeding Business Application Processes in the Philippines
 Tackling Extreme Poverty Using a Household-Based Approach
 Transforming Risk-Averse Banks into Microfinance Champions in a
 Post-Disaster and Post-Conflict Environment
 Using Economic Instruments to Promote Environmentally Sustainable
 Transportation in the People's Republic of China
 When Size Matters—Improving Microfinance Outreach in Aceh
 Through a Revitalized Provincial Rural Bank Network
 Making Sanitation Everybody's Business
 Management Brief: One Year of ADB Support to the Extractive Industries
 Transparency Initiative
 Meeting the Water and Climate Change Challenge
 Partnership Newsletter – 6 issues (e-newsletter)
 Partnership on Sustainable Low Carbon Transport (brochure)
 Promoting Sustainable, Low Carbon Transport in Asia (brochure)
 Powering the Poor: Projects to Increase Access to Clean Energy for All
 Quality, Knowledge, and Innovation for Inclusive and Sustainable
 Development: Sector and Thematic Priorities
 Restoring Pedestrian Accessibility in Indian Cities
 Revitalizing Asia's Irrigation: To Sustainably Meet Tomorrow's Food Needs
 Social Analysis in Private Sector Projects (brochure)
 Supporting the Fight Against Corruption in Asia and the Pacific:
 ADB/OECD Anti-Corruption Initiative Annual Report 2008
 Under the Weather and the Rising Tide: Adapting to a Changing
 Climate in Asia and the Pacific
 Video clips from the Forum on Community-Driven Development and Strategy
 2020, 3 December 2008, ADB Headquarters, Manila
 (4 video clips)
 Water for All #17: Water Rights and Water Allocation: Issues and Challenges
 for Asia
 Water for All #18: India's Sanitation for All: How to Make it Happen

Briefs

Social Protection Project Briefs (21 briefs)

Operational Reports

ADB Operational Plan for Sustainable Food Security
 Operational Plan for Improving Health Access and Outcomes under Strategy
 2020

Reports/Reports Series

2009 Sustainability Report
 ADB Cooperation with Civil Society—2008 Annual Report
 ADB: Reflections and Beyond
 A Review of Community-Based Urban Development Programs in India
 Avian Influenza Project Progress Report
 Building Climate Resilience in the Agriculture Sector
 Climate Change in Asia and the Pacific: Implications for Food, Fuel, and People
 Community-Based Development in Water and Sanitation Projects
 Country Gender Assessment—Pakistan
 Country Gender Assessment—Sri Lanka
 Environment Program: Progress and Prospects
 Improving Energy Security and Reducing Carbon Intensity in Asia and the
 Pacific
 Intersections: Gender, HIV, and Infrastructure Operations
 International Conference on Community-Driven Development and Rural
 Poverty Alleviation: Summary of Proceedings
 Institutionalizing Gender Equality: The Experience of the Bangladesh Resident
 Mission
 Learning for Change in ADB
 Legal Empowerment for Women and Disadvantaged Groups
 Natural Catastrophe Risk Insurance Mechanisms for Asia and the Pacific
 Nature + Nurture: A vignette and a photo essay of the PEP subproject in
 PNG, Innovative Actions for Community-Based Water Management and
 Education
 Poverty and Human Development in Sri Lanka, with References to Conflict-
 Affected Areas
 Support to corporate-level MDG monitoring (under Development Effectiveness
 Review)
 Technical Note on Social Analysis in the Multitranches Financing Facility
 The Impact of Community-Driven Development on Infrastructure Project
 Corruption, Cost, and Quality

Strategy, Policy, and Administrative Documents

2009 Energy Policy
 Safeguard Policy Statement (2009)

Training and Instructive Materials

Civil Society Concerns—Briefing Paper for the 42nd Annual Meeting
 Financial Due Diligence—A Methodology Note
 Good Practice in Cost Sharing and Financing in Higher Education
 Good Practice in ICT for Education
 Good Practice in the Development of Technical-Vocational Skills
 Interacting with Workers' Organizations: A Primer for ADB Staff
 Knowledge Solutions
 Asking Effective Questions
 Assessing Effectiveness of Assistance in Capacity Development
 Building a Learning Organization
 Building Institutional Capacity for Development
 Building Networks of Practice
 Building Trust in the Workplace
 Coaching and Mentoring
 Collaborating with Wikis
 Conducting Effective Meetings
 Conducting Effective Presentations
 Dimensions of the Learning Organization
 Disseminating Knowledge Products
 Distributing Leadership
 Drawing Learning Charters
 Drawing Mind Maps
 Enhancing Knowledge Management Strategies
 Exercising Servant Leadership

Fast and Effective Change Management
 Five Whys Technique, The
 From Strategy to Practice
 Glossary of Knowledge Management
 Growing Managers, Not Bosses
 Harnessing Creativity and Innovation in the Workplace
 Improving Sector and Thematic Reporting
 Leading in the Workplace
 Learning and Development for Management
 Learning from Evaluation
 Learning in Strategic Alliances
 Learning Lessons with Knowledge Audits
 Managing by Walking Around
 Managing Virtual Teams
 Monthly Progress Notes
 Most Significant Change Technique, The
 Overcoming Roadblocks to Learning
 Primer on Organizational Culture, A
 Primer on Organizational Learning, A
 Roots of an Emerging Discipline, The
 SCAMPER Technique, The
 Social Network Analysis
 Staff Profile Pages
 Understanding and Developing Emotional Intelligence
 Understanding Complexity
 Value Cycles for Development Outcomes
 Wearing Six Thinking Hats
 Working in Teams
 Writing Weblogs

Knowledge Solutions Compendium (Issues 1–38)
 Overview of NGOs/Civil Society—Afghanistan
 Overview of NGOs/Civil Society—India
 Overview of NGOs/Civil Society—Pakistan
 Sector Governance Guidance Note: Electricity Sector Risk Assessment
 Sector Governance Guidance Note: Urban Water Supply Sector Risk Assessment
 Sourcebook to Assist the Preparation of Governance Risk Assessments
 Strategies for Business, Government, and Civil Society to Fight Corruption in Asia and the Pacific
 Strengthening the Impact of Asia’s NGO Community: Maternal, Newborn, and Child Health (MNCH) Interventions—Immunization, Asia NGO Workshop Proceedings

Working Paper Series
 Walker, George, Tun Lin, Yoshiaki Kobayashi. Is Flood Insurance Feasible? Experiences from the People’s Republic of China. ADB Sustainable Development Working Paper Series No. 5. April.
 Wan, Guanghua and Ruth Francisco. How is the Global Recession Impacting on Poverty and Social Spending: An Ex Ante Assessment Methodology with Applications to Developing Asia, ADB Sustainable Development Working Paper Series No. 8. August.
 Wan, Guanghua and Ruth Francisco. Why is Access to Basic Services Not Inclusive? A Synthesis with a Special Focus on Developing Asia. ADB Sustainable Development Working Paper Series No. 6. April.
 Wang, Zifa, Tun Lin, and George Walker. Earthquake Risk and Earthquake Catastrophe Insurance for the People’s Republic of China. ADB Sustainable Development Working Paper Series No. 7. June.

SOUTHEAST ASIA DEPARTMENT

Awareness-Raising and Multimedia Materials

Corridor Chronicles—Profiles of Cross Border Activities in the Greater Mekong Subregion
 Evaluating the Impact of Live Entertainment Performances: Results from the 2007 Hilltribe Concert
 Knowledge Showcase: Rebuilding Low-Heritage Villages After Disasters
 Plotting the Data and Connecting the Dots: The Role of GIS in HIV Prevention
 Radio Drama as an Educational Tool for Ethnic Minority Groups: A 4-Country Evaluation

Radio Drama for HIV/AIDS Prevention Among Ethnic Groups Across the GMS
 Southeast Asian Gender and Development (SEAGEN WAVES) Newsletter

Journal

Journal of Greater Mekong Subregion Development Studies, Volume 4

Reports

Background Note on the Justice Sector of the Philippines
 Building a Sustainable Energy Future: The Greater Mekong Subregion Migration In the Greater Mekong Subregion: A Background Paper for the Fourth Greater Mekong Subregion Development Dialogue
 Poverty in the Philippines: Causes, Constraints, and Opportunities
 Process Map on the Criminal Prosecution of Tax Evasion in the Philippines
 Protecting the World’s Oceans: From Vision to Action
 Water: Vital for Viet Nam’s Future

Strategy, Policy, and Administrative Documents

Greater Mekong Subregion: Energy Road Map for Expanded Cooperation in the Energy Sector
 Greater Mekong Subregion: Transport Strategy for Railway
 Indonesia: Private–Public Partnership on Food Fortification
 Lao People’s Democratic Republic: Country Strategy and Program Midterm Review 2007–2011
 Lao People’s Democratic Republic: Governance Risk Assessment
 Viet Nam: Country Strategy and Program 2007–2010 Midterm Review

Training and Instructive Materials

Economics and Trade in Goods: An Introduction An ADB-ITD Training Module for the Greater Mekong Subregion
 Trade and Investment in Services: An ADB-ITD Training Module for the Greater Mekong Subregion
 World Trade Organization Trade Remedies: A Tool Kit

Working Papers

Frielink, Barend and Mylene Buerano. The Contribution of ADB to the ASEAN Economic Community Blueprint. ADB Southeast Asia Working Paper Series No. 3. October.
 Roland-Holst, David and Barend Frielink. Trade and Growth Horizons for Nusa Tenggara Timur and Timor-Leste. ADB Southeast Asia Working Paper Series No. 4. November.
 Trace, Keith, Barend Frielink, and Denis Hew. Air Connectivity in Archipelagic Southeast Asia: An Overview. ADB Southeast Asia Working Paper Series No. 2. September.
 Trace, Keith, Barend Frielink, and Denis Hew. Maritime Connectivity in Archipelagic Southeast Asia: An Overview. ADB Southeast Asia Working Paper Series No. 1. August.

APPENDIX 15
Evaluation Results for Sovereign Operations

Table A15.1
Evaluation Results^a for Sovereign Operations by Country, Cumulative from Evaluation Year 1973–2009

Country	Total Rated Projects and Programs (no.)	Proportion (%)		
		HS/GS/S	PS	US
Afghanistan	3	100.0	0.0	0.0
Azerbaijan	1	100.0	0.0	0.0
Bangladesh	106	58.5	33.0	8.5
Bhutan	13	84.6	7.7	7.7
Cambodia	21	85.7	14.3	0.0
China, People's Republic of	82	86.6	8.5	4.9
India	43	65.1	27.9	7.0
Indonesia	188	63.3	29.8	6.9
Kazakhstan	8	62.5	37.5	0.0
Kyrgyz Republic	17	82.4	17.6	0.0
Lao People's Democratic Republic	42	69.0	26.2	4.8
Malaysia	57	64.9	29.8	5.3
Maldives	10	80.0	10.0	10.0
Mongolia	22	68.2	27.3	4.5
Myanmar	11	63.6	27.3	9.1
Nepal	75	57.3	33.3	9.3
Pacific DMCs	100	46.0	35.0	19.0
Pakistan	143	53.8	37.1	9.1
Papua New Guinea	38	34.2	57.9	7.9
Philippines	119	47.1	36.1	16.8
Sri Lanka	74	56.8	36.5	6.8
Tajikistan	9	88.9	11.1	0.0
Thailand	64	89.1	10.9	0.0
Uzbekistan	8	50.0	37.5	12.5
Viet Nam	39	82.1	15.4	2.6
Graduate Economies ^b	61	86.9	11.5	1.6
Total	1,354	63.4	28.6	8.0

DMC = developing member country, GS = generally successful, HS = highly successful, PS = partly successful, US = unsuccessful.

Note: Totals may not add up because of rounding.

a Based on aggregate results of project/program completion reports (PCRs), PCR validation reports (PCRVRs) and project/program evaluation reports (PPERs) using PCRVR or PPER ratings in all cases where both PCR and PCRVR or PPER ratings are available.

b Hong Kong, China; Republic of Korea; and Singapore.

Table A15.2
Evaluation Results^a for Sovereign Operations by Sector, Cumulative from Evaluation Year 1973–2009

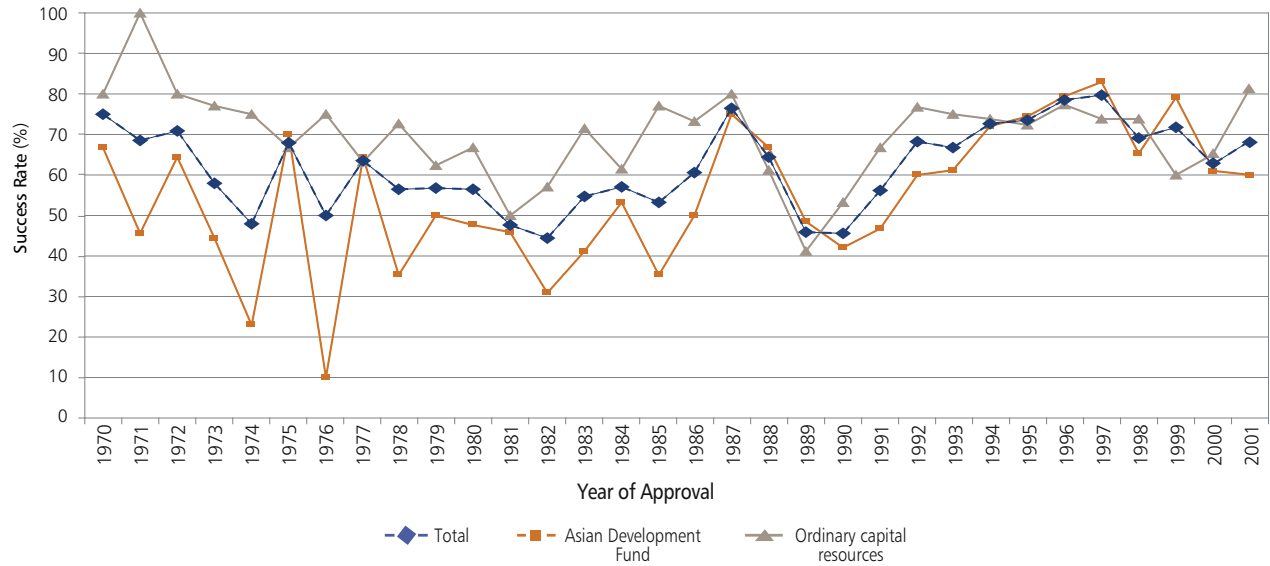
Sector	Total Rated Projects and Programs (no.)	Proportion (%)		
		HS/GS/S	PS	US
Agriculture and Natural Resources	347	44.7	40.9	14.4
Education	101	73.3	24.8	2.0
Energy	194	79.9	18.0	2.1
Finance	144	52.1	37.5	10.4
Health and Social Protection	44	52.3	43.2	4.5
Industry and Trade	61	60.7	27.9	11.5
Multisector	61	75.4	18.0	6.6
Public Sector Management	35	51.4	42.9	5.7
Transport and ICT	231	82.7	11.7	5.6
Water and Other Municipal Infrastructure and Services	136	62.5	30.9	6.6
Total	1,354	63.4	28.6	8.0

GS = generally successful, HS = highly successful, PS = partly successful, US = unsuccessful; ICT = information and communication technology.

Note: Totals may not add up because of rounding.

a Based on aggregate results of project/program completion reports (PCRs), PCR validation reports (PCRVRs) and project/program evaluation reports (PPERs) using PCRVR or PPER ratings in all cases where both PCR and PCRVR or PPER ratings are available.

Table A15.3
Percentage of Sovereign Operations (Projects/Programs) Deemed Successful by Source of Funds



Notes:

Based on completed projects/programs evaluated from 1973 to 2009.

Project/program implementation: 4–7 years.

Completion report: 1–2 years after completion.

Project/program evaluation: 3 years or more after completion.

Data from 2002 are not included due to small sample size (less than 30).

Figures for approval years 2000 to 2001 may change as additional projects/programs are completed and evaluated.

ADB CONTACT ADDRESSES

(as of 31 December 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 546371 to 73
Fax +374 10 546374
www.adb.org/armenia
ADB local 5549

Azerbaijan Resident Mission

6 Bakikhanov street, Bridge Plaza
8th floor, AZ1022
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 2 815 6018 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 215805 to 806
Fax +855 23 215807
adbcar@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
adbinrm@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

Astana Office
12 Samal Microdistrict
Astana Tower Business Center, 10th floor
010000 Astana, Kazakhstan
Tel +7 7172 325053/325054/221619
Fax +7 7172 328343
adbkarm@adb.org
www.adb.org/karm
ADB local 5506

Almaty Office

154 A, Nauryzbai batyr str.
KABLAN Business Center, 3rd floor
050013 Almaty, Kazakhstan
Tel +7 727 3300 950 to 952
Fax +7 727 3300 954
adbkarm@adb.org
www.adb.org/karm
ADB local 5342

Kyrgyz Resident Mission

52 54 Orozbekov Street, 720040
Bishkek, Kyrgyz Republic
Tel +996 312 624195/624192
+996 312 900445/900447
Fax +996 312 624196
adbkyrm@adb.org
www.adb.org/kyrm
ADB local 5542

Lao People's Democratic Republic Resident Mission

Corner of Lanexang Avenue and
Samsenthai Road
Vientiane, Lao PDR
P.O. Box 9724
Tel +856 21 250444
Fax +856 21 250333
adblrm@adb.org
www.adb.org/LaoPDR
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 311795
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 1 422 7779
Fax +977 1 422 5063
adbmr@adb.org
www.adb.org/nrm
ADB local 5515

Pacific Liaison and Coordination Office

Level 18, 1 Margaret Street
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

Level 8, North Wing, Serena Office Complex
Khayaban-e-Suhrawardy, G-5,
Islamabad, Pakistan
Tel +92 51 260 0351 to 69
Fax +92 51 260 0365 to 66
prm@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

South Pacific Subregional Office

Asian Development Bank
Private Mail Bag or
91 Gordon Street, Suva, Fiji Islands
Tel +679 331 8101
Fax +679 331 8074
adbpspo@adb.org
www.adb.org/spso
ADB local 5522

Sri Lanka Resident Mission

49/14 15 Galle Road
Colombo 3, Sri Lanka
Tel +94 11 238 7055
Fax +94 11 238 6527
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 5300
Fax +662 263 5301
adbtrm@adb.org
www.adb.org/trm
ADB local 5526

Special Office in Timor-Leste

ADB/World Bank/IFC Building
Avenida dos Direitos Humanos, Lecidere
Dili, Timor-Leste
Tel +670 332 4801
Fax +670 332 4132
lpochard@adb.org
www.adb.org
ADB local 5220

Uzbekistan Resident Mission

1 A. Khodjaev Street
Tashkent 100027, Uzbekistan
Tel +998 71 140 1920/25
Fax +998 71 140 1976
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 am Main, Germany
Tel +49 69 2193 6400
Fax +49 69 2193 6444
adbero@adb.org
www.adb.org/ero
ADB local 5517

Japanese Representative Office

Asian Development Bank
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
ADB local 5503

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.

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 or 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.

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
CoP	–	community of practice
CTL	–	Controller's Department
GMS	–	Greater Mekong Subregion
ICT	–	information and communication technology
IED	–	Independent Evaluation Department
OAI	–	Office of Anticorruption and Integrity
OAS	–	Office of Administrative Services
OCR	–	ordinary capital resources
OIST	–	Office of Information Systems and Technology
PSOD	–	Private Sector Operations Department