SUMMARY OF PROCEEDINGS

48TH ANNUAL MEETING OF THE BOARD OF GOVERNORS

ASIAN DEVELOPMENT BANK
Introductory Note

The Forty-Eighth Annual Meeting of the Board of Governors of the Asian Development Bank (ADB) was held in Baku, Azerbaijan from 2 to 5 May 2015.

This Summary of Proceedings of the Meeting is presented in accordance with the provisions of Section 9 of the Rules of Procedure of the Board of Governors.

The views expressed by ADB members at the Annual Meeting of the Board of Governors are those of the speakers and do not necessarily reflect the views and policies of ADB.

WooChong Um
The Secretary
Asian Development Bank
July 2015
Summary of Proceedings of the Forty-Eighth Annual Meeting of the Board of Governors

The Forty-Eighth Annual Meeting of the Board of Governors was held in Baku, Azerbaijan from 4 to 5 May 2015.*

His Excellency Ilham Aliyev, President of the Republic of Azerbaijan, addressed the opening session on 4 May 2015, followed by the President of the Asian Development Bank, Mr. Takehiko Nakao.

The Governor for Azerbaijan, the Honorable Samir Sharifov, chaired the Meeting. The Alternate Governor for Ireland, Mr. Paul Ryan, and the Temporary Alternate Governor for the Lao People’s Democratic Republic, Ms. Thipphakone Chanthavongsa, served as Vice-Chairs.

* Seminars and other activities were held throughout the day from 2 to 5 May 2015.
SCHEDULE OF MEETING

Monday, 4 May 2015
- 11:00 a.m. - Opening
  - Address by the Guest of Honor
  - Address by the President of ADB
  - Cultural Event
- 12:15 p.m. - Adjournment
- 2:30 p.m. - Report of the Procedures Committee
  - Statements by Governors
- 5:30 p.m. - Adjournment

Tuesday, 5 May 2015
- 11:00 a.m. - Statements by Governors
  - Report of the Procedures Committee (continuation)
  - Remarks by the Chair-Elect
  - Concluding Remarks
- 11:45 a.m. - Closing

* Seminars and other activities were held throughout the day from 2 to 5 May 2015.
Opening Session
Introduction

Excellency, President Ilham Aliyev, distinguished guests, ladies, and gentlemen:
Good morning to you all.

I am delighted to welcome you to this 48th Annual Meeting of the Asian Development Bank (ADB).

First of all, I offer my deepest condolences to the people of Nepal and other affected countries for the tragic loss of lives and property caused by the recent earthquake. I was encouraged by the strong support expressed by the international community at the Partnership Forum for Nepal hosted by ADB yesterday. We stand ready to help in this challenging time.

Ladies and gentlemen,

ADB and Azerbaijan have been partners in development for 15 years. In these 15 years, Azerbaijan’s real per capita income has grown by four times, and poverty has declined dramatically. This is a clear testament to the country’s commitment to sustainable development.

On behalf of all of us here today, I would like to convey our deepest appreciation to the Government and people of Azerbaijan for inviting us to this beautiful city of Baku.

The Year in Review

Let me start with reporting to you the progress ADB has made over the past year. ADB’s operations continued to perform well. In 2014, ADB approved nearly $14 billion in loans, grants, and equity investments. With cofinancing of over $9 billion, our total financial assistance reached a record high of $23 billion.

Unless loans and grants are disbursed, they will have no impact on development. In 2014, disbursements from our own resources exceeded the $10 billion mark. This is 17% higher than in 2013 and a record disbursement in recent years. This disbursement level reflects our vigorous efforts to improve project implementation.

I firmly believe that, in order to serve our client countries better, ADB must have a strong financing capacity. This is particularly important in the face of the region’s vast infrastructure financing needs.

I am therefore very pleased to confirm that our 67 Governors have unanimously approved the proposal to combine the Asian Development Fund (ADF) lending operations with the ordinary capital resources (OCR) balance sheet. ADB started deliberations on the proposal in the
summer of 2013, shortly after I took office. Thanks to your constructive feedback, understanding, and support, this groundbreaking idea became a reality in a very short period. Once again, I would like to express my deepest appreciation for your endorsement. With this, ADB’s financing capacity will dramatically increase by up to 50% starting January 2017.

Economic Outlook for Asia and Pacific

Let me turn briefly to our assessment of the Asian economy.

Growth in Asia and the Pacific remains strong. Robust domestic demand and prudent macroeconomic policies will continue to underpin the region’s economic growth momentum. Countries are implementing politically difficult but much needed structural reforms in areas such as liberalization of trade, investment, and labor markets. We expect the region to maintain a growth rate of 6.3% this year.

The revival of the US economy and strengthening recovery of the Eurozone and Japan will reinforce Asian growth. Lower oil prices also support growth and have provided an opportunity to cut fuel subsidies in several countries. Commodity exporting countries should enhance their efforts to diversify their economies and strengthen resilience to price volatility.

Persistent Poverty in the Region and Global Development Initiatives

Ladies and Gentlemen:

The region has a remarkable record of fighting poverty. But as recently as 2011, 544 million people were still living under the traditional poverty threshold of $1.25 a day. Last year, ADB developed a new poverty measure taking into account the consumption basket specific to Asia’s poor, food costs that rise faster than the general price levels, and vulnerability to economic shocks and natural disasters. If we apply this new poverty measure, the number of absolute poor rises to 1.4 billion, or about 40% of the region’s total population.

Such high poverty is unacceptable. Poverty must be defeated decisively, and soon. This is a momentous year for global development initiatives. We expect the post-2015 development agenda, namely the Sustainable Development Goals, to be finalized in September. Another important event this year is the 21st Conference of the Parties for Climate Change in Paris this December, where a new climate deal will most likely be struck.

The success of these global initiatives on poverty and climate change will depend largely on actions by Asia and the Pacific — after all, the region has 54% of the world’s population and around 35% of world GDP, and will account for more than 60% of global growth this year.

ADB’s role in the region is important. Today, I would like to highlight three areas in which we will scale up our support to eliminate poverty and achieve sustainable development in Asia.
Sustainable Infrastructure

First, I would like to address sustainable infrastructure for inclusive growth and poverty reduction. Actually, infrastructure such as transport, energy, and water accounts for about 80% of ADB’s operations. We will maintain our focus on infrastructure and further scale-up our operations in this area.

Infrastructure is not only the basis for economic and industrial development. It is also indispensable for human development, raising standards of living, and reducing poverty.

Cross-border infrastructure is also critical to expand trade, create jobs, and increase incomes regionally. ADB has long promoted regional cooperation and integration. We support enhanced connectivity through roads, railways, and power lines in Central Asia, South Asia, and other parts of the region. Communication networks in Pacific island countries are also an ADB priority.

The public sector alone cannot bridge the region’s huge infrastructure financing gaps. Much larger investments from the private sector are needed. We must use public–private partnerships (PPPs) more effectively. To promote large-scale PPP projects in the region, we have established a new PPP office in ADB. During this annual meeting, ADB has signed a Memorandum of Understanding with eight international commercial banks to provide joint advice to client countries on developing PPP projects. We have also created an Asia Pacific Project Preparation Facility, assisted by several donor countries.

To realize lasting benefits from infrastructure, we need to ensure its operational sustainability. For example, ADB is helping Myanmar’s government strengthen its capacity to manage road infrastructure and establish a road condition database to identify maintenance priorities.

In building infrastructure, safeguard policies to protect people and the environment are essential to make such projects sustainable and inclusive. I want to emphasize that these standards should not be interpreted as an undue burden imposed on borrowers. We must learn lessons from past experiences around the world where projects sometimes have had unintended negative impacts on people and the environment. We should also support developing countries to improve their own safeguard systems. ADB will continue to apply the highest standards to serve the increasing demands of societies in developing countries.

Ensuring Quality Education and Healthy Lives

Second, ADB will double its assistance in education and health, in line with last year’s Midterm Review of Strategy 2020.

Education and health empower people. And, educated, skilled, and healthy populations provide the backbone for a country’s growth. The famous Azerbaijani poet Huseyn Javid said, “It is enough to look at schools to know the progress and regression of a nation.”

Many countries in Asia have achieved near-universal primary school enrollment rates. But most countries still face challenges with school completion ratios, and the quality of secondary and tertiary education. ADB is expanding support for quality education with an emphasis on higher education and vocational training.
In Bangladesh, I had the opportunity to visit an ADB-assisted model Islamic school that provides secondary level education to girls and boys together. I was impressed by how well the school integrates science and technology education with religious subjects.

On my recent visits to Cambodia and the Lao People’s Democratic Republic, I was encouraged by the enthusiasm of students, including many female students, learning to repair motorbikes and grow organic vegetables in ADB-funded vocational schools. One mother in Vientiane told me with tears in her eyes that, without ADB’s support, her son could never expect to pursue his dream of becoming an engineer.

In the health sector, our focus is on improving the delivery of health services and strengthening the efficiency of health systems, including the promotion of universal health coverage. For example, in Mongolia, we have helped the majority of the population access health care services through setting up a health insurance scheme, building family clinics, and training health workers.

Fighting communicable diseases based on regional cooperation is another priority. In the Greater Mekong Subregion, we are supporting the prevention and control of Malaria and HIV-AIDS, thanks to donor-supported trust funds.

**Urgent Action on Climate Change**

And third, it is important to combat climate change to make Asia’s development more sustainable. In 2014, we committed about $2.4 billion for mitigation, and over $700 million for adaptation. Using our expanded financial capacity, we will strengthen our support for energy efficiency and renewable energy, sustainable transport, climate change resilience, and disaster risk management.

We are leveraging our resources by attracting private resources in solar, wind, and other renewable energy projects. Last year, ADB successfully launched a $400 million joint venture to make private equity investments in climate-friendly companies. We will further expand our own private sector operations, mobilize higher cofinancing for such transactions, and develop new investment funds.

We are also working closely with multilateral funds such as the Climate Investment Funds. I am proud that ADB is the first among Multilateral Development Banks to be accredited by the Green Climate Fund. We have already started identifying innovative projects to be cofinanced with this new organization.

Much of the climate change mitigation and adaptation action will have to take place in cities. This is especially important in Asia, where rapid urbanization is taking place, particularly in middle-income countries. By 2050, over three billion people or about 65% of Asia’s population will live in cities. This poses a challenge, but also provides opportunities for building cleaner, greener and more resilient cities.

In the People’s Republic of China, Georgia, India and many other countries, ADB is supporting mass public transportation, energy efficient buildings, and waste management in cities. Here in Baku, we are helping to introduce a clean urban bus network system. To make cities more resilient, we undertake rigorous risk assessments for our projects. Relatively small upfront investments based on such assessments can save lives and avoid large-scale rehabilitation costs later.
We will also develop disaster risk financing instruments such as disaster insurance for small island countries and mega cities.

**Stronger, Better, and Faster ADB**

While emphasizing these three areas, we will of course pursue other priorities based on the Midterm Review of Strategy 2020. We will strengthen operations in fragile and conflict-affected situations, and continue to work toward gender equality. We will also help improve the governance and capacity of our clients, deepen financial inclusion, enhance food security and agriculture productivity, and respond to the development needs of middle income countries, including increasing inequality and rapid urbanization.

Ladies and Gentlemen:

To scale up our operations, achieve sustainable development in the region, and be an important contributor to the new global development initiatives, I want ADB to be stronger, better, and faster.

This starts with our stronger lending capacity. The merger of ADF and OCR will increase ADB’s annual operations to as much as $20 billion, or 50% over the current level. Our assistance to poor countries will increase by up to 70%. There will be much more room to expand our private sector operations. Including cofinancing, our annual operations will be as high as $40 billion. The stronger lending capacity offers an opportunity, but we must use it well. We are already actively working with our client countries to identify new projects and programs for our finance. We will also continue to maximize cofinancing opportunities. We will cooperate and cofinance with the Asian Infrastructure Investment Bank (AIIB).

Given the region’s large financing needs, the expanded lending capacity from the merger may not be sufficient over time, and we may have to ask for your support for a capital increase in the future.

To be stronger, together with our financing, we will also best utilize our expertise, diverse and devoted staff, 28 field offices, time-tested best practices, and long-standing relations with client countries and other development partners.

We must also be better. We should provide better knowledge services and innovative solutions to our client countries. For this purpose, we are strengthening our seven sector groups, such as energy and transport, and seven thematic groups, such as governance and gender, which work across operations departments. While maintaining country focus in our institutional structure, we have adopted a “one ADB” approach to generate, share, and use first-class expertise across the entire bank.

We need to be faster. We will do so without compromising project quality and standards for safeguards and procurement. As I reported last year, we are already streamlining business procedures and delegating more authority to field offices. As a result of these reforms, we have so far cut by half the internal processing time for procurement contracts. But much more remains to be done.

**Conclusion**
ADB is implementing a clear strategy to realize our vision of Asia and the Pacific free of poverty. We will continue to promote sustainable development and scale-up our support for infrastructure, education and health, climate change, and other areas.

This is how we will achieve this:

First, we will have stronger financial capacity, and we will use it well.

Second, we will provide better knowledge services and innovative solutions.

Third, we will be faster in responding to our clients.

I will continue to consult you closely on our transformation to meet the changing needs of Asia and the Pacific. Together with you, we will develop a concrete plan to scale-up our operations and start thinking about a new strategy beyond 2020.

I count on your continued strong support.

Thank you. Çox sağ olun.
Opening address by Azerbaijan President Ilham Aliyev at the official opening ceremony of the 48th Annual Meeting of the Board of Governors of the Asian Development Bank

4 May 2015

Dear President Nakao,

Ladies and gentlemen, dear guests,

First of all welcome to Azerbaijan. It is a big honor and privilege for us to host the annual meeting of the Board of Governors of the Asian development Bank. The meeting is taking place in the newly-built Baku Congress Center inauguration of which took place less than a week ago. This is the biggest venue in Baku. The construction of the center started a year ago. The speed of the construction is equal to speed of development of Azerbaijan. And I am sure that with the support of the Asian Development Bank our country will achieve even bigger results.

Azerbaijan joined ADB in 1999. Since that time we have enjoyed a very fruitful cooperation and we are very grateful to ADB for continuous support of our efforts to modernize our economy, to provide better living standards for our people. And I am sure that our fruitful cooperation will continue because a lot needs to be done in Azerbaijan in the area of reforms, improvement of infrastructure and investment in the real sector of our economy.

So far more than 1.5 billion dollars have been allocated from the Asian Development Bank to Azerbaijan and, as we said, these projects have served the benefit of our people, economic development and sustainable development of Azerbaijan.

Majority of our guests visit us for the first time. And I think it is a good opportunity to know Azerbaijan better because as an independent country it exists only something more than 20 years on the world map. So Azerbaijan is famous for its ancient history, culture, traditions and, I am sure, the guests will find time to visit our historic places to know more about Azerbaijan, our traditions, our people, our past and the present of our country.

Azerbaijan’s geographical location definitely influenced the development of our nation. Situated just between East and West, between Asia and Europe, Azerbaijan has enjoyed for centuries a multicultural society. One of our biggest assets is that Azerbaijan always was an area of cooperation, area of mutual understanding. We are proud of our history, proud of our multicultural history and we are strongly committed to the development of Azerbaijan as a modern, tolerant country, where representatives of all the nationalities and religions live in peace and dignity.

A recently created international center of multiculturalism is our contribution to the development of positive tendencies in the world so that the world is safe, so that people can feel themselves more protected, so that we jointly address the issues of racial discrimination, religious hatred. We need to strengthen these tendencies.
Due to our efforts Azerbaijan is now known in the world as one of the centers of multiculturalism. Cultural diversity of our nation is one of the biggest assets for us. And today we are proud to host the guests from so many countries. I am sure that our fruitful cooperation based on mutual trust, mutual respect and mutual interest will successfully continue.

As an independent country Azerbaijan emerged as a result of the collapse of the Soviet Union. Though, in the beginning of the 20th century after the collapse of the Russian empire Azerbaijan became independent for two years. And the first democratic republic in the Muslim world was created in Azerbaijan in 1918. But independence was taken from us by invasion and we lost independence for 70 years, and only in 1991 Azerbaijan restored its independence.

Those were difficult times, the times of big expectations because we had to build a country, we had to build a strong economy. But unfortunately Azerbaijan at that time was in a very difficult situation. Internal tensions, civil war, Armenian aggression against Azerbaijan and economic difficulties were the biggest challenges for us. Economy was not only in stagnation because of the recession, inflation was more than 1000 percent, and the prospects for economic and political development were not very clear.

Reforms, political and economic reforms started in mid 1990s allowed us to overcome difficulties and develop Azerbaijan, and it is today a modern, democratic country with very good prospects for the future.

We started to implement political and economic reforms but at the same time we had to address two important issues. First, state-building, because we didn’t have a state before, and second, transformation of political and economic system. Political system was a system which existed in the Soviet Union and economy was based on the principles of planned economy.

Macro-economy did not exist. So we had these challenges – state-building process, transformation of political system, transformation of our economy. I think that in a very short period of time, in less than 20 years, starting from mid-90s until today we made substantial progress.

Azerbaijan is strongly committed to its democratic development. All the freedoms are fully provided in Azerbaijan – freedom of political activity, freedom of media, freedom of assembly, religious freedom, we have free Internet. The number of Internet users is growing day by day, and now it is more than 70 percent. Our government is actively investing in the modern technologies, ICT. We are now bringing broadband Internet to every village of Azerbaijan.

This shows our intentions. We clearly realize that without a political transformation, without modern system of governance we will not be able to achieve success. Therefore, political, economic reforms are implemented in parallel. We started the policy of attracting foreign investments because we didn’t have financial resources and that was how Azerbaijan became known again in the end of the 20th century as a country famous for oil and gas.

I’d like to say that the first oil in the world was produced in Azerbaijan in the well which is situated in Baku in the second part of the 19th century. The first oil from offshore fields was also produced in the Caspian Sea – in the Azerbaijani sector of the Caspian Sea in the middle of the 20th century. Therefore, attracting investments of major international energy companies to our oil industry was a way for us to develop. But we say that for us this is the means to develop, it should not be our ultimate target. We need to use our reserves in order to transform the country, to modernize, create better conditions for our people.
We had to implement these reforms in a situation when we were attacked by neighboring Armenia, which launched aggression against Azerbaijan. As a result of that aggression now almost 20 percent of territory of Azerbaijan is under occupation. One million refugees and IDPs still suffer from Armenian aggression and our people were a subject of ethnic cleansing. Armenian army and separatist forces committed ethnic cleansing and genocide in Azerbaijan. Unfortunately, despite that negotiations are taking place for more than 20 years, we don’t have results. This is a brutal violation of international law. This is absolutely unacceptable in the 21st century that one country occupies an integral part and real part of another country and does not pay the price for that.

This also brings us to the understanding that sometimes international law is not working. In our case the United Nations Security Council, the highest international law body of the world, adopted four resolutions demanding immediate and unconditional withdrawal of Armenian forces from the territory of Azerbaijan. These resolutions have not been implemented for more than 20 years.

This is the biggest injustice and biggest violation of international law. This once again shows that international law sometimes works selectively depending on political preferences of countries which have influence on world affairs. We had this humanitarian catastrophe, which we also had to address. Azerbaijan had one of the highest number of refugees per capita in the world. One million out of 9.6 million population.

So we had to take care of these people, we had to develop economy and attract investments. But we needed stability, we needed peace.

Therefore, we now have a ceasefire with Armenia and we are trying to resolve the issue on the basis of international law and territorial integrity of Azerbaijan. Territorial integrity is the fundamental principle of international law. It cannot be changed by force, it cannot be changed without an agreement of the government and the people of the country.

Therefore, all the conflicts in the world must be based and resolved on the same basis – international law, territorial integrity – without any exception. We had to develop in this situation and we realized that only if we are strong, we can achieve our goals.

Economic development, political development, investments – all this allowed us to achieve what we planned. And if we look at the foreign policy of Azerbaijan, it is very active. It is aimed at winning more friends, it is very open. Azerbaijan is an active member of the international community, member of different international organizations. For instance, Azerbaijan is a member of the Council of Europe, at the same time, the Islamic Cooperation Organization. We also relevantly recently joined Non-Alignment Movement.

We have a very positive reputation in the world. Several years ago Azerbaijan was elected as a non-permanent member of the United Nations Security Council with the support of 155 countries. Absolute majority of the international community supported Azerbaijan, trusted Azerbaijan and voted for us. That was our biggest diplomatic and political achievement.

We are proud of that. At the Security Council, as we declared, we defended justice and international law. We clearly realized that our destiny and our future is in our hands. Therefore, our target was to create a self-sufficient, sustainable economy. We were looking for the means to achieve that. Of course, energy factor was the most obvious. It attracted the most attention of our investments.
Therefore, in 1994, Azerbaijan started its energy strategy, which now resulted in a very active and broad cooperation between our government, foreign companies and our neighbors. We had huge oil and gas reserves, but we needed investments and we needed means to transport these reserves to the broad market. We are not connected with the world oceans, we are landlocked, and therefore we had to build pipelines. Now due to our energy strategy and our commitment we have connected for the first time in the world the Caspian Sea with the Black Sea and with Mediterranean Sea with crude oil pipelines. This was the first step in changing the energy map of the region.

Attractive investments in oil and gas allowed our local companies to get contacts and to get experience. They allowed us to train young generation and prepare the new generation of Azerbaijaniis, which already have experience in working in major international energy companies. When we discovered huge gas reserves in the end of 1990s that was also a challenge for us and a big opportunity. Today we know that energy security is primarily based on the natural gas reserves. From this point of view the role which Azerbaijan plays in the region is very important. Azerbaijan was the leading country in this process to initiate the construction of the Southern Gas Corridor which now connects almost 10 countries in the region and in Europe. And the construction already started.

This is the biggest infrastructure project which is now being implemented in Europe. Total investment for the construction of the Southern Gas Corridor and development of our gas fields is planned at the level of 45 billion dollars. Azerbaijan is the leading force in this process. Today gas of Azerbaijan is needed for consumers in different parts of the world. So energy policy, of course, increases the geo-political importance of our country, increases our opportunities. We started to get benefits from oil resources. When we complete the Southern Gas Corridor project in 3-4 years, Azerbaijan for many decades ahead, maybe for hundred years, will be one of the important suppliers of gas to our consumers in Europe, and, of course, geopolitical importance of Azerbaijan will grow, our influence will grow. And as many other countries we also want to have more opportunities in regional affairs.

But all our policies aim at regional cooperation. And we always tried to create a win-win situation. For instance, in energy policy between producers, transitors and consumers. Only in this case these projects can be successful. Also we never use our energy resources as a means of pressure or means of achievement of some unjustified advantages. On the contrary, we are always supporting our partners, our consumers, our transitors so that we create a family of countries united in one goal – to implement a project which will serve to benefit of all of us.

Now energy policy of Azerbaijan plays more and more important role in our region. The projects which we are now implementing are completely changing the energy map of Europe. Diversification of resources and sources is now largely dependent on how successful Azerbaijan is in implementation of the projects. But we were always saying that for us, for our economy the most important is sustainable development. We are always trying to reduce dependence on oil and gas. And the policy of diversification, which we have implemented for many years, already creates big opportunities for further development.

If we look at the structure of our GDP we see that almost 70 percent of GDP is non-oil GDP. But when we look at our export, we see that absolute majority of our export is related to oil and gas, which is natural because it is large volumes and the volumes will grow because with the huge, new volumes of natural gas, which we will start to export in several years, the ratio of energy resources and our export will grow.
Therefore, we are trying to invest and attract investments and create good opportunities for local and foreign investors in non-energy sector. We are very proud that non-energy sector of our economy is growing faster than economy itself. In the first three months of this year non-oil sector grew 7 percent, while GDP growth was 5.3 percent.

Of course, as an oil producing and gas producing country, the radical change of oil prices is a matter of concern. But I have to say that it is also a big challenge for us to be more efficient, to do more for budget consolidation, reduce spending which is not so important, and to concentrate on good governance and management.

Therefore transformation of black gold, as we call oil, into human capital was a state policy of Azerbaijan. Today the economy is much more diversified than ever before and our target is to create sustainable economy where oil factor will not play an important role. It will play a role only in accumulation of more financial reserves, which for us is a matter of economic and legal security and it is a kind of guarantee from unexpected developments on the financial market.

But the main concern and main attention is aimed at non-energy sector of Azerbaijan. I know that during the meetings and seminars which took place these days our representatives already informed the audience about the economic achievements of Azerbaijan. I would like to provide just several figures to remind what has been done in the last 10 years, which were the years of rapid economic development of our country. GDP grew three times, we have a very low foreign debt, it is around 10 percent of our GDP. We enjoyed billions and billions of investments – during the years of independence it is 200 billion dollars. Last year it was 27 billion dollars and we see that it is growing and for us it is also very important that about 70 percent of our investments are local investments. Azerbaijan is still a very attractive country for foreign investors. We managed to create more than a million jobs in a country of something more than 9 million. Therefore, unemployment rate is very low, it is around 5 percent. The biggest achievement, I think, is reduction of poverty which was 50 percent 15 years ago and now is 5 percent. That shows that we managed to avoid so-called Dutch syndrome, one-sided development of economy. We managed to transform black gold into human capital because, as we know, oil sector does not generate a lot of jobs and not in every case its leads to prosperity. In some cases it leads to alienation, fragmentation of society. The rich become richer and the poor become poorer. And it leads to social problems, leads to injustice. Therefore, our main target was that every citizen of the country benefits from this development. And every citizen can see it - in construction, in new schools, hospitals, in living standard, in infrastructure, in development, in jobs.

Therefore, reduction of poverty was one of the main targets for us and also regions of Azerbaijan. We wanted our regions to develop. Therefore, we adopted three regional development programs which created opportunities not only for citizens of Baku, but for most of those who live in the regions. Investment infrastructure is important. We used to import electricity and now we export it. We used to import natural gas and now we export it. With the help of ADB and other financial institutions and our state funds we invested largely in the social infrastructure. More than 500 hospitals and medical centers, more than 3,000 schools were built in the last 10 years, which totally changed the social infrastructure.

We now have to address issues related to ecological protection. Baku always was an industrial city and due to oil Baku actually became the center of Azerbaijan. Before the oil discovery it was one of the destinations on our map. We produced more than half of the world’s oil production in the beginning of the 20th century.
During the Second World War Azerbaijan produced more than 70 percent of the oil produced in the Soviet Union, which played a decisive role in the victory over fascism. But when we became independent what we had? We had inflation and stagnation, we had devastation of oil industry and ecological catastrophe. When the people who haven’t been to Baku for 10 or 15 years come they cannot recognize it because it was dark, in dust and everywhere there were industrial sites which were out of date. But today Baku is a city of vacation, a city of events. We invested largely in public places, invested in the ecological issues. We had to spend a lot to clean those oil spills and to re-cultivate our soil here around Baku and Absheron peninsula. But this is possible only when you are independent, only when you are free, only when you are the owner of your own resources. If Azerbaijan gained independence not in 1991 but in 1971, for example, today we probably would have been one of the richest countries in the world. This is the reality. But in a short period of time, we are trying to catch-up, we are trying to compensate what we lost when we were not free and not independent.

And we clearly understand that without economic independence our political independence will not be full-scale. Therefore, energy security, economic independence and relying on our own resources was the driving force of our development. Of course we are trying to take advantage of other instruments, which we have, particularly our location. Azerbaijan is becoming a transportation hub. We have good location and good infrastructure, we invest largely in transportation infrastructure. Now we are building the biggest sea port in the Caspian with 25 million tons capacity. We have built 7 airports, 5 of them international. The construction of the railway connecting Azerbaijan, Georgia and Turkey very soon will be completed and thus we will connect Europe and Asia by the new Iron Silk Way. This road will cross Azerbaijan. This will be the shortest, the most convenient road for transportation. This will be a route for transportation of goods from Europe to Asia and in the opposite direction that will increase our geopolitical importance and attract additional investments and create a better situation.

What we are planning to do? What are our plans? It is modernization, increasing the quality of public services. We introduced our know-how, which is called ASAN. It is a one stop shop under one roof, which provides over the 30 public services to population within minutes. We will continue the policy of diversification. Information-communication technologies, space industry is developing now in Azerbaijan very successfully. There is great potential in agriculture. We think that agriculture and the export of more energy products will be the driving force for our economy. We need to look for new markets and to get our place there because very soon we will to hundred percent provide ourselves with main agricultural products, and most importantly will be access to international markets. Taking into account that more than 40 percent of our people live in rural areas this also has a social impact.

We will closely watch macroeconomic situation in Azerbaijan. We devaluated our national currency a couple of months ago because we gave it a lot of weight. When we introduced the monetary reform one manat, our national currency, was equal to one dollar but in ten years manat gained weight in front of dollar which was not very natural. In all the neighboring countries national currency was already devaluated so we had to devaluate our national currency to the level of 33-34 percent. But taking into account that most of the daily consumption goods are produced here, it did not impact on the consumer prices. Macroeconomic stability, lower rate of inflation will be under control to allow our exporters act freely.

We will continue to accumulate financial resources. Today our financial resources are approximately about 70 percent of our GDP. We will continue to accumulate and, at the same time, spend on the most important areas of infrastructure. We will continue to stimulate private sector and attract investment in the real sector of economy with mechanisms of low interest
loans for the private sector. Diversification of our economy as a main priority for us, of course, will be in the center. We will try to keep the foreign debt as low as possible. Today the level 9-11 percent is considered to be an excellent result, but we must always take that into account. If we do not pay attention to it, one day it will grow and then it will be too late to react.

And, of course, taking into account our geographical location and climatic situation – we have 9 climatic zones in Azerbaijan – tourism will be also one of the important sectors of our economy in the coming years. And the gatherings like this, of course, create real impression and real picture about our country. We are young as an independent nation, not everybody knows about us, but we are committed to continuing this path of progress, independence, political, economic independence, freedom. I am sure that with support of such a great partner as the Asian Development Bank we will achieve all our goals.

Thank you very much.
Business Sessions
PROVISIONS RELATING TO CONDUCT OF MEETING

Admission

1. Sessions of the Board of Governors of ADB will ordinarily be open to advisers of member delegations, accredited observers, guests, media, nongovernment organizations and other civil society organizations, the meeting secretariat, and ADB staff.
2. Meetings of the Procedures Committee, should they be called, shall be open to Governors who are members of the committee and their advisers, and others as may be considered necessary by the Chair of the committee.

Order of Speaking and Records

3. The Chair of the Board of Governors will establish the order of speaking at each session. Governors desiring to speak will generally be recognized in the established order of speaking.
4. There will be two business sessions. Instead of delivering an oral statement during a business session, Governors will have the option to submit a written statement only, which will be uploaded on the ADB website following the first business session. Governors will also have the option to deliver an abridged oral statement during the business session with a complete written statement posted on the website immediately after delivery. Joint statements are encouraged.
5. Governors are expected to keep their oral statements short. In cases where a longer statement is considered necessary, Governors may provide The Secretary with the full text for the record.
6. Messages or statements by observers may be brought to the attention of the meeting by circulation through the Office of The Secretary.
7. The Secretary will keep a summary of the proceedings of the Annual Meeting, which will be made available to members as soon as possible after the meeting. Governors are requested to submit their statement in English (the official language of ADB) for inclusion in the proceedings.

Procedures Committee

8. Before the meeting, the committee will consider (via correspondence) and make recommendations to the Board of Governors on the schedule and agenda for the meeting, and the provisions relating to the conduct of the meeting (and any procedural matters). A report of the Procedures Committee will be prepared. Notwithstanding this
arrangement, the Procedures Committee members will need to be available to convene during the meeting should the need arise.

Public Information

9. The Chair of the Board of Governors and the President of ADB may communicate to the media such information concerning the proceedings of the meeting as they may deem suitable.
AGENDA

1. Annual Report for 2014
3. Allocation of Net Income
4. Budget for 2015
5. Resources of ADB
6. Place and Date of Fiftieth Annual Meeting (2017)
7. Review of Rules and Regulations
Procedures Committee
REPORT OF THE PROCEDURES COMMITTEE FOR 2014/15

The Procedures Committee for 2014/15—consisting of the governors for Azerbaijan; Brunei Darussalam; the People's Republic of China; Japan; India; Ireland; the Philippines; Samoa; Spain; Taipei, China; Turkey; and the United States—considered by correspondence and on a no-objection basis the (Draft) Report of the Procedures Committee for 2014/15 on 27 April 2015.

The committee submits the following report:

1. **Provisional Schedule of Meeting**

   The committee recommends that the Provisional Schedule of Meeting (BG48-1) be approved with such changes as the chair may announce during the course of the meeting.

2. **Provisions Relating to Conduct of Meeting**

   The committee recommends that the Provisions Relating to Conduct of Meeting (BG48-2) be approved.

3. **Agenda for Meeting**

   The committee recommends adoption of the Agenda (BG48-3, Revision 1). Regarding the items on the agenda, the committee reports as follows:

   (i) **Annual Report for 2014.** The committee recommends that the Board of Governors take note of the Annual Report.

   (ii) **Financial Statements, Management's Report on Internal Control over Financial Reporting, and Independent Auditors' Reports.** The committee noted the report of the Board of Directors (BG48-4) and recommends that the draft resolution entitled "Financial Statements, Management's Report on Internal Control over Financial Reporting, and Independent Auditors' Reports" be adopted by the Board of Governors.
(iii) **Allocation of Net Income.** The committee noted the report of the Board of Directors (BG48-5) and recommends that the draft resolution entitled “Allocation of Net Income” be adopted by the Board of Governors.

(iv) **Budget for 2015.** The committee recommends that the Board of Governors take note of the report of the Board of Directors on the ADB and ADB Institute budgets for 2015 (BG48-6).

(v) **Resources of ADB.** The committee recommends that the Board of Governors take note of the report of the Board of Directors (BG48-7).

(vi) **Place and Date of the Fiftieth Annual Meeting (2017).** The committee noted the report of the Board of Directors (BG48-8) and recommends that the draft resolution entitled “Place and Date of the Fiftieth Annual Meeting” be adopted by the Board of Governors.

(vii) **Review of Rules and Regulations.** The committee recommends that the Board of Governors take note of the report of the Board of Directors (BG48-9).

(viii) **Officers and Procedures Committee for 2015/16.** The committee recommends that a Procedures Committee be constituted consisting of the governors for Afghanistan, Australia, the People’s Republic of China, Germany, Japan, Malaysia, the Netherlands, Pakistan, Portugal, Tonga, the United States, and Vanuatu. The committee should be available for consultations at the discretion of the chair regarding the schedule of meeting, provisions relating to conduct of meeting, the agenda for the meeting, and any procedural matters, by correspondence, and if necessary, by convening immediately before or during the Forty-Ninth Annual Meeting. The committee further proposes that the Governor for Germany be appointed chair of the Procedures Committee.

The committee also proposes that the Governor for Germany be elected chair and the governors for Bangladesh and Timor-Leste be elected vice-chairs of the Board of Governors for 2015/16.
FINANCIAL STATEMENTS, MANAGEMENT’S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND INDEPENDENT AUDITORS’ REPORTS

REPORT OF THE BOARD OF DIRECTORS

In accordance with Article 31 (iii) of the Articles of Agreement and Section 15 of the By-Laws, the audited financial statements of ADB for 2014, including the financial statements for the operations of Special Funds, as contained in the Annual Report for 2014, are submitted for approval, together with the text of a draft Resolution.
(DRAFT) RESOLUTION NO. ___

FINANCIAL STATEMENTS, MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND INDEPENDENT AUDITORS’ REPORTS

The Board of Governors


RESOLVES:

That the audited Financial Statements as contained in the Annual Report of ADB for 2014, which include separate financial statements for the operations of Special Funds, are approved.
1. ADB’s net income from its ordinary capital resources for the year ended 31 December 2014, after appropriations of guarantee fees of $21,073,555 to the Special Reserve in accordance with Article 17 of the Articles of Agreement, amounted to $366,078,417. With respect to such amount, the Board of Directors, after due consideration, recommends that the Board of Governors adds $183,387,489 from Cumulative Revaluation Adjustments; adds $14,600,000 from Loan Loss Reserve and allocates $384,065,906 to Ordinary Reserve; $120,000,000 to the Asian Development Fund (ADF); $40,000,000 to the Technical Assistance Special Fund; and $20,000,000 to the Asia Pacific Disaster Response Fund.

2. The net income from the ADF for the year ended 31 December 2014 amounted to $77,693,776 excluding the effect of each of the following: accounting treatment of expensed grants and translation adjustment of currencies. Under the regulations governing the ADF, the net income of the ADF is required to be retained in the ADF, except that the Board of Governors may transfer some of the net income to be applied towards technical assistance grants. Owing to the need for further resources for concessional lending, no such transfer is recommended by the Board of Directors.

3. A draft Resolution implementing the recommendation in paragraph 1 above is attached.
(DRAFT) RESOLUTION NO.

ALLOCATION OF NET INCOME

The Board of Governors

Having considered the Report of the Board of Directors on the allocation of the net income of ADB's ordinary capital resources and the Asian Development Fund for the year ended 31 December 2014

RESOLVES:

That, of the net income of ADB from its ordinary capital resources for the year ended 31 December 2014 amounting to $366,078,417, after appropriation of guarantee fees of $21,073,555 to the Special Reserve,

(a) $183,387,489 representing the ASC 815/825 adjustments and the unrealized portion of net income from equity investments accounted for under the equity method, for the year ended 31 December 2014, be added from the Cumulative Revaluation Adjustments account;

(b) $14,600,000 representing the adjustment to the loan loss reserve as of 31 December 2014, be added from the loan loss reserve to the net income;

(c) $384,065,906 be allocated to Ordinary Reserve;

(d) $120,000,000 be allocated to the Asian Development Fund;

(e) $40,000,000 be allocated to the Technical Assistance Special Fund; and

(f) $20,000,000 be allocated to the Asia Pacific Disaster Response Fund.
BUDGET FOR 2015

REPORT OF THE BOARD OF DIRECTORS

A. Asian Development Bank

1. A report on the 2014 budget of the Asian Development Bank (ADB) was submitted to the Board of Governors at the 47th Annual Meeting in May 2014.¹

2. Actual net internal administrative expenses (IAE) for 2014 totaled $528.44 million (Appendix 1). The actual net IAE, after taking into account the carryover of $11.97 million totaled $540.40 million compared with the original budget of $598.39 million.

3. On 12 December 2014, the Board of Directors approved the net IAE budget of $617.70 million for 2015, including a general contingency of 1% ($6.20 million) and after deducting the estimated fee reimbursements of $8.25 million from trust funds. The net IAE budget of $617.70 million for 2015 is $20.90 million, or 3.5%, higher than the 2014 midyear estimate of $596.80 million. The 2015 net IAE budget consists of $605.02 million for ADB, excluding (i) $1.45 million for the Compliance Review Panel and the Office of the Compliance Review Panel (Appendix 2), and (ii) $11.24 million for the Independent Evaluation Department (Appendix 3).

4. ADB’s operations during 2015 are expected to further diversify for greater development impact, with more emphasis on project readiness and project quality at entry, and improved project implementation and disbursements. ADB plans to meet most of the resource requirements for these changes through savings from broadening and deepening efficiency, cost-reduction measures, and flexible use and proactive reallocation of existing resources. A modest amount of additional resources is required to effectively implement several recommendations of the Midterm Review of Strategy 2020² and its action plan.

5. The key elements of ADB’s work program for 2015 that need additional budgetary and staff resources include the following:³
   (i) empowering and strengthening resident missions; establishing and/or designating regional hubs; and placing an adequate number of safeguards, social development, procurement, and disbursement staff in them, which will be met largely through the redeployment of staff positions and outposting of staff from headquarters to resident missions and regional hubs with minimal new positions;
   (ii) diversifying and rebalancing ADB operations, particularly by increasing

³ The minimum incremental resources demanded by these cost drivers have been quantified to the extent possible.
involvement in climate change, education, and health;

(iii) scaling up the private sector portfolio and commercial cofinancing, including funding the staff of the Trade Finance Program under the budget;

(iv) strengthening the public-private partnership operations, including centralizing advisory services for such transactions;

(v) realigning roles and responsibilities of sector and thematic groups, particularly establishing secretariats for them;

(vi) revamping the information technology infrastructure and platform, including refining the current eOperations system and strengthening information and communication technology support for resident missions;

(vii) addressing business continuity and emergency preparedness; and

(viii) strengthening internal organization, particularly the capacity of support services to cope effectively with the increased and more diversified operations.

6. Overall, an estimated volume increase of $8.7 million is required by these key elements of the 2015 work program. Efforts will be made to absorb these additional resource requirements through efficiency measures. Only the net additional resource requirements, after netting off those to be met through the efficiency gains, have been requested in the 2015 budget.

7. ADB is continually implementing efficiency measures to absorb budget increases. During 2015, ADB will

(i) focus mainly on the priority areas identified in the midterm review, and meet resources for new initiatives through selectivity and reallocation;

(ii) carry out business process improvements, such as institutional procurement; cooperate better internally to reduce interdepartmental duplication of work; and collaborate more closely with other multilateral development banks;

(iii) continue the implementation and monitoring of business travel policy reforms introduced in 2014;

(iv) use consultants more effectively;

(v) realign the organization and analyze the workforce to effectively use budgetary and staffing resources;

(vi) create and maintain efficiency from completed information and technology systems, as well as implement other projects under Information Systems and Technology Strategy III (ISTS III)\(^4\) that are expected to have an impact in 2015 and generate gains in the near future;

(vii) outsource administrative and noncore services, where suitable and economical;

(viii) use external funds flexibly and charge for services, including for staff costs for dedicated trust funds under sponsor-funded programs for a fixed period coterminous with the funds;

(ix) pursue environmental initiatives to enhance conservation programs under the energy, environment, health, and safety management system to save utilities and consumables; and

(x) identify and discontinue activities not critical to ADB’s goals.

8. Appendix 4 provides a comparison of the 2015 work program with the actual results for 2013 and 2014.

9. Appendix 5 presents a distribution of operational expenses by departments and offices. Appendix 6 provides a comparison of operational expenses by program category for 2014 and 2015.

---

10. In addition to the IAE budget, the 2015 budget also includes an annual capital budget of $8.80 million, which is provided mainly to (i) fund cyclical capital expenditures for headquarters facilities and information technology; and (ii) meet replacement and new requirements of field offices for vehicles, furniture, office equipment, and information technology. The capital budget also funds safety- and security-related expenditures.

B. Asian Development Bank Institute

11. The actual expenses of the ADB Institute for 2014 totaled $12.28 million, lower than the original budget of $16.20 million (Appendix 7). The actual utilization comprised $3.31 million for program expenses and $8.97 million for IAE.

12. On 12 December 2014, ADB’s Board of Directors approved the 2015 budget of $15.85 million for the ADB Institute (Appendix 8), comprising $5.25 million for program expenses and $10.60 million for IAE.

13. The program expenses budget of $5.25 million consists of $3.16 million for the research program and $2.09 million for capacity building and training. The IAE budget of $10.60 million includes a 3% general contingency of $0.31 million.

14. The program expenses budget of $5.25 million accounts for 33% of the ADB Institute budget. The program-related IAE budget totals $6.53 million, or 41% of the total budget. These expenses include (i) staff costs; (ii) business travel for research, and capacity building and training; and (iii) other administration, management, and coordination expenses. The budget for program and program-related IAE totals $11.78 million, or 74% of the total budget.
### ASIAN DEVELOPMENT BANK

#### INTERNAL ADMINISTRATIVE EXPENSES

##### COMPARISON OF 2015 BUDGET WITH 2014 BUDGET AND ACTUAL RESULTS

($’000)

<table>
<thead>
<tr>
<th>Item</th>
<th>2014 Budget</th>
<th>2014 Actual</th>
<th>2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Board of Governors</td>
<td>2,394</td>
<td>2,161</td>
<td>2,391</td>
</tr>
<tr>
<td>B. Board of Directors</td>
<td>31,224</td>
<td>28,691</td>
<td>31,630</td>
</tr>
<tr>
<td>Offices of the Directors</td>
<td>17,555</td>
<td>16,490</td>
<td>17,881</td>
</tr>
<tr>
<td>Accountability Mechanism</td>
<td>2,895</td>
<td>2,034</td>
<td>2,512</td>
</tr>
<tr>
<td>Independent Evaluation</td>
<td>10,774</td>
<td>10,167</td>
<td>11,237</td>
</tr>
<tr>
<td>C. Operational Expenses</td>
<td>448,144</td>
<td>397,066</td>
<td>463,348</td>
</tr>
<tr>
<td>Salaries</td>
<td>227,645</td>
<td>211,736</td>
<td>236,868</td>
</tr>
<tr>
<td>Benefits</td>
<td>141,390</td>
<td>125,257</td>
<td>148,056</td>
</tr>
<tr>
<td>Staff development</td>
<td>7,168</td>
<td>6,017</td>
<td>7,400</td>
</tr>
<tr>
<td>Relocation</td>
<td>7,924</td>
<td>4,944</td>
<td>8,865</td>
</tr>
<tr>
<td>Consultants</td>
<td>28,821</td>
<td>22,201</td>
<td>27,771</td>
</tr>
<tr>
<td>Business travel</td>
<td>34,656</td>
<td>26,487</td>
<td>33,818</td>
</tr>
<tr>
<td>Representation</td>
<td>540</td>
<td>424</td>
<td>570</td>
</tr>
<tr>
<td>D. Administrative Expenses</td>
<td>118,601</td>
<td>108,502</td>
<td>122,384</td>
</tr>
<tr>
<td>Communications</td>
<td>9,798</td>
<td>8,910</td>
<td>10,394</td>
</tr>
<tr>
<td>Office occupancy</td>
<td>30,871</td>
<td>28,395</td>
<td>31,249</td>
</tr>
<tr>
<td>Library</td>
<td>1,529</td>
<td>1,527</td>
<td>1,514</td>
</tr>
<tr>
<td>Office supplies</td>
<td>1,938</td>
<td>1,308</td>
<td>1,836</td>
</tr>
<tr>
<td>Equipment, maintenance, and support</td>
<td>11,051</td>
<td>10,797</td>
<td>10,903</td>
</tr>
<tr>
<td>Contractual services</td>
<td>31,260</td>
<td>28,664</td>
<td>32,864</td>
</tr>
<tr>
<td>Insurance</td>
<td>5,316</td>
<td>4,661</td>
<td>5,117</td>
</tr>
<tr>
<td>Depreciation</td>
<td>25,418</td>
<td>23,323</td>
<td>26,146</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,420</td>
<td>917</td>
<td>2,361</td>
</tr>
<tr>
<td>E. Total Before General Contingency</td>
<td>600,363</td>
<td>536,421</td>
<td>619,753</td>
</tr>
<tr>
<td>F. General Contingency</td>
<td>6,004</td>
<td>0</td>
<td>6,198</td>
</tr>
<tr>
<td>G. Fee Reimbursements</td>
<td>(7,979)</td>
<td>(7,985)</td>
<td>(8,250)</td>
</tr>
<tr>
<td>H. Net IAE</td>
<td>598,388</td>
<td>528,436</td>
<td>617,701</td>
</tr>
<tr>
<td>I. Carryover of IAE Budget</td>
<td>...</td>
<td>11,967</td>
<td>...</td>
</tr>
<tr>
<td>J. Net IAE after Carryover</td>
<td>598,388</td>
<td>540,403</td>
<td>617,701</td>
</tr>
<tr>
<td>K. External Funds</td>
<td>1,154</td>
<td>587</td>
<td>850</td>
</tr>
</tbody>
</table>

... = not available or not calculated, ( ) = negative, IAE = internal administrative expenses.

Note: Numbers may not sum precisely because of rounding.

- Includes $279,000 in expenses associated with the Japan Special Fund. Excludes the following adjustments incorporated in the financial statements to comply with the Generally Accepted Accounting Principles, and recording and reporting requirements: (i) post-retirement medical benefits, $32,641,000, (ii) actuarial assessment of costs associated with pension benefit obligations, $97,248,000, (iii) accrued resettlement and repatriation allowances, $154,000 and severance payments, ($1,825,000), and (iv) other miscellaneous adjustments, $1,147,000. The total adjusted administrative expenses of $641,269,000 reflected in the financial statements are allocated as follows: (i) ordinary capital resources, $352,490,000; (ii) the Asian Development Fund, $288,500,000; and (iii) the Japan Special Fund, $279,000.

- This amount reflects the estimated total expenses apportioned for administering external grants, excluding Japan trust funds, during the year.

- The net IAE budget for 2015 consists of $1,447,000 for the Compliance Review Panel (CRPN) and Office of the Compliance Review Panel (OCRPN); $11,237,000 for the Independent Evaluation Department (IED) and $605,017,000 for the Asian Development Bank excluding CRPN and OCRPN, and IED.

- In 2006, the Board of Directors approved the introduction of a budget carryover of up to 2% of the net IAE budget to the next year, beginning with the 2007 budget. Accordingly, $11.97 million (2% of the 2014 net IAE budget) has been carried over to 2015.

- External funds include (i) estimated sponsor-funded programs for staff and associated costs under Australia’s Department of Foreign Affairs and Trade and the Government of the Federal Republic of Germany, and (ii) external grants for staff and related costs under selected trust funds.
ASIAN DEVELOPMENT BANK
COMPLIANCE REVIEW PANEL AND OFFICE OF THE COMPLIANCE REVIEW PANEL
COMPARISON OF 2015 BUDGET WITH 2014 BUDGET AND ACTUAL RESULTS
($’000)

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget 2014</th>
<th>After Transfers</th>
<th>Actual 2014</th>
<th>Budget 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compliance Review Panel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>285</td>
<td>277</td>
<td>256</td>
<td>268</td>
</tr>
<tr>
<td>Benefits</td>
<td>122</td>
<td>95</td>
<td>95</td>
<td>132</td>
</tr>
<tr>
<td>Relocation</td>
<td>0</td>
<td>25</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>Consultants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Business travel</td>
<td>15</td>
<td>25</td>
<td>25</td>
<td>40</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>496</td>
<td>496</td>
<td>448</td>
<td>450</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>918</strong></td>
<td><strong>918</strong></td>
<td><strong>849</strong></td>
<td><strong>890</strong></td>
</tr>
<tr>
<td><strong>Office of the Compliance Review Panel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>283</td>
<td>283</td>
<td>253</td>
<td>254</td>
</tr>
<tr>
<td>Benefits</td>
<td>299</td>
<td>299</td>
<td>152</td>
<td>155</td>
</tr>
<tr>
<td>Relocation</td>
<td>64</td>
<td>15</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Consultants</td>
<td>70</td>
<td>106</td>
<td>106</td>
<td>70</td>
</tr>
<tr>
<td>Business travel</td>
<td>25</td>
<td>39</td>
<td>39</td>
<td>60</td>
</tr>
<tr>
<td>Representation</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>15</td>
<td>17</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,678</strong></td>
<td><strong>1,678</strong></td>
<td><strong>1,417</strong></td>
<td><strong>1,447</strong></td>
</tr>
</tbody>
</table>

Notes:
1. Numbers may not sum precisely because of rounding.
2. This allocation does not include administrative overhead.
3. Transfers were made between budget items without exceeding the original budget in each sub-budget category to meet overruns within the same sub-budget category.
### ASIAN DEVELOPMENT BANK

INDEPENDENT EVALUATION DEPARTMENT

COMPARISON OF 2015 BUDGET WITH 2014 BUDGET AND ACTUAL RESULTS

($’000)

<table>
<thead>
<tr>
<th>Item</th>
<th>2014 Budget</th>
<th>After Transfers&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Actual</th>
<th>Budget 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>5,397</td>
<td>5,395</td>
<td>4,881</td>
<td>5,574</td>
</tr>
<tr>
<td>Benefits</td>
<td>3,298</td>
<td>3,071</td>
<td>3,071</td>
<td>3,450</td>
</tr>
<tr>
<td>Consultants</td>
<td>1,266</td>
<td>1,740</td>
<td>1,740</td>
<td>1,320</td>
</tr>
<tr>
<td>Business travel</td>
<td>690</td>
<td>445</td>
<td>445</td>
<td>710</td>
</tr>
<tr>
<td>Representation</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Expenses</td>
<td>121</td>
<td>121</td>
<td>28</td>
<td>180</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,774</strong></td>
<td><strong>10,774</strong></td>
<td><strong>10,167</strong></td>
<td><strong>11,237</strong></td>
</tr>
</tbody>
</table>

Notes:
1. Numbers may not sum precisely because of rounding.
2. This allocation includes administrative overhead only for knowledge and outreach activities.
3. Beginning in 2011, costs for relocation and severance pay will be treated as overhead and centralized in the Asian Development Bank (ADB) as these are lumpy and sporadic expenditures that need to be apportioned over the working years of staff to various departments based on their movements in ADB. Staff development cost is also centralized in ADB.

<sup>a</sup> Transfers were made between budget items to meet overruns in staff consultants.
# Asian Development Bank

## Comparison of 2015 Program with Actual Results in 2014 and 2013

### A. Key Outputs

#### 1. Investment Operations

<table>
<thead>
<tr>
<th>Portfolio Management</th>
<th>Actual 2013</th>
<th>Midyear Estimate 2014&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Actual 2014</th>
<th>Program 2015&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public sector projects (number)</td>
<td>617</td>
<td>618</td>
<td>625</td>
<td>652</td>
</tr>
<tr>
<td>Private sector operations (number)</td>
<td>155</td>
<td>171</td>
<td>174</td>
<td>190</td>
</tr>
<tr>
<td>Loan disbursements ($ million)</td>
<td>8,536</td>
<td>10,136</td>
<td>10,000</td>
<td>10,500</td>
</tr>
<tr>
<td>OCR disbursements ($ million)</td>
<td>5,985</td>
<td>7,826</td>
<td>7,368</td>
<td>7,795</td>
</tr>
<tr>
<td>ADF disbursements ($ million)&lt;sup&gt;b&lt;/sup&gt;</td>
<td>2,551</td>
<td>2,310</td>
<td>2,632</td>
<td>2,705</td>
</tr>
</tbody>
</table>

#### Project Preparation and Processing

##### Public Sector Operations

| OCR and ADF project approvals (number)<sup>c</sup> | 98 | 117 | 104 | 125 |
| MFF framework (number) | 5 | 8 | 9 | 11 |
| **Amount of Approvals** ($ million)<sup>d</sup> | 12,611 | 12,838 | **11,610** | **11,140** |
| OCR loans and guarantees | 8,761 | 9,357 | 8,519 | 8,200 |
| ADF loans and grants | 3,850 | 3,481 | 3,091 | 2,940 |
| MFF framework ($ million) | 2,060 | 3,155 | 3,305 | 4,003 |

##### Private Sector Operations

| Number of approvals | 22 | 25 | 24 | 26 |
| **Amount ($ million)** | 1,602 | 1,650 | 1,919 | 1,800 |

#### 2. TA Program

| Total active TA projects (number) | 1,069 | 1,024 | 1,070 | 921 |
| Total new TA approvals (number) | 370 | 314 | 344 | 284 |
| Total new TA approvals ($ million) | 434 | 367 | 303 | 300 |

#### 3. Knowledge Products and Services (number)

| Operations departments | 386 | 462 | 427 | 320 |
| Non-operations departments | 310 | 272 | 336 | 240 |

#### 4. DVA Cofinancing Operations

| Investment projects (number) | 53 | 61 | 76 | 40-60 |
| Investment projects ($ million) | 6,370 | 8,400 | 9,093 | 8,700 |
| TA projects (number) | 163<sup>g</sup> | 127 | 111 | 102 |
| TA projects ($ million) | 278 | 212 | 144 | 144 |

#### 5. Country and Regional Strategies (number)

| Country partnership strategy | 4 | 8 | 10 | 8 |
| Regional cooperation strategy | 0 | 0 | 0 | 0 |
| Country or regional operations business plan (COBP/RCOBP) | 36 | 49 | 37 | 41 |
Appendix 4

ADF = Asian Development Fund, COBP = country operations business plan, MFF = multitranche financing facility, OCR = ordinary capital resources, RCOBP = regional cooperation operations business plan, TA = technical assistance.

Note:
1. Numbers may not sum precisely because of rounding.
2. Midyear estimates for OCR and ADF income for 2014 are based on the financial projections as of 30 September 2014, and projections for 2015 are based on the financial projections as of 31 December 2014.
   a Estimates as of June 2014, as reflected in 2015 budget document.
   b ADF disbursements include ADF loans and grants only.
   c Represents project counts for projects financed by either ADF or OCR. Projects financed by both ADF and OCR are counted only once. Projects that have more than one modality are counted only once. ADF subregional projects with multi-country coverage are counted only once.
   d Approval amounts are confined to ADF and OCR financing, including loans, equity investments, grants, and other modalities. These are original amounts excluding cancellations.
   e Figures include $380 million unallocated OCR resources and $366 million ADF resources from subregional hard-term facilities and disaster response facility for the 2015 program.
   f Figures exclude B-Loans.
   g Updated upon confirmation from financing partners, as reflected in 2015 budget document.
   h Excludes the staff of the Office of the Compliance Review Panel, Independent Evaluation Department, and the director’s advisors, and the support staff of the Board of Directors.
   i Represents allocable net income for OCR and is defined as operating income after adjustment to loan loss reserve requirements and appropriation of guarantee fees to the special reserve.
   j ADF income represents reported net income before (i) net realized gains and/or losses, (ii) unrealized gains and/or losses, and (iii) grants expenses.

Sources: Controller’s Department, Economics and Research Department, Office of Cofinancing Operations, Operations Services and Financial Management Department, Private Sector Operations Department, Regional and Sustainable Development Department, regional departments, Strategy and Policy Department, and Treasury Department.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Borrowings ($ million)</td>
<td>11,748</td>
<td>13,417</td>
<td>14,223</td>
<td>19,300</td>
</tr>
<tr>
<td>C. Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authorized Staff Positions</td>
<td>2,980</td>
<td>2,986</td>
<td>2,986</td>
<td>3,012</td>
</tr>
<tr>
<td>International staff</td>
<td>1,051</td>
<td>1,053</td>
<td>1,053</td>
<td>1,059</td>
</tr>
<tr>
<td>National staff and administrative staff</td>
<td>1,929</td>
<td>1,933</td>
<td>1,933</td>
<td>1,953</td>
</tr>
<tr>
<td>Internal Administrative Expenses ($ million)</td>
<td>561.3</td>
<td>596.8</td>
<td>528.4</td>
<td>617.7</td>
</tr>
<tr>
<td>D. Income ($ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCR</td>
<td>482.4</td>
<td>481.5</td>
<td>564.1</td>
<td>289.6</td>
</tr>
<tr>
<td>ADF</td>
<td>140.0</td>
<td>59.2</td>
<td>66.3</td>
<td>41.0</td>
</tr>
</tbody>
</table>

ADF = Asian Development Fund, COBP = country operations business plan, MFF = multitranche financing facility, OCR = ordinary capital resources, RCOBP = regional cooperation operations business plan, TA = technical assistance.

Note:
1. Numbers may not sum precisely because of rounding.
2. Midyear estimates for OCR and ADF income for 2014 are based on the financial projections as of 30 September 2014, and projections for 2015 are based on the financial projections as of 31 December 2014.
   a Estimates as of June 2014, as reflected in 2015 budget document.
   b ADF disbursements include ADF loans and grants only.
   c Represents project counts for projects financed by either ADF or OCR. Projects financed by both ADF and OCR are counted only once. Projects that have more than one modality are counted only once. ADF subregional projects with multi-country coverage are counted only once.
   d Approval amounts are confined to ADF and OCR financing, including loans, equity investments, grants, and other modalities. These are original amounts excluding cancellations.
   e Figures include $380 million unallocated OCR resources and $366 million ADF resources from subregional hard-term facilities and disaster response facility for the 2015 program.
   f Figures exclude B-Loans.
   g Updated upon confirmation from financing partners, as reflected in 2015 budget document.
   h Excludes the staff of the Office of the Compliance Review Panel, Independent Evaluation Department, and the director’s advisors, and the support staff of the Board of Directors.
   i Represents allocable net income for OCR and is defined as operating income after adjustment to loan loss reserve requirements and appropriation of guarantee fees to the special reserve.
   j ADF income represents reported net income before (i) net realized gains and/or losses, (ii) unrealized gains and/or losses, and (iii) grants expenses.

Sources: Controller’s Department, Economics and Research Department, Office of Cofinancing Operations, Operations Services and Financial Management Department, Private Sector Operations Department, Regional and Sustainable Development Department, regional departments, Strategy and Policy Department, and Treasury Department.
## DISTRIBUTION OF OPERATIONAL EXPENSES BY DEPARTMENT AND OFFICE

($’000)

<table>
<thead>
<tr>
<th>Department / Office</th>
<th>Actual 2014</th>
<th>% of Total</th>
<th>Midyear Estimate 2014</th>
<th>Budget 2015</th>
<th>% of Total</th>
<th>% of Increase/ (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. President</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offices of Management</td>
<td>9,286</td>
<td>2.3</td>
<td>9,829</td>
<td>9,951</td>
<td>0.1</td>
<td>(8.2)</td>
</tr>
<tr>
<td>Office of the Ombudsperson</td>
<td>443</td>
<td>0.1</td>
<td>520</td>
<td>501</td>
<td>0.1</td>
<td>(8.2)</td>
</tr>
<tr>
<td>Office of Public-Private Partnership</td>
<td>388</td>
<td>0.1</td>
<td>0</td>
<td>888</td>
<td>0.2</td>
<td>(8.2)</td>
</tr>
<tr>
<td>Department of External Relations</td>
<td>6,973</td>
<td>1.8</td>
<td>7,662</td>
<td>7,896</td>
<td>1.7</td>
<td>3.1</td>
</tr>
<tr>
<td>European Representative Office</td>
<td>1,174</td>
<td>0.3</td>
<td>1,382</td>
<td>1,423</td>
<td>0.3</td>
<td>3.0</td>
</tr>
<tr>
<td>Japanese Representative Office</td>
<td>1,080</td>
<td>0.3</td>
<td>1,275</td>
<td>1,305</td>
<td>0.3</td>
<td>2.4</td>
</tr>
<tr>
<td>North American Representative Office</td>
<td>1,317</td>
<td>0.3</td>
<td>1,299</td>
<td>1,341</td>
<td>0.3</td>
<td>3.3</td>
</tr>
<tr>
<td>Office of the Auditor General</td>
<td>3,901</td>
<td>1.0</td>
<td>4,102</td>
<td>4,211</td>
<td>0.3</td>
<td>(3.8)</td>
</tr>
<tr>
<td>Office of Anticorruption and Integrity</td>
<td>3,693</td>
<td>0.9</td>
<td>4,002</td>
<td>4,142</td>
<td>0.9</td>
<td>3.5</td>
</tr>
<tr>
<td>Strategy and Policy Department</td>
<td>8,901</td>
<td>2.2</td>
<td>9,458</td>
<td>9,700</td>
<td>2.1</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>B. Knowledge Management and Sustainable Development</strong></td>
<td>52,534</td>
<td>13.2</td>
<td>59,736</td>
<td>61,544</td>
<td>13.3</td>
<td>3.0</td>
</tr>
<tr>
<td>Office of Regional Economic Integration</td>
<td>6,807</td>
<td>1.7</td>
<td>8,577</td>
<td>0</td>
<td>0</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Regional and Sustainable Development Department</td>
<td>24,797</td>
<td>6.2</td>
<td>27,363</td>
<td>31,781</td>
<td>6.9</td>
<td>16.1</td>
</tr>
<tr>
<td>Economics and Research Department</td>
<td>9,192</td>
<td>2.5</td>
<td>10,775</td>
<td>16,369</td>
<td>3.5</td>
<td>51.9</td>
</tr>
<tr>
<td>Office of Information Systems and Technology</td>
<td>11,018</td>
<td>2.8</td>
<td>13,022</td>
<td>13,394</td>
<td>2.9</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>C. Operations 1</strong></td>
<td>96,751</td>
<td>24.4</td>
<td>110,570</td>
<td>115,501</td>
<td>24.9</td>
<td>4.5</td>
</tr>
<tr>
<td>South Asia Department</td>
<td>48,375</td>
<td>12.2</td>
<td>56,498</td>
<td>58,939</td>
<td>12.7</td>
<td>4.3</td>
</tr>
<tr>
<td>Central and West Asia Department</td>
<td>48,376</td>
<td>12.2</td>
<td>54,072</td>
<td>56,562</td>
<td>12.2</td>
<td>4.6</td>
</tr>
<tr>
<td><strong>D. Operations 2</strong></td>
<td>102,522</td>
<td>25.8</td>
<td>113,126</td>
<td>117,806</td>
<td>25.4</td>
<td>4.1</td>
</tr>
<tr>
<td>East Asia Department</td>
<td>32,881</td>
<td>8.3</td>
<td>34,989</td>
<td>36,221</td>
<td>7.8</td>
<td>3.5</td>
</tr>
<tr>
<td>Southeast Asia Department</td>
<td>52,231</td>
<td>13.2</td>
<td>57,572</td>
<td>60,251</td>
<td>13.0</td>
<td>4.7</td>
</tr>
<tr>
<td>Pacific Department</td>
<td>17,410</td>
<td>4.4</td>
<td>20,565</td>
<td>21,335</td>
<td>4.6</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>E. Private Sector and Cofinancing Operations</strong></td>
<td>26,359</td>
<td>6.6</td>
<td>29,890</td>
<td>31,743</td>
<td>6.9</td>
<td>6.2</td>
</tr>
<tr>
<td>Private Sector Operations Department</td>
<td>22,661</td>
<td>5.7</td>
<td>25,199</td>
<td>26,789</td>
<td>5.8</td>
<td>6.3</td>
</tr>
<tr>
<td>Office of Cofinancing Operations</td>
<td>3,698</td>
<td>0.9</td>
<td>4,690</td>
<td>4,954</td>
<td>1.1</td>
<td>5.6</td>
</tr>
<tr>
<td><strong>F. Finance and Risk Management</strong></td>
<td>28,173</td>
<td>7.1</td>
<td>31,698</td>
<td>33,127</td>
<td>7.1</td>
<td>4.5</td>
</tr>
<tr>
<td>Office of Risk Management</td>
<td>7,211</td>
<td>1.8</td>
<td>8,004</td>
<td>8,403</td>
<td>1.8</td>
<td>5.0</td>
</tr>
<tr>
<td>Controller's Department</td>
<td>9,933</td>
<td>2.5</td>
<td>11,574</td>
<td>12,056</td>
<td>2.6</td>
<td>4.2</td>
</tr>
<tr>
<td>Treasury Department</td>
<td>11,029</td>
<td>2.8</td>
<td>12,120</td>
<td>12,668</td>
<td>2.7</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>G. Administration and Corporate Management</strong></td>
<td>52,703</td>
<td>13.3</td>
<td>58,258</td>
<td>60,322</td>
<td>13.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Operations Services and Financial Management Department</td>
<td>14,802</td>
<td>3.7</td>
<td>18,135</td>
<td>18,794</td>
<td>4.1</td>
<td>3.6</td>
</tr>
<tr>
<td>Budget, Personnel and Management Systems Department</td>
<td>10,252</td>
<td>2.6</td>
<td>11,383</td>
<td>11,819</td>
<td>2.6</td>
<td>3.8</td>
</tr>
<tr>
<td>Office of Administrative Services</td>
<td>4,062</td>
<td>1.0</td>
<td>4,234</td>
<td>4,336</td>
<td>0.9</td>
<td>2.4</td>
</tr>
<tr>
<td>Office of the Secretary</td>
<td>11,301</td>
<td>2.8</td>
<td>11,602</td>
<td>11,999</td>
<td>2.6</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>H. Unassigned</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>396,198</td>
<td>99.8</td>
<td>445,966</td>
<td>461,967</td>
<td>99.7</td>
<td>3.6</td>
</tr>
<tr>
<td><strong>I. Young Professionals Program</strong></td>
<td>869</td>
<td>0.2</td>
<td>1,082</td>
<td>1,381</td>
<td>0.3</td>
<td>27.7</td>
</tr>
<tr>
<td>Total</td>
<td>397,066</td>
<td>100.0</td>
<td>447,048</td>
<td>463,348</td>
<td>100.0</td>
<td>3.6</td>
</tr>
</tbody>
</table>

... = not available or not calculated, ( ) = negative.

Note: Numbers may not sum precisely because of rounding.
ASIAN DEVELOPMENT BANK
2015 BUDGET AND 2014 ACTUAL
COMPARISON OF OPERATIONAL EXPENSES BY PROGRAM CATEGORY
($’000)

<table>
<thead>
<tr>
<th>Program Category</th>
<th>Actual(^a)</th>
<th>% of Total</th>
<th>Budget(^a)</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio Management</td>
<td>89,192</td>
<td>22.5</td>
<td>106,074</td>
<td>23.2</td>
</tr>
<tr>
<td>Project Processing</td>
<td>60,157</td>
<td>15.2</td>
<td>69,166</td>
<td>14.5</td>
</tr>
<tr>
<td>Country and Regional Strategy and Programming</td>
<td>26,315</td>
<td>6.6</td>
<td>31,224</td>
<td>7.1</td>
</tr>
<tr>
<td>Direct Operational Support</td>
<td>47,020</td>
<td>11.8</td>
<td>54,541</td>
<td>10.4</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>58,776</td>
<td>14.8</td>
<td>69,109</td>
<td>15.5</td>
</tr>
<tr>
<td>Operations Overhead and Support Services</td>
<td>115,606</td>
<td>29.1</td>
<td>133,232</td>
<td>29.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>397,066</strong></td>
<td><strong>100.0</strong></td>
<td><strong>463,347</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Note: Numbers may not sum precisely because of rounding.
\(^a\) Comprises staff costs, computed based on staff time estimates provided by departments and offices, and other operational expenses.
\(^b\) Indicative estimate.
# Asian Development Bank Institute
## Comparison of 2015 Budget with 2014 Budget and Actual Results

($’000)

<table>
<thead>
<tr>
<th>Item</th>
<th>2014 Budget</th>
<th>2014 Actual</th>
<th>2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(A)</td>
<td>(C)</td>
<td>(D)</td>
</tr>
<tr>
<td><strong>A. Program Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>3,037</td>
<td>1,891</td>
<td>3,164</td>
</tr>
<tr>
<td>Capacity building and training</td>
<td>2,017</td>
<td>1,418</td>
<td>2,088</td>
</tr>
<tr>
<td><strong>B. Internal Administrative Expenses</strong></td>
<td>6,752</td>
<td>5,584</td>
<td>6,528</td>
</tr>
<tr>
<td>Advisory council</td>
<td>100</td>
<td>65</td>
<td>95</td>
</tr>
<tr>
<td>Staff costs</td>
<td>6,270</td>
<td>5,267</td>
<td>6,083</td>
</tr>
<tr>
<td>Business travel</td>
<td>379</td>
<td>250</td>
<td>347</td>
</tr>
<tr>
<td>Representation</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>C. Administrative Expenses</strong></td>
<td>4,073</td>
<td>3,387</td>
<td>3,765</td>
</tr>
<tr>
<td>Office occupancy</td>
<td>3,237</td>
<td>2,794</td>
<td>2,962</td>
</tr>
<tr>
<td>Depreciation</td>
<td>105</td>
<td>54</td>
<td>87</td>
</tr>
<tr>
<td>Office equipment</td>
<td>520</td>
<td>381</td>
<td>510</td>
</tr>
<tr>
<td>Contractual services</td>
<td>40</td>
<td>44</td>
<td>39</td>
</tr>
<tr>
<td>Library</td>
<td>62</td>
<td>41</td>
<td>62</td>
</tr>
<tr>
<td>Communications</td>
<td>65</td>
<td>47</td>
<td>63</td>
</tr>
<tr>
<td>Office supplies</td>
<td>22</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>Fire insurance</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Bank charge</td>
<td>18</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td><strong>D. Subtotal Before General Contingency (B+C)</strong></td>
<td>10,825</td>
<td>8,971</td>
<td>10,293</td>
</tr>
<tr>
<td><strong>E. General Contingency</strong></td>
<td>325</td>
<td>0</td>
<td>309</td>
</tr>
<tr>
<td><strong>F. Subtotal IAE Including General Contingency (D+E)</strong></td>
<td>11,150</td>
<td>8,971</td>
<td>10,602</td>
</tr>
<tr>
<td><strong>G. Total Expenses (A+F)</strong></td>
<td>16,204</td>
<td>12,277</td>
<td>15,854</td>
</tr>
</tbody>
</table>

IAE = Internal administrative expenses.

Note: Numbers may not sum precisely because of rounding.

Expenses for office occupancy are net of reimbursement of $366,000 for rental charges received from the Japanese Representative Office for subleasing office space (i.e., gross rental charges of $3,160,000 less reimbursement of $366,000 for rental charges for sublease = net rental of $2,794,000).
## ASIAN DEVELOPMENT BANK INSTITUTE
### 2015 BUDGET
#### DISTRIBUTION OF EXPENSES BY PROGRAM
($’000)

<table>
<thead>
<tr>
<th>Item</th>
<th>Research</th>
<th>Capacity Building and Training</th>
<th>Administration, Management and Coordination</th>
<th>Total Amount</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Program Expenses</td>
<td>3,164</td>
<td>2,088</td>
<td>0</td>
<td>5,252</td>
<td>33.1</td>
</tr>
<tr>
<td>B. Program-Related Internal Administrative Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff cost</td>
<td>2,470</td>
<td>1,904</td>
<td>1,709</td>
<td>6,083</td>
<td></td>
</tr>
<tr>
<td>Business travel, representation, and advisory council</td>
<td>210</td>
<td>178</td>
<td>57</td>
<td>445</td>
<td></td>
</tr>
<tr>
<td>C. Subtotal (A+B)</td>
<td>5,844</td>
<td>4,170</td>
<td>1,766</td>
<td>11,780</td>
<td>74.3</td>
</tr>
<tr>
<td>D. Administrative Expenses</td>
<td>3,765</td>
<td></td>
<td></td>
<td></td>
<td>23.7</td>
</tr>
<tr>
<td>E. Total Administrative Expenses Before General Contingency (B+D)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10,293</td>
</tr>
<tr>
<td>F. General Contingency</td>
<td>309</td>
<td></td>
<td></td>
<td></td>
<td>1.9</td>
</tr>
<tr>
<td>G. Total Administrative Expenses After General Contingency (E+F)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10,602</td>
</tr>
<tr>
<td>H. Total Expenses (A+G)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15,854</td>
</tr>
</tbody>
</table>

Note: Numbers may not sum precisely because of rounding.
1. On 29 April 2009, the Board of Governors adopted the fifth general capital increase (GCI V) of the Asian Development Bank (ADB).\(^1\) GCI V was concluded in January 2012 and generated subscriptions from 66 of 67 ADB members with total subscribed shares representing 99.7% of authorized shares. As of 31 December 2014, GCI V subscribed shares were valued at $101.7 billion, bringing ADB’s total subscribed capital to $153.1 billion. The total value of paid-in shares from GCI V is estimated at $3.4 billion.\(^2\) The paid-in shares are to be paid (in cash, on-demand promissory notes, and promissory notes with fixed encashment schedules) in installments up to 2015. The promissory notes with fixed encashment schedules will be encashed by 2020. Table 1 shows the capital position of ADB as of 31 December 2014.

<table>
<thead>
<tr>
<th>Capital Subscription (A)</th>
<th>Paid-In Capital (B)</th>
<th>Reserves (C)</th>
<th>Total Capital and Reserves (D = B + C)</th>
</tr>
</thead>
<tbody>
<tr>
<td>153,056</td>
<td>4,594</td>
<td>12,344</td>
<td>16,938</td>
</tr>
</tbody>
</table>

\(^{a}\) The figure excludes all promissory notes (on-demand and with fixed encashment schedule) and includes the net notional amounts required to maintain value of currency holdings.

\(^{b}\) The sum of the balances in ordinary reserve, special reserve, loan loss reserve, surplus, cumulative revaluation adjustments account, net income after appropriation, and accumulated other comprehensive loss.


2. ADB’s total lending capacity is limited by three financial constraints: (i) the lending limitation in the Agreement Establishing the Asian Development Bank (the Charter),\(^3\) (ii) the borrowing limitation policy,\(^4\) and (iii) the long-term capital adequacy requirement.\(^5\)

---


\(^2\) Based on the historical United States dollar–special drawing right exchange rate of $1.20635.

\(^3\) ADB. 1966. Agreement Establishing the Asian Development Bank. Manila. Article 12.1. ADB limits its total amount of disbursed loans, disbursed equity investments, and the maximum amount that can be demanded from ADB under its guarantee portfolio to no more than the sum of ADB’s unimpaired subscribed capital and reserves (including surplus but excluding special reserve). Lending headroom is the excess of this lending authority over
3. Lending and borrowing headroom are important indicators of ADB’s future lending and borrowing capacity. Table 2 shows the lending and borrowing headroom as of 31 December 2014, based on ADB’s total lending and borrowing authority. ADB is expected to have sufficient lending and borrowing headroom over the medium term.

<table>
<thead>
<tr>
<th>Table 2: Lending and Borrowing Headroom as of 31 December 2014 ($ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headroom</strong></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>A. Lending Headroom (A1 – A2)</td>
</tr>
<tr>
<td>1. Lending authority</td>
</tr>
<tr>
<td>2. Outstanding loans, callable guarantees, and equity investments committed</td>
</tr>
<tr>
<td>3. Utilization of lending authority (A2/A1)</td>
</tr>
<tr>
<td>B. Borrowing Headroom (B1 – B2)</td>
</tr>
<tr>
<td>1. Borrowing authority</td>
</tr>
<tr>
<td>2. Outstanding borrowings</td>
</tr>
<tr>
<td>3. Utilization of borrowing authority (B2/B1)</td>
</tr>
</tbody>
</table>


4. ADB’s lending capacity is constrained by the long-term capital adequacy requirement (footnote 5), rather than the lending and borrowing limitation. Under ADB’s current long-term capital adequacy framework, the minimum equity-to-loan ratio (ELR) is set at 25%. Table 3 lists the components of the ELR as of 31 December 2014. The ELR is projected to drop and stay broadly around 25% over the coming years as the projected growth in loans and guarantees exceeds the projected growth in equity.

<table>
<thead>
<tr>
<th>Table 3: Equity-to-Loan Ratio Components as of 31 December 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Item</strong></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>ELR Components</td>
</tr>
</tbody>
</table>

ELR = equity-to-loan ratio.

Notes:
1. Usable equity is the sum of usable paid-in capital, ordinary reserve, special reserve, and surplus.
2. Loans and guarantees is the sum of net outstanding loans and present value of guarantees (net of amounts guaranteed, insured, or reinsured by highly creditworthy counterparties), less cumulative loan-loss reserves and provisions.

ADB’s total amount of disbursed loans, disbursed equity investments, and the maximum amount that can be demanded for guarantees in any given year.

4 ADB. 2008. Review of the Asian Development Bank’s Lending Limitation. Manila. ADB’s borrowing limitation policy limits gross outstanding borrowings to no more than the sum of the callable capital of nonborrowing members, paid-in capital, and reserves (including surplus).

3. Based on notes 1 and 2 above, the numbers related to equity, loans, and guarantees may not reconcile with the numbers in Tables 1 and 2. Source: Asian Development Bank.

5. In March 2015, Management submitted a proposal to the Board of Directors to combine Asian Development Fund lending operations with the ordinary capital resources balance sheet. In addition to the consent of donors and the approval of the Board of Directors, the approval of the Board of Governors is required for the proposal and its related aspects. Subject to the approval of the Board of Governors, this combination is proposed to become effective on 1 January 2017. The proposed combination will almost triple ADB’s equity base to about $53 billion and increase the ELR to above 50%. The expanded resources will allow ADB to increase support to poor DMCs, enhance its risk-bearing capacity and support for private sector operations, and strengthen its preparedness for any future economic crises or natural disasters. More details on the proposal have been provided in a separate document (footnote 6).

6. The Board of Directors will continue to carefully monitor ADB’s resource position to ensure that ADB remains a relevant and responsive institution in the region, and that its resources are managed in the most effective and efficient manner.

---

PLACE AND DATE OF FIFTIETH ANNUAL MEETING (2017)

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors, noting with appreciation the kind invitation extended by the Government of Japan to host the Fiftieth Annual Meeting of the Board of Governors in 2017, recommends that the Fiftieth Annual Meeting be held from 4 to 7 May 2017 in Yokohama, with 6 and 7 May as official days.

A draft Resolution implementing the above recommendation follows.

(DRAFT) RESOLUTION NO. ___

PLACE AND DATE OF FIFTIETH ANNUAL MEETING

THE BOARD OF GOVERNORS RESOLVES THAT:

The Fiftieth Annual Meeting of the Board of Governors (2017) be held from 6 to 7 May 2017 in Yokohama, Japan.
REVIEW OF RULES AND REGULATIONS

REPORT OF THE BOARD OF DIRECTORS

1. Section 11 of the By-Laws of the Asian Development Bank (ADB) provides the following:

The Board of Directors is authorized by the Board of Governors to adopt such rules and regulations, including financial regulations, as are necessary or appropriate to the direction of the business of the Bank. Any rules and regulations so adopted, and any amendments thereto, shall be subject to review by the Board of Governors at its next annual meeting.

A. Amendment to the Rules of Procedure of the Board of Directors of the Asian Development Bank

2. Following the President’s announcement at a Board meeting on 11 December 2014 that he will implement a more flexible approach to the designation of the ranking Vice-President for the purposes of chairing Board meetings, a number of Directors questioned the meaning of the reference in Section 3(a) to “and the other Vice-Presidents.” The words “and the other Vice-Presidents” have not been considered a basis for a Vice-President, who is not the ranking Vice-President, to chair a Board meeting in the absence of the President and the ranking Vice-President. Available records do not provide any rationale for imposing the absence of all Vice-Presidents as a condition for the Board’s authority to select a Director as Chair. In order to clarify Section 3(a) of the Rules of Procedure, the Board of Directors amended Section 3(a) to delete the reference to “and the other Vice-Presidents”.

B. Amendment to the Procurement Guidelines

3. The Board of Directors approved the removal of a provision in paragraph 2.44 of the Procurement Guidelines that required borrowers to provide a mandatory option of paper bid submission if using e-procurement for International Competitive Bidding in ADB-financed transactions. The Board of Directors also approved an amendment to paragraph 2.60 and Appendix 1, paragraph 5, of the Procurement Guidelines that will mainstream post review (sampling), which will significantly ease the procurement review burden through efficient fiduciary oversight.

C. Documentation

4. Attached for the consideration of the Board is a draft report to the Board of Governors presenting the amendments to the Rules of Procedure and the Procurement Guidelines adopted
by the Board of Directors.

D. **Recommendation**

5. It is recommended that the Board of Directors approve the attached report for review by the Board of Governors at the Forty-Eighth Annual Meeting.
AMENDMENT TO THE RULES OF PROCEDURE OF THE BOARD OF DIRECTORS OF THE ASIAN DEVELOPMENT BANK

1. Following the President’s proposal to implement a more flexible approach to the designation of the ranking Vice-President for the purposes of chairing Board meetings, the Rules of Procedure of the Board of Directors of the Asian Development Bank (the “Rules of Procedure”) were amended to clarify wording in Section 3(a) which addresses Meetings of the Board of Directors, including chairing of Board meetings.

2. Section 3(a) of the Rules of Procedure, with revisions approved by the Board of Directors effective 13 April 2015, is attached hereto as Appendix 1.

AMENDMENT TO THE PROCUREMENT GUIDELINES

3. The Board of Directors approved the removal of a provision in paragraph 2.44 of the Procurement Guidelines that required borrowers to provide a mandatory option of paper bid submission if using e-procurement for International Competitive Bidding in ADB-financed transactions. The Board of Directors also approved an amendment to paragraph 2.60 and Appendix 1, paragraph 5, of the Procurement Guidelines that will mainstream post review (sampling) which will significantly ease the procurement review burden through efficient fiduciary oversight.

4. The amendments to paragraphs 2.44 and 2.60 and Appendix 1, paragraph 5, of the Procurement Guidelines approved by the Board of Directors are attached hereto as Appendix 2.
AMENDMENT TO THE RULES OF PROCEDURE OF THE BOARD OF DIRECTORS OF THE ASIAN DEVELOPMENT BANK

This appendix sets forth the text of Section 3(a) of the Rules of Procedure, showing the words added and deleted by the amendment to Section 3(a) which became effective on 13 April 2015:

“(a) The President, or in his absence, the Vice-President, and if there be more than one Vice-President, the ranking Vice-President, shall act as Chairman of the Board. In the absence of the President, the Vice-President, and the ranking Vice-President if there be more than one Vice-President, and other Vice-Presidents, from any meeting, the Board shall select a Director as Chairman.”
AMENDMENT TO THE PROCUREMENT GUIDELINES

(i) Paragraph 2.44 has been replaced as follows:

Time for Preparation of Bids

2.44 The time allowed for the preparation and submission of bids shall be determined with due consideration of the particular circumstances of the project and the magnitude and complexity of the contract. Generally, not less than six weeks from the date of the invitation to bid or the date of availability of bidding documents, whichever is later, shall be allowed for ICB. Where large works or complex items of equipment are involved, a longer period may be necessary to enable prospective bidders to conduct investigations before submitting their bids. In such cases, the borrower is encouraged to convene pre-bid conferences and arrange site visits. Bidders shall be permitted to submit bids by mail or by hand. Borrowers may also use electronic systems permitting bidders to submit bids by electronic means, provided ADB is satisfied with the adequacy of the system, including, inter alia, that the system is secure, maintains the confidentiality and integrity of bids submitted, and employs acceptable management procedures to establish date and time of submission, and facilitate modification and withdrawal. The deadline and place for receipt of bids shall be specified in the invitation for bids and the bidding documents.

(ii) Paragraph 2.60 has been replaced as follows:

Publication of the Award of Contract

2.60 Within two weeks of receiving ADB’s “no objection” to the recommendation of contract award, the borrower shall publish in an English language newspaper or well-known and freely accessible website the results identifying the bid and lot numbers, and the following information: (a) name of each bidder who submitted a bid; (b) bid prices as read out at bid opening; (c) name and evaluated prices of each bid that was evaluated; (d) name of bidders whose bids were rejected and the reasons for their rejection; and (e) name of the winning bidder, and the price it offered, as well as the duration and summary scope of the contract awarded. For contracts subject to post review or post review (sampling), the borrower shall publish the results no later than the date of contract award.

(iii) Paragraph 5 of Appendix 1 has been replaced as follows:

Post Review and Post Review (sampling)

5. The borrower shall retain all documentation with respect to each contract where post review or post review (sampling) is required during project implementation and for at least two years after the project closing date. This documentation should include, but not be limited to, the signed original of the contract, the evaluation report including the analysis of the respective proposals, and recommendations for award, for examination by ADB or by its consultants. Master copies of electronic documents must be retained in print form, suitably authenticated by the issuing agency by signature, stamp or other feature acceptable to ADB. For post review, the borrower shall furnish the required documentation to ADB upon award of contract unless otherwise specified in the financing agreement. For post review (sampling), ADB will identify the sample of contracts for which the borrower is required to submit documentation to ADB. If ADB determines that the goods, works or services were not procured in accordance with the agreed
procedures as reflected in the financing agreement, it may declare misprocurement as established in paragraph 1.12 of the Guidelines. ADB shall promptly inform the borrower the reasons for such determination. If misprocurement is declared after disbursement, the borrower shall refund the corresponding amount to ADB. In the case of post review (sampling), ADB reserves the right to revert to prior or post review.
Resolutions Adopted at the Meeting

48TH ANNUAL MEETING OF THE BOARD OF GOVERNORS

ASIAN DEVELOPMENT BANK
RESOLUTION NO. 373

FINANCIAL STATEMENTS, MANAGEMENT’S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING, AND INDEPENDENT AUDITORS’ REPORTS

The Board of Governors


RESOLVES:

That the audited Financial Statements as contained in the Annual Report of ADB for 2014, which include separate financial statements for the operations of Special Funds, are approved.

Adopted on 4 May 2015
RESOLUTION NO. 374

ALLOCATION OF NET INCOME

The Board of Governors

Having considered the Report of the Board of Directors on the allocation of the net income of ADB’s ordinary capital resources and the Asian Development Fund for the year ended 31 December 2014

RESOLVES:

That, of the net income of ADB from its ordinary capital resources for the year ended 31 December 2014 amounting to $366,078,417, after appropriation of guarantee fees of $21,073,555 to the Special Reserve,

(a) $183,387,489 representing the ASC 815/825 adjustments and the unrealized portion of net income from equity investments accounted for under the equity method, for the year ended 31 December 2014, be added from the Cumulative Revaluation Adjustments account;

(b) $14,600,000 representing the adjustment to the loan loss reserve as of 31 December 2014, be added from the loan loss reserve to the net income;

(c) $384,065,906 be allocated to Ordinary Reserve;

(d) $120,000,000 be allocated to the Asian Development Fund;

(e) $40,000,000 be allocated to the Technical Assistance Special Fund; and

(f) $20,000,000 be allocated to the Asia Pacific Disaster Response Fund.

Adopted on 4 May 2015
RESOLUTION NO. 375

PLACE AND DATE OF FIFTIETH ANNUAL MEETING

THE BOARD OF GOVERNORS RESOLVES THAT:

The Fiftieth Annual Meeting of the Board of Governors (2017) be held from 6 to 7 May 2017 in Yokohama, Japan.

Adopted on 4 May 2015
## GOVERNORS' STATEMENTS: ORDER OF SPEAKING

**First Business Session**  
(Monday, 4 May 2015, 2:30 p.m. - 5:30 p.m.)

1. Japan  
2. Korea, Republic of  
3. China, People’s Republic of  
4. United States  
5. India  
6. Australia  
7. Indonesia  
8. Germany  
9. Italy  
10. Pacific developing member countries  
11. Uzbekistan  
12. Nepal  
13. Philippines  
14. Canada  
15. Malaysia  
16. Taipei, China  
17. France  
18. Bangladesh  
19. Switzerland  
20. Pakistan  
21. New Zealand  
22. Turkey  
23. Cambodia  
24. Turkmenistan  
25. Sri Lanka

**Second Business Session**  
(Tuesday, 5 May 2015, 11:00 a.m. - 11:45 a.m.)

1. Azerbaijan (Chair)  
2. Portugal  
3. Bhutan  
4. Luxembourg  
5. Afghanistan

### Notes:
1. The following ADB members did not deliver but submitted written statements: Austria; Belgium; Brunei Darussalam; Hong Kong, China; Ireland; Kazakhstan; Kyrgyz Republic; Lao People’s Democratic Republic; Maldives; Mongolia; Myanmar; The Netherlands; Nordic member countries (Denmark, Finland, Norway, Sweden); Singapore; Spain; Tajikistan; Thailand; United Kingdom; and Viet Nam.
2. Armenia and Georgia did not submit statements.

---

\[a\] With simultaneous interpretation.

\[b\] Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, and Vanuatu. A joint statement was delivered by the Governor for Vanuatu.
Governors’ Statements
Mr. Chairman, President ADB, Esteemed Governors, Ladies & Gentlemen,

It is my distinct pleasure to address the 48th Annual Meeting of the Asian Development Bank in Baku today. Let me, first of all, join previous speakers by thanking the Government of Azerbaijan for hosting this event as well as everybody involved for providing such a warm welcome and hospitality to all participants!

Before I begin, I also want to put on the record Afghanistan’s sympathy and condolences to the Government and people of Nepal on the occasion of the recent devastating earthquake. Our thoughts and prayers go out to all those who are affected.

Political transition

Turning to Afghanistan, the year 2014 was a critical one for the country. Afghanistan faced a number of simultaneous transitions namely security, political and economic.

Last year the Afghan people voted in record numbers in a historic two rounds of elections in April and June 2014. The Afghan people stood up for democracy in the face of growing violence, threats and insecurity and casted their vote in hope for a better future.

As a result of the political transition, Afghanistan has now peacefully completed the first ever-democratic transfer of power in the country’s history, resulting in the formation of the National Unity Government.

Similarly, the security transition was a success. Launched in 2011, the security transition process from the NATO-led International Security Assistance Force (ISAF) to the Afghan National Security Forces (ANSF) was completed by the end of 2014.

Afghanistan now needs International Community’s further help to build the systems necessary to ensure the long-term sustainability of our national security forces that are now holding ground.

Economic transition

But on the economic front, Afghanistan’s economic slowdown started in 2013 when massive inflows of international military spending started to decline.
Strong GDP growth that was fueled by international aid and military expenditure over the past decade has decelerated. The economy grew at a staggering rate of 11.9% in 2012. In 2013, decline in security and non-security expenditures coupled by low private consumption and investment resulted in the GDP growth to decline to 3.3%.

In 2014, political uncertainty and anxiety related to elections and withdrawal of International troops contributed to further reduction in the growth rate. Growth is projected to remain weak in 2015.

The new Government, and in order to address the economic challenges, is already making progress in a number of fronts.

The London Conference in December 2014 was the first opportunity for the new Afghan Government, the International Community, and wider stakeholders, to set out on the world stage our collective commitments to Afghanistan’s future after the 2014 drawdown of the International Security Assistance Force as we jointly proceed into the “Transformation Decade”.

To help ensure that Afghanistan remains on a path towards a more sustainable future for all Afghans, the International Community reaffirmed its commitments in sustaining their economic support, through 2017, at or near the levels of the past decade.

The Afghan Government in its part remains committed to making concerted efforts in enhancing revenue collections, along with various earnest steps for restricting public expenditure, including strict austerity measures.

Afghanistan’s engagement with ADB:

Mr. Chairman, we are extremely grateful to ADB for proving to be Afghanistan’s true ally in development. ADB and Afghanistan firmly believe in a common economic vision which is built around regional connectivity. Regional connectivity is a win-win game for Afghanistan and the region. The new Government provided a unique opportunity for a fresh look towards regional relations and a way forward.

Afghanistan envisions to become a platform for cooperation in a vast region that extends from India to Azerbaijan and beyond. We have already made significant headway in making the vision of the Lapis Lazuli corridor that will link us to Turkmenistan, Azerbaijan, Georgia, Turkey and Europe into a reality.

Our new government’s economic strategy is built around regional connectivity, good governance, and investments in productivity. Central to this strategy is economic cooperation between Afghanistan and the region through transit trade, energy and investments that will contribute directly to prosperity and stability into the region and beyond. Afghanistan is making rapid progress in promoting regional mechanisms such as CAREC, TAPI, TUTAP, Lapis Lazuli and development of Chahbahar port. Similarly, Afghanistan has a key role as a land bridge for transit and trade integrating the Central Asia Regional Economic Cooperation sub-region and to the South Asia Subregional Economic Cooperation sub-regions.

Regional cooperation is an equally important agenda in ADB’s Afghanistan program, with many energy and road infrastructure projects having strong cross-border links.
We are pleased that ADB has decided to dedicate more resources for regional projects.

Here, we also would like to extend our wholeheartedly congratulations to the President and his team for the highly creative and innovative proposal of merging of ADF resources with OCR. We are hopeful that increased lending will be highly beneficial to the poor and fragile countries like Afghanistan which have humungous needs.

Conclusion:

Mr. Chairman, we consider this meeting as an important step in enhancing mutually beneficial cooperation and closer relations both between Afghanistan and ADB, and between countries in the region.

At the transformation decade, we look to ADB as a reliable partner for its continued support and engagement in Afghanistan. Your commitment and support will be crucial, in the years ahead, so that we can consolidate our gains and continue to address the challenges that remain.

I thank you.
AUSTRALIA
Michael McCormack, Temporary Alternate Governor

On behalf of the Australian Government and its people, I would like to offer my deepest condolences to Nepal following the recent earthquake. We, like the rest of the global community, feel for you and will work with others in this room to support you in this difficult time.

I would like to thank the Government of Azerbaijan for hosting the 48th Annual Meeting of the Asian Development Bank (ADB).

Development of the Asia-Pacific region is fundamentally important to Australia. The ADB’s priorities closely align with our own – to reduce poverty in Asia and the Pacific through economic growth and private sector development.

The ADB has shown itself capable of comprehensive structural reform in the face of changing economic circumstances, and this commitment will ensure the ADB remains at the centre of international development in the future.

The merger of the Asian Development Fund’s loan assets and operations with the Ordinary Capital Resources is an example of the ADB’s commitment to address the long-term financing challenge.

The merger is an innovative way to enhance the ADB’s capabilities while recognising the fiscal constraints of many donors, and is in line with the call by G20 countries for multilateral development institutions to use their balance sheets more effectively.

We strongly commend and continue to support this initiative. We are also encouraged by the broad support the initiative has received from ADB member countries. Australia applauds the ADB’s continued responsiveness and adaptation to changing circumstances as Strategy 2020 continues to be implemented.

At the 2014 ADB Annual Meeting in Kazakhstan, Australia shared our ambitious agenda for our G20 presidency. Today, I’m proud to stand here in Baku to report that, under Australia’s presidency, the G20 has agreed to a range of initiatives that will deliver benefits globally, and particularly in the rapidly expanding economies of the Asia-Pacific region. Importantly, Turkey – as the current G20 President – has committed to follow through on these initiatives.
The Brisbane Action Plan of November 2014 finalised the ambitious goal of lifting the G20’s collective gross domestic product by more than two per cent above the business-as-usual scenario. This is expected to have significant flow-on effects to global growth in all countries, delivering more jobs, higher incomes and better quality of life all over the world.

Our G20 presidency focused particularly on infrastructure development, and we have supported a range of initiatives to assist in the establishment and successful completion of infrastructure projects globally.

The establishment of the Global Infrastructure Hub in Sydney will help facilitate knowledge and information sharing between governments and the private sector, in order to improve processes for the establishment and successful delivery of infrastructure projects.

The ADB has also shown its willingness to engage in addressing impediments to infrastructure investment, including through the establishment of the Asia Pacific Project Preparation Facility (AP3F). Australia strongly supports this initiative, and has announced a contribution of A$10 million to the AP3F. The AP3F shows great promise in building the bridge between private sector finance and much-needed infrastructure projects, and will complement the work of the Global Infrastructure Hub.

Australia is committed to the development of the Asia-Pacific region. We have implemented a new aid policy framework, directing more aid towards job creation, education and productivity-enhancing infrastructure.

In partnership with the ADB, we are contributing around A$160 million to the construction of the Cao Lanh bridge in Viet Nam, a 2.4 kilometre-long bridge that will directly benefit five million people in the Mekong Delta and surrounding region, through improved connectivity and increased private sector activity. Another example is our support for the Philippines' Public-Private Partnerships Program, which mobilises technical support for critical infrastructure development.

Australia looks forward to working with the ADB as it responds to emerging global and regional challenges. The ADB’s ongoing reform efforts will ensure that the institution will continue to play a strong and influential role in the Asia-Pacific region’s development.
Mr. Chairman, Mr. President, Distinguished Governors, Ladies and Gentlemen,

It is my great pleasure to address the 48th Annual Meeting of the Asian Development Bank in Baku. I would like to thank the Government of Azerbaijan and all the organizers for the warm welcome and hospitality and for splendidly organizing this important event.

Mr. Chairman, let me make the following remarks:

Challenges Ahead

According to ADB, developing Asia is expected to maintain its strong economic growth of 6.3% of the GDP in 2015 and 2016 supported by low commodity prices and recovery in the major industrial economies, solidifying the region’s position as the driver of global growth in what some call the “Asian Century.”

As the recent fall in commodity prices should support growth in most net commodity-importing countries in the Asia-Pacific region, including in many countries with special needs, it also presents—as the UN Economic and Social Commission for Asia and the Pacific rightly pointed out—a unique opportunity to reduce or remove fuel subsidies, freeing up public resources for more sustainable and growth fostering purposes.

This is a key opportunity to build frameworks that will support more inclusive and sustainable growth in the longer term as a closer examination reveals a complex and rapidly changing region undergoing a shifting landscape that presents new social tensions and economic vulnerabilities.

Experts predict that by 2030, the youth population in Asia will reach 460 million and urbanization will increase from 39.9% to 54.5%. This means that despite favourable demographic transition that would raise growth potential, emerging economies in Asia will come even more under pressure to build up their infrastructure, as investment up to now has fallen short of the pace of rapid economic and population growth. On the other hand, aging trends within Asia are expected to become more diverse. Population aging is a looming issue in the People’s Republic of China and in the industrialized Asia, including Japan and Republic of Korea. Fertility rates decreased sharply and the increase in life expectancies due to higher income and medical advances was considerable over the past years. This, as budgets come under pressure from rising pension and aging-related expenses, could even widen the infrastructure gap, as the appetite of public investors for investments in infrastructure in the region might decrease.
It will therefore be a key challenge to provide the youth population with adequate perspectives without neglecting the needs of aging societies in industrialized Asia. This can be done by building up education systems which are in line with market needs for skilled labour and by building innovative and sustainable infrastructure. Growth and access to infrastructure has to become more inclusive for young and old. Moreover if income inequality rises, inequality of access to good education and health services, as well as gender gaps will rise as well and will become impediments to growth and security. Economic growth based on higher productivity, combined with employment, fair human working conditions and sustainable social security systems is not only crucial to allow a decent life for all but is as well a determining security factor. The ADB has an important role in defining approaches to inclusive growth, in collecting best practices, in disseminating know-how and providing recommendations for the way forward.

So the questions that have to be answered and where the ADB can and should play a key role are amongst others:

- How can the ADB best foster innovative concepts in urbanisation and ensure that urban planning becomes more inclusive without neglecting rural development as not to put even more pressure on urban agglomerations?
- How can the ADB best support sustainable and inclusive private sector investments and strengthen the institutions necessary to foster that?
- How can access to sustainable health systems be ensured? This is of particular importance as the Asia-Pacific region has not performed well on health targets compared to other MDG targets.

**Merger of OCR and ADF Resources**

With the merger of OCR and ADF resources ADB Management has presented a far reaching proposal to Governors which has been accepted unanimously. So let me congratulate Management to this achievement. We think merging ADB’s ordinary capital resources with ADF resources on the balance sheet, thus tripling OCR, places the ADB in a very good position to help answer the challenges pointed out above. The ADB is fit to play its key role in the years to come and—by providing new perspectives—to make a difference to the people most in need.

**Upcoming Replenishment of ADF**

We welcome that the proposed strategic priorities for ADF XII continue to be poverty reduction, inclusive growth, climate change, food security, assistance to the fragile and post-conflict recipients and fostering a conducive business environment. Taking into account the key developments on the international agenda is also welcome. Having said that, we think that the ADF interventions should remain focused on where this institution has its comparative advantages. It is therefore a key priority for us to integrate considerations of inclusiveness into the design and implementation of infrastructure projects with a view to providing opportunities for poor people and to enabling them to participate in, contribute to, and benefit from inclusive and sustainable growth.
New Financial Institutions in the Region

Austria is a prospective founding member of the AIIB. For Austria, it is important that the AIIB adopts proper standards of transparency, governance, and procurement, and adheres to international best practice regarding environmental and social safeguards so as to promote the right sort of development in Asia. These standards should be firmly embedded in the new bank's governance systems. Against this background, we would welcome if the ADB worked closely together with other financing partners in the region like the EBRD, the EIB and the World Bank to offer to the AIIB these banks’ experience, knowledge and expertise on issues like developing and implementing best practice and standards on transparency and safeguards, covering social and environmental issues, corruption, accountability, programming and organisational conduct, procurement and borrower's debt sustainability.

Mr. Chairman, I wish you and all participants successful deliberations and thank you for your attention.
AZERBAIJAN
Samir Sharifov, Governor

Good morning Honorable Governors, President Nakao,

Yesterday, we had fruitful discussions during the First Business Session and we heard very valuable insights from the esteemed governors. Now we reconvene for the Second Business Session. I am confident that the spirit and enthusiasm of the first day will continue. Before opening the Business Session, allow me to deliver a speech on behalf of the Government of Azerbaijan.

Distinguished Governors, Dear President,

The global economy is being shaped by rather complex macroeconomic tendencies these days; the legacy of the global financial crisis has not subsided yet, and on top of that we are faced with a significant decline and continuous volatility in the price of oil as well as large exchange rate movements. In this regard, meetings of this kind gain particular importance as they provide needed ground to share our experiences. It is also imperative for the international financial institutions such as ADB to hear and identify the challenges faced, share them with the broader membership, and try to find the appropriate policy mix in responding to these challenges.

Global Outlook

Global outlook remains moderate with unequal prospects across various economies. In comparison to previous year, growth outlook for advanced economies has marginally improved, while the outlook for emerging economies is projected to be slightly lower. Growth in the advanced economies is underpinned by positive demand on the back of lower oil prices and continued low interest rates. Growth prospects for emerging countries primarily reflect slowdown in some large emerging economies caused by dollar appreciation and weaker activity in major oil exporters.

Having said this, significant risks to the outlook remain. The most salient, among many others, is the continuous geopolitical tensions. If these would intensify, they could have significant impact on regional economies with serious spillovers on many major economies. Continuous large movements in exchange rates negatively impact investment and trade decisions, and a further dollar appreciation could cause financial tensions in many parts of the globe, particularly in emerging markets. On the other hand, preliminary forecast of a significant boost to global activity, as a result of lower oil prices, is yet to materialize.
The region: Asia

In light of all these, Asia’s growth is expected to continue outperforming the rest of the world, albeit at a slower pace (the growth rate in 2014 is above 6.0% and is expected to remain in that range in the next few years, compared to an average of 7.6% growth in the last decade). It is envisaged that lower oil prices, strengthening external demand and despite recent tightening still-accommodative financial conditions would underpin the forecasts. Heavily US dollar indebted emerging Asia corporates could be a source of risk in case of persistent US dollar strengthening against other reserve currencies. Elevated household debt amid higher real interest rates could amplify potential shocks.

At the same time, there are also several important development issues in the region that need careful attention on the part of the policy makers. First of all, greater environmental risks and natural hazards that the region is exposed to pose a serious development risk. If proactive measures are not taken, environmental shocks can have severe impacts on economic activity and human lives. Rising inequality is the next development risk. The continuously widening gap between the rich and poor, if not addressed timely, could become a cause for serious social problems. Finally, growing infrastructure needs of the region is yet another concern. Mismatch between available financing and infrastructure shortage in the region requires thorough attention by the regional policy makers.

The Bank

ADB is well positioned to find solutions for most of these challenges by identifying strategic policy advices to spur inclusive and environmentally sustainable economic growth. In this regard, the Midterm Review (MTR) of Strategy 2020 conducted in the last year was a step in the right direction. It helped assess the existing and emerging challenges for member countries, and map out ways in which ADB can better serve its membership.

I would like to highlight a few points of particular importance. First of all, the proposal to absorb loan operations of the Asian Development Fund into the Bank’s ordinary capital resources is notable as it will significantly broaden its capital base. Moreover, it is pleasing that the MTR reinforced ADB’s operational focus to tackle energy security and challenges to the environment by investing in clean energy. I would also like to highlight ADB’s eagerness to devote significant resources to education and to develop knowledge solutions to help its developing member countries address their development challenges. The call to complement its financial assistance with more knowledge solutions was also made by his Excellency President Aliyev during his opening speech.

Going forward, I believe ADB needs to come up with innovative ways to better serve its mandate; to promote regional cooperation and integration; and to foster inclusive and environmentally sustainable growth. In this regard, the target to expand non-sovereign operations and strengthen public-private partnerships, seeking ingenious ways of leveraging resources to better address the region’s development needs and developing new measures to encourage greater private investments in infrastructure are all steps in the right direction.
Esteemed Governors,

Recent calamities in the global markets have affected the growth prospects of most economies, and Azerbaijan was no exception. The slump in oil prices along with escalating geopolitical tensions has put pressure on the country’s balance of payments and fiscal stance. Nevertheless, resolute measures on the part of the government and the Central Bank of Azerbaijan, aided by strong a financial position accrued as a result of dynamic economic growth over the last decade, allowed us to weather the period smoothly. The fact that Azerbaijan maintains its investment grade rating from all three major international credit rating agencies indicates that these measures were appropriate and well-received by the international community.

Despite the challenging global environment, our objective is to further develop our economy in cooperation with our development partners, like ADB. It is pleasant to mention that the new country partnership strategy of the Bank with Azerbaijan is closely aligned with our vision for economic development. We shall be working together to achieve our fundamental objectives of alleviating poverty and increasing the living standards of our population via further promoting inclusive and environmentally sustainable economic growth.

Thank you very much for your attention!
Mr. Chairman
Honorable Governors
President of ADB
Excellencies
Ladies and Gentlemen,

First of all let me acknowledge that returning to Baku after nearly five years when we met here for the annual meeting of the Islamic Development Bank in 2010 is, indeed, very pleasant and what a pleasure it is to be here as the spring begins in this beautiful land. As is expected once again we congratulate the authorities in Azerbaijan and the ADB for making our stay so comfortable and meaningful on this occasion. My warm admiration goes to President Nakao for his inspiring leadership and our gracious host HE Samir Sharifov, the Honorable Finance Minister of Azerbaijan.

Mr. Chairman,
We have spoken before and would like to reiterate the role of ‘Developing Asia’ as the main driver of global growth since the global financial crisis confronted us in 2007. Asia has certainly emerged much stronger mainly due to its high savings and investment levels and high growth in the private sector driven domestic demand. The attention to domestic demand, in my view, is a matter of prime concern for many reasons. This is most important for poverty alleviation; poverty alleviation increases domestic demand and meeting domestic demand means creation of more wealth and more jobs. This is also important for overcoming middle income stagnancy syndrome. This is equally crucial for inclusive growth, which is so important in the new economic philosophy.

Distinguished Guests,
Let me first briefly bring to your notice the present state of the economy in Bangladesh before I take up other issues of concern in this august gathering. For the last six years Bangladesh has been successful in maintaining accelerated domestic demand and at the same time lucky to some extent in ensuring export growth and remittance inflow. It has targeted as an article of faith poverty reduction and inequity reduction as it pursued a vigorous growth process. As a result growth in the years of crisis has been above 6 percent and both poverty and inequity have been dramatically and simultaneously reduced. We have, however, the feeling that we are stuck to 6% growth rate and investment has not picked up to a robust level yet. It has already reached the per capita income level of a middle income country but other indicators will take a little more time to reach that graduating level. Our Prime Minister Sheikh Hasina, as the charismatic leader
of the country with a strong determination, has already declared that it will be a middle income country by 2021 and a developed country by 2041. A feature of distinction is that social security programme of the country based on food security and social protection of the ‘fragile and vulnerable’ is set to eradicate poverty in all forms by 2021. Another note-worthy feature is that rural prosperity is more noticeable while urban slums are still to overcome difficulties. We are grateful to ADB, World Bank and EU, who have been holding our hands along with a few bilateral development partners in our forward march. Some progress is also remarkable in the renewed sense of urgency about regional cooperation between Bangladesh, Nepal, Bhutan and India, to which it seems Myanmar will soon be added.

If I have to detail some of the achievements of the economy during the last few years, I may rely on the following bullet points:

* The country has managed to reduce its debt stock as a percentage of GDP which is now below 34% that is lower than the globally accepted threshold level.
* The present Government’s expenditure on development from its own sources has seen a phenomenal increase since it assumed office in 2009. The size of the Annual Development Programme has registered an increase of more than fourfold over the last ten years.
* A uniform and steady decline in poverty rates between 2009 and 2014 has been secured; it has been faster than 1.7% per annum registered in the previous five year period.
* Per capita income has increased from $843 in 2009 to $1190 in 2014.
* Power generation capacity has increased to 13,839 MW from a meager 3,782 MW in 2006.
* Life expectancy has increased by 15 years over the last 3 decades (70.3 years in 2013) and literacy rate has reached 59.8%.
* Women participation in the labor force has increased to 30%.
* Female students are now ahead of their fellow male classmates in various public examinations.
* The girls’ enrollment in primary and lower secondary levels surpassed enrollment of boys.
* Immunization programmes now cover all the country.
* Safe drinking water and dependable sanitation facility are available all over the country.
* Over the last ten years government revenue has increased by around sixfold.

Distinguished guests
We are happy with the delegation of authority to the field and performance of this office which incidentally was set up first in Bangladesh at our request. It seems that ADB has found this field presence very useful and have delegated some responsibility for procurement to these offices. What I would strongly recommend is that such offices should be invested with more authority for project preparation, appraisal and execution and they should be outfitted adequately for this purpose. ADB of the future should function more in its field offices than in the Headquarters, which should become a repository of experiences gained, lessons learnt and a superior think-tank.

In order to augment ADB’s capacity to support development in the region and achieve the goals enshrined in its Strategy 2020, we need to pursue a mix of options. Lending capacity should be improved with higher disbursements, containing administrative costs and becoming more
efficient; but at the same time the bank’s capital should also be enhanced to meet the demands of its clients.

We welcomed the initiative of ADF-OCR merger conditional to ensuring that the ADF-only and Blend countries would continue to receive concessional assistance at least at the same level. Only then these countries would benefit most from the proposed merger. We consider that this is a win-win opportunity for all borrowing countries, both for the ADF and Blend countries as also the OCR-only countries. At the same time we urge that the Bank must continue to pursue other options for doubling its lending capacity not later than 2020.

Ladies and Gentleman,
We should not forget that although Asia as a whole is managing quite well but there are many low income countries, specifically the least developed countries and the fragile economies, have gravely suffered due to decline in global investment and trade and are yet to get out of the crisis. I have been consistently pursuing the case for special treatment of what is now acknowledged as the “fragile and vulnerable” group of countries. They need not only substantial flow of soft funds but also preferential trade facilities. Nearly 1.6 billion people still live in wretched conditions in Asia and the Pacific if we raise the bar to measure poverty at an income level of US $ 2 per day. Many of the rising Asian economic powers still have tariff and nontariff barriers which discourage intra-Asia trade. This issue is particularly true for countries like Bangladesh which have very little trade relations within Asia. The respective governments must do their part, the international community, particularly the emerging Asian giants, would have to take a greater responsibility in the process.

In order to further consolidate these gains and sustain the growth momentum, Asia requires:
- higher infrastructure investment to close Asia’s infrastructure gap with the industrial world;
- stronger focus on human resources development along with targeted safety net program; and
- developing mitigation strategies for climate change and ensuring food security through policy coordination

Dear Sir,
Bangladesh and ADB have a long standing relationship forged over more than forty years of working together since Bangladesh joined the ADB in 1973. ADB has been particularly supportive of the development initiatives in Bangladesh. As of 31 December 2014, ADB has provided Bangladesh with $16.34 billion in loans and grants. ADB financed projects have now reached 248 and Bangladesh is one of the largest recipients of its concessional Asian Development Fund resources. ADB’s support for Bangladesh has been increasing over time and it now covers almost all key sectors such as education, power, energy, skill development, rail and road transport and the financial sector. ADB’s country partnership strategy (CPS) 2011–2015 is an integral part of our Joint Cooperation Programme for this period. We hope that the next CPS will also be similarly prepared.

Two of the recent noteworthy ADB assisted programmes are the following and they have either regional or cross-setoral implications:
* The $505-million South Asia Subregional Economic Cooperation (SASEC) Railway Connectivity with special value for the current move of regional economic integration.
* The $350-million Skills for Employment Investment Program that is likely to attract co-financing or parallel financing programmes for “higher skill, higher wage” equilibrium.
Despite the commendable progress in economic growth and social development, there is no denying the fact that Bangladesh still has a long way to go. We are banking on domestic demand acceleration and inclusive development along with export promotion and trained manpower export to tackle development challenges. We are looking forward to a 'Digital Bangladesh' in 2021, the golden jubilee of our independence, when poverty will be under control, absolute poverty will be eliminated and a syncretic, peaceful and prosperous Bangladesh will flourish. In order to realize our dream for a poverty free Bangladesh we need more investment and assistance in achieving our development goals and economic transformation in the coming days.

Mr. Chairman,
In conclusion let me say loud and clear that ADB is an important partner of Bangladesh in its determined drive for economic growth and social equity. It has displayed responsiveness and flexibility in accommodating over the years the need for greater emphasis on social infrastructure and human development while continuing to support traditional connectivity infrastructure and energy sectors. With a cumulative portfolio of $16 billion, ADB remains a key development partner for Bangladesh and is expected to continue to help Bangladesh not only in meeting developmental challenges in the years ahead in a spirit of long-standing partnership, but also in supporting the country in its transformational programmes and projects. We acknowledge the ADB’s contribution with utmost appreciation and at the same time wish ADB’s continued success in the days ahead.

Mr. Chairman, thank you for providing me the opportunity again to share my thoughts. Thank you, ladies and gentlemen for your kind attention.

Jai Bangla, Jai Bangabandhu!

May Allah help us!
Mr. Chairman of the Board of Governors,
Mr. President,
Fellow governors,
Ladies and Gentlemen,

At the outset, let me extend the condolences of the government and people of Belgium to the Government and people of Nepal. Let me thank the authorities and the people of Azerbaijan and Baku for their warm hospitality. It is a pleasure to be here in this city steeped in history, a crossroad of some many different cultures.

Staying relevant

Although the ADB total approval reached a record number, as a result of limited income generation and some deleveraging due to the downgrading of several key shareholders, the Bank was not able to deliver the volume of financing that was originally expected under GCI5.

In order to mitigate the risk of being quantitatively marginalized, Bank management deployed a lot of energy and creativity to find ways to alleviate this financing constraint, and among the options examined to boost commitment capacity, they identified the transfer of ADF assets to Ordinary capital that we just approved.

Belgium had no difficulty to support this transfer as it will protect ADF borrowers by eliminating the risk that may ensue from a reduced contribution to a traditional replenishment by ADF donors facing budgetary constraints, and as it brings an elegant solution to their inability to provide additional OCR capital.

Thanks to this transfer, ADB will avoid the risk of having its resources being thinly spread on a growing number of borrowers of ordinary capital resources. It will also enable the Bank to meet the additional demand arising from graduation and avoid marginalization and irrelevance.

The growth agenda and beyond

Growth in Asia has been impressive. It has helped make great strides in poverty reduction although the current conventional poverty line of 1.25 USD per day may not reflect an accurate picture of extreme poverty in Asia. Indeed, studies have shown that if the poverty line is lifted to 1.51 USD per day in order to better reflect the regional situation, the 2010 poverty rate climbs from 20.7 to 30.5%. Even more disturbing is the fact that this growth has been very unevenly
distributed. More inclusive growth is therefore needed in order not only to lower poverty further down, but to make sure that the poor receive a greater share of the benefits of that growth. To that effect, the Bank must quickly shift its operations with a view to promoting and achieving this shared prosperity.

The achievement of a more inclusive growth requires significant job creation since in developing countries, labor earnings—including earnings from microenterprises and small farms—are the main sources of income of the bottom 40 percent of the population. And as the private sector in general, and small and medium enterprises in particular, is the main engine of growth and job creation, the Bank must continue to expand its private sector operations and to help policy makers to find ways to extend access to finance to the poor and small and medium sized enterprises.

This growth should not only be pro-poor but also environmentally sustainable. Green growth assures environmental sustainability by reducing ecosystem degradation and pollution, by using natural resources sustainably, and by tackling climate change which, in many cases, could benefit the bottom 40 percent more heavily than the rest of the population.

**Risk and innovation**

The action plan developed in the wake of the mid-term review of Strategy 2020 is now under implementation. For us, the most important lesson of the process is to improve delivery. ADB strength has so far resided in compliance with rules and guidelines. It is now time to promote and reward individual initiative, agility, responsiveness and creativity. The Bank should also move from a risk-avoidance to a risk-management culture. More tolerance for mistakes should be complemented by a robust risk framework and evaluation processes with a view to integrating lessons learned in the design of future operations.

Knowledge and innovation have been high on the agenda but remain difficult to deliver since they are client-specific and ever-changing. Those products should be better defined both by the Bank, to determine what it can offer, and by the clients, to better identify what they need.

Even after the transfer of ADF assets to OCR, ADB will remain small. Its influence will more than ever lie in its ability to assist local authorities to adopt the policies enabling inclusive and sustainable growth. This brings us back to the implementation of the conditions spelled out in the end of the ‘90s for aid to work properly: providing ideas matters more than providing money - which works fine if the environment is conducive -, assessing commitment to reforms and providing support to identified “champions”.

**Transitioning from MDGs to SDGs**

This year is the final year of the Millennium Development Goals campaign. While substantial progress has been achieved, many of the goals related to the basic needs of the people remain unmet and geographic disparity is significant.

For the first time ever, all regional development banks, including the ADB, have come together with the World Bank and the IMF, to explore and confirm what they can do, within their respective institutional mandates, to support and finance the post-2015 Sustainable Development Goals. This post-2015 agenda will be even more ambitious and more complex as
these SDGs go well beyond the MDGs, highlighting a comprehensive vision of sustainable development that embraces economic, social and environmental dimensions requiring financing resources that surpass current development financial flows. This will require a paradigm shift on how development will be financed to unlock the resources needed.

This new approach will no doubt have an influence on how the Bank will do business in the future and an adjustment of its 2020 Strategy may be warranted. As the Bank does not have the financial capacity to be a leader on all fronts, and should not attempt to be because the success in reaching goals should be the outcome of coordinated efforts by the donor community as a whole, the Bank will have to identify the areas of interventions where it has the best comparative advantages.

To conclude, Mr. President, we trust that ADB’s Management and staff will, under your leadership, be able to successfully meet these difficult challenges.
Mr. Chairman, Mr. President, Fellow Governors, Ladies and Gentlemen

I and my delegation feel extremely happy to have this honour to take part in the 48th Annual Meeting of the Asian Development Bank (ADB) in the beautiful city of Baku, Azerbaijan. I would also like to join the other distinguished fellow Governors in expressing our sincere gratitude to the Government and people of Azerbaijan, especially the people of Baku for their warm reception and generous hospitality accorded to my delegation. I would also like to express our appreciation to the ADB Management, especially the organizing committee for their excellent arrangements made for this Annual Meeting.

At the outset, allow me to convey our heartfelt condolences from His Majesty the King, the Government and the people of Bhutan to the Government and people of Nepal for the sufferings brought about by the disastrous earthquake that occurred on 25th April, 2015. We deeply mourn over the loss of lives and properties. So far, Bhutan has made a small amount of cash contribution and sent medical and rescue teams to help those affected by the earthquake. Although not as severe as the one experienced by Nepal, Bhutan is susceptible and experienced earthquake in 2010, so we are fully aware of the consequences and what it takes to get back the lives into normalcy.

Ladies and Gentlemen, on the global economy front, although the pace of economic recovery has been rather slow due to unfinished post-2008 adjustments, it has continued to expand in 2014 at a moderate and uneven pace. But it is encouraging to note that as per the Asian Development Bank Outlook for 2015, Asia and the Pacific region is predicted to maintain a steady growth rate of 6.3% in 2015 and 2016.

As far as Bhutan is concerned, the economy in 2014 is estimated to grow at 4%, up from 3.5% seen a year earlier. However, the growth remains lower than the average regional growth rate in South Asia but our long-term growth rate is expected to be around 8%.

The growth in 2014 came mainly from the industry and construction sector associated with the development of hydropower projects. The services sector grew only marginally and wholesale and trade registered a fall from the double-digit growth seen in earlier years. Consumer prices have been very volatile because of heavy dependence on imports. As a result, average annual inflation accelerated to 9.6% from 8.8% seen a year earlier. Current account deficit improved
slightly from 27.3% of GDP in FY 2013 to 25.5% in FY 2014, owing to lower deficits in the trade and primary income accounts.

Weak macro-financial management mainly attributed the poor performance of the Bhutanese economy in the past two years of 2013 and 2014. As a measure to strengthen our capacity to manage the economy, the Government had availed of a program support from ADB in March 2013. The Government stands committed to improving its management of the economy in line with best practices for developing the resilience against economic shocks and maintaining the momentum of recovery. In order to sustain the economic reforms, the Government has applied for second strengthening economic management program support from ADB.

With economic reforms implementation under SEMP II, we expect a higher growth in 2015 with controlled inflation and narrow fiscal deficit to 2.7% of GDP achieved through revenue enhancement and expenditure rationalization.

We have had a history of fast economic growth over the past decades. In fact, during 2007 - 2012, the country’s poverty levels were almost halved. Based on our development philosophy of ‘Gross National Happiness’, we will continue to work harder to attain the Eleventh Five Year Plan goal of ‘self-reliance and inclusive green socio-economic development’.

Mr. Chairman, ladies and gentlemen, ADB has been a valued development partner for Bhutan since 1982. ADB has extended development support in sectors such as energy, transport, finance, and urban development. Till date, we have received a significant amount of support in the form of loans, grants and technical assistance.

Through these aids, Bhutan has made impressive strides towards attainment of the Millennium Development Goals (MDGs). However, we continue to be challenged by problems such as narrow economic base, low employment elasticity, and weak private sector. As a landlocked country with a sparse and widely dispersed population, Bhutan faces accessibility issues with high infrastructure development and service delivery costs. There is thus more scope for deeper engagements between ADB and Bhutan.

Transport and road connectivity have been identified as key areas in the Eleventh Plan period – 2013-2018, and this is also articulated in the ADB Country Partnership Strategy 2014-2018. I would therefore like to encourage ADB to step up its support to Bhutan in infrastructure sectors such as transport, urban development and energy. ADB should also help the Government identify newer economic opportunities for diversification of the economy.

I would like to join other governors and compliment the ADB President and staff for their proposal to merge ADF with OCR. This will no doubt enhance ADB’s lending capacity towards infrastructure development and poverty reduction, and we expect that poor countries like Bhutan will benefit from this initiative. Today ADB is our largest multilateral donor, and we do look forward to enhanced support from ADB commensurate with our growing requirements.

I also compliment the ADB management, particularly President Nakao for his leadership in pursuing the ambitious reform agenda in ADB. Your Excellency, under your leadership, I have no doubt that ADB will attain newer heights and will become a Bigger, Faster and a Better Bank as you wish.
The Midterm Review (MTR) exercise of ADB has clearly brought out some limitations in project implementation. It is heartening to note that ADB is slowly moving away from the ‘approval culture’ towards a much-needed focus on implementation and disbursement.

ADB has contributed immensely to the socio-economic development in the region. A stronger ADB and an economically stronger Asia and the Pacific are important for realizing our dream of a region free of poverty.

In conclusion, I would like to express our appreciation and gratitude to President Nakao and the ADB management team for your continued support extended to the Royal Government and the people of Bhutan towards the achievement of socioeconomic development and for assisting us to realize our goal of Gross National Happiness.

-Thank you-
BRUNEI DARUSSALAM  
Abdul Rahman Ibrahim, Governor

Bismillah Hir Rahman Nir Rahim.

First and foremost, on behalf of the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, let me express our sincere gratitude and appreciation to the Government and people of Azerbaijan for the warm hospitality and for the excellent hosting of the 48th Asian Development Bank (ADB) Annual Board of Governors’ Meeting. Taking this opportunity, I would also like to thank His Excellency Mr. Takehiko Nakao, the President of the ADB and the ADB Secretariat for the excellent arrangements.

Let me also express our deepest condolences to our colleagues from Nepal and Vanuatu on the recent tragedies. Our thoughts and prayers are with the people of Nepal and Vanuatu, especially to the families and friends of the victims of the tragic disasters as well as those who are affected.

It is encouraging to note that global economic growth is strengthening, albeit at a moderate pace. Our region continues to be the bright spot and this is expected to continue over the coming years. That said, we need to remain vigilant and always be prepared for any possible downside risks and vulnerabilities through effective surveillance and enhanced partnership and economic dialogue.

I believe this year’s Annual ADB Meeting’s theme ‘Fostering Partnership for Development’ is timely and relevant. It clearly captures the importance of strengthening global partnership in moving the region forward, especially in its development agenda. Under this theme, I believe the ADB can play an important role, especially in three key areas.

First, enhanced partnership in education. Having a strong education foundation is one of the important pre-requisites for economic progress. With the diverse development background of ADB members, I would encourage the ADB to further deepen its role in promoting knowledge transfer for fostering inclusive education in the region. Quality and relevant education equips the region’s people, with the knowledge and skills to contribute to their countries. With the ADB’s experience in promoting knowledge partnership, the ADB can facilitate member countries in developing innovative ideas to strengthen education.

Second, partnership in private sector development, particularly investment in projects which will lead to further spin-offs of related supporting businesses and thereby spurring further economic growth and development. This will foster growth in entrepreneurship and Small and Medium Enterprises (SMEs). In many countries successful entrepreneurs often provide financial support
to fund community projects and charitable foundations. Taking into account the important contributions of private sector development, we welcome ADB’s efforts and active role in supporting SME development in member countries, through its extensive network, expertise and resources.

Third, partnership in enhancing regional connectivity and integration. The ADB has been an important partner in promoting regional connectivity and integration in the region, especially through the ASEAN, ASEAN+3 and BIMP-EAGA. In view of the increasing need in infrastructure financing, we urge ADB to continuously strengthen its role in providing financing, foster cross-border coordination, and promote international best practices. We are encouraged to hear ADB’s readiness to collaborate with other IFIs including new regional initiatives.

We welcome the ADB’s efforts towards poverty reduction in the region especially by enhancing its lending capacity through combining ADF resources with the OCR. We encourage ADB to continue to be effective and efficient in using the available financial resources to provide enhanced financial assistance to the poorest and the most vulnerable countries.

Let me now share briefly, some developments in Brunei Darussalam.

The significant decline in oil price has impacted our region in differing ways. Some countries have benefitted while others, particularly oil exporting economies have been negatively impacted. For Brunei Darussalam, the development in oil prices has impacted our economic performance. That said, downside risks remain manageable and the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam continue to practice our longstanding policy of prudent and value for money spending. We have also put in place several stabilizing mechanisms, and will continue to focus our efforts to diversify our economy and undertake appropriate reforms, to ensure long-term economic and fiscal sustainability.

With that, let me conclude by acknowledging ADB’s achievements under Mr. Takehiko Nakao in fostering economic development and cooperation and alleviating poverty in the region. We call on the ADB to build upon these achievements and continue to be a reliable partner for the region.

Thank you.
CAMBODIA  
Vongsey Vissoth, Alternate Governor

Madame Chair,  
President Nakao  
Fellow Governors,  
Ladies and Gentlemen

May I now join fellow Governors in expressing our profound thanks and appreciation to the Government and people of the Republic of Azerbaijan for the warm hospitality extended to my delegation during our stay in this wonderful city of Baku.

First, let me express our deep condolences to the people and government of Nepal that was severely affected by the recent earthquake. We are saddened by the loss of lives and damages to properties and infrastructures as well as historical heritage sites in the capital of Kathmandu and its surrounding areas. We commend the Bank and other countries and institutions for reacting swiftly to the terrible disaster.

Madame Chair

We have seen the global output grown by 3.3% in 2014 with signs of economic recovery in the US while the Euro Zone continues to struggle to emerge out of the protracted recession of the past few years. The GDP of the advanced economies grew only by about 1.8%. But despite this, most of the developed economies face the daunting task of addressing widening income inequality and growing public debt with growing concerns about monetary and financial volatility.

While the Asia and Pacific delivered robust growth of 6.2% in 2014, the region’s growth continues to be impeded by the down side risks from the slower recovery of the advanced economies and volatility in the global economy. Moreover, the region continues to face growing inequality and intense poverty; and greater environmental risks as a result of climate change. The challenge of reducing poverty remains central to the region’s prosperity. In this context, ADB has to adapt and reform to stay relevant and responsive to the region.

In this regard, we congratulate President Nakao, the management for the impressive performance of the ADB, and the Board of Directors for approving the Mid Term Review of the Strategy 2020 and its Action Plan to enhance the responsiveness, relevance and the effectiveness of the ADB’s operations. We urge the Bank for the effective implementation of the Action Plan. We applaud the merging of the ADF with OCR to boost the Bank’s financial capacity and expansion of activities. Hence, we look forward to a larger window of opportunities to access to concessional financing under the ADF.
The establishment of the Asian Infrastructure Investment Bank (AIIB) and the Silk Road Fund for Infrastructure proposed by the PRC will bring profound dynamic changes and ease the constraints for financing development in the region. These important developments should be viewed as complementary financing sources and an opportunity for the ADB for cooperative engagement to propel the region to more sustain and rapid economic development.

While we support the appropriate standard of safeguard policy, we are of the view that ADB should set out a clear and more definitive set of implementing guidelines to minimize ambiguity, misinterpretation, and take into account the country context. Similarly there needs to be more clear set of guidelines for the application of the Accountability Mechanism and the role of the Compliance Review Panel to ensure integrity and transparency of its process. We urge for a comprehensive review of these two policies in close consultation with the borrowers as soon as possible.

Let me now turn to the recent development in Cambodia.

Cambodia is continuing its strong growth over the past decade with a growth rate of 7% in 2014 and expected growth rate of around 7% in 2015. This growth is to be supported by a drive to increase productivity and yields in the agriculture sector along with continued growth in the tourism, construction, garment, and light manufacturing sectors. Macroeconomic stability continues to be maintained with inflation being at 3.5% this year due to sustained lower oil prices, reduced food prices and stable dollar/riel exchange rate. Cambodia has also done well socio-economically with key indicators showing significant improvements, such as GDP per capita, increasing from USD 417 in 2004 to USD 1,123 in 2014, poverty rate, decreasing from 53% in 2004 to only 18% in 2012 while the Gini Coefficient, decreasing from 32 in 2008 to 28 in 2012.

Going forward, the annual growth is expected to continue at around 7% in the medium term. Achieving this strong growth, our emphasis is on making growth more inclusive, resilient and sustainable through cohesive and coordinated development strategies and plans that focus on economic diversification, increased competitiveness and enhanced productivity as well as strategic integration with the region. We will be making bold interventions in the development of key sectors including agriculture and industry. In light of this, we believe that our newly adopted Industrial Development Policy (IDP) will be instrumental to creating space and opportunities for long term sustainable and inclusive growth.

I would like to conclude by thanking President Nakao and his Management Team, the Board of Directors and Staff for the excellent arrangements for this Annual Meeting and the ADB’s performance in 2014. We look forward to continued strong and fruitful partnership between Cambodia and the Bank in years to come.

Thank you very much for your attention!
On behalf of the Government of Canada, I would like to thank the Government of the Republic of Azerbaijan and the people of Baku for their warm hospitality.

I would also like to take this opportunity to offer my deepest condolences and sympathies to all those affected by the recent earthquake in Nepal. Canadians continue to stand with the people of Nepal and northern India during this difficult time.

Canada is a Pacific nation. As a vibrant part of the Asia-Pacific region, we have a vital and growing stake in its prosperity and security.

While Asia has demonstrated remarkable progress over the past half century, challenges still remain in addressing pockets of deep poverty, vulnerability and rising inequality. The Asian Development Bank (ADB) plays a key role in tackling these challenges through its priorities of inclusive growth, inclusive business models and sustainability.

Canada commends the ADB management for its innovative initiative of enhancing the Bank’s future lending capacity and refocusing its long-term vision to better leverage private sources of funding, while striving for greater efficiencies, effectiveness and inclusiveness in operations.

Canada will continue to work closely with the ADB to advance these goals and the Bank’s key priorities to achieve better development outcomes. Canada’s commitment is evident in our partnerships with the ADB, including integrated disaster risk management, climate financing, and support for Public-Private Partnerships in the region, in particular the newly established Asia Pacific Project Preparation Facility (AP3F).

Canada has identified three areas for a focused engagement with the ADB over the coming year.

**Strengthening ADB’s Lending Capacity**

Canada welcomes the approval of the merger of the financial resources of the Asian Development Fund (ADF) and Ordinary Capital Resources to enhance the Bank’s lending capacity. This is a great step forward. Canada calls for continued efforts to seek further gains and greater capital efficiency. We note the 2015 pilot implementation of an economic capital framework in non-sovereign operations as an important step in the right direction. We look forward to the extension of an economic capital framework to all the operations of the Bank.
The implementation of the merger in our view must respect the Bank’s development mandate and continue to support poverty reduction in lower-income countries. Steady economic growth is predicted for the region as noted in the 2015 Asia Development Outlook. We must not however lose sight of the persistent poverty, vulnerability and inequality present in the region. Current ADF countries should be the main beneficiaries from the increased lending. We look forward to being active participants in discussions guiding the allocation of resources to these countries.

**Mid-Term Review of Strategy 2020 and Development Effectiveness**

Canada welcomes the action plan developed by management to respond to the Mid-Term Review and its focus on poverty reduction and inclusiveness. We note that overall the Mid-Term Review is making good progress with close to two thirds of the reforms completed but with some critically important components still lagging; notably in procurement, human resources and information technology. We encourage management to continue to press forward on these reforms.

Canada notes that both the 2015 Development Effectiveness Report by management and the Independent Evaluation Department’s (IED) Annual Evaluation Report, show a promising upward shift in quality and results from ADB’s operations. This is a welcome trend. We note however that important challenges remain, especially with respect to delays, cost overruns and sustainability of operations. We therefore encourage management to address and improve these areas of weakness. We also encourage management and IED to narrow their differences on recommendations coming out of the Annual Evaluation Report.

**Long-term Financing for Infrastructure & Private Sector for Development**

To remain relevant and meaningful in the region, ADB must provide more than just financing. The Bank also needs to help improve the business environment and catalyze private sector flows. This is consistent with the broader "From Billions to Trillions" work as described in the joint Financing for Development paper of the multilateral development banks. Canada is working with its partners on the post 2015 Sustainable Development Goals in encouraging innovative development financing.

In this context we encourage ADB to provide sufficient resources to the newly established Office for Public-Private Partnership, and ensure infrastructure investments are inclusive and promote sustainable growth. Canada in turn is providing $20 million to the AP3F. We must ensure maintenance of rigor in safeguards and delivering well-designed development projects, to deliver on inclusive growth and achieve a lasting impact.

**Conclusion**

In conclusion, I would like to underline the value of the work and the strong commitment to fighting poverty in Asia by the ADB staff, Management and the Executive Board. Canada continues to be deeply committed as an engaged shareholder and partner of the Bank.
PEOPLE’S REPUBLIC OF CHINA
Jiwei Lou, Governor

Respected Chairman Samir Sharifov,
President Nakao,
Dear Governors,

Ladies and gentlemen,

It gives me great pleasure to attend the 48th Annual Meeting of the ADB Board of Governors here in the beautiful ancient city of Baku at the Caspian Sea. I would like to extend my sincere gratitude for the hospitality and thoughtful arrangement of the Government and people of Azerbaijan.

At the outset, I would like to express our profound sorrow and sympathies to the Nepali government and people for their ordeals, and extend our condolences to the victims and their families suffering from the earthquake. The Government of the People’s Republic of China (PRC) has provided Nepal with emergency humanitarian assistance and supplies including water sanitation, fist medical aid kit, tent and blanket. The PRC government also sent several rescue and medical teams to Nepal for treatment and rescue. The PRC is willing to provide all kinds of assistance to Nepal to the best of its capacity in light of the situation in the earthquake-hit areas and the actual needs of the Nepali side. We will strengthen the coordination with the international community and continue to support Nepal to overcome the difficulties.

Mr. Chairman,

The current global economy is still in a period of profound adjustment. The recovery of major developed economies is unclear while the economic growth of emerging economies slows down. A recent steep fall in oil price helped to reduce the supply cost. But the insufficient demand caused by the financial crisis in 2008 is far to be resolved. It remains a major impediment to the global economic recovery. Confronting a sluggish external environment, developing economies in Asia have actively adjusted their development strategies and exploited new room for growth. Their economic growth in 2014 was 6.3%, contributing 60% to the global economic growth. Asia remains the most economically vibrant region in the world.

As an influential multilateral development institution in the Asia-Pacific region, ADB keeps abreast with the current circumstances. It has completed the mid-term review of Strategy 2020 and pushed through the merging of ADF and OCR. Hereby I would like to extend my congratulations to President Nakao. I hope ADB, under his leadership, could look to the future and develop the new long-term strategy. Meanwhile, I hope ADB could enhance capital adequacy, improve institutional efficiency, strengthen new partnerships, and meet the diversified
needs of its developing members. I would like to share following four points, namely, vision, escalation, innovation and cooperation.

**Firstly, vision.** Poverty elimination remains a key long-term mission, but it is only one aspect of the complicated and multilayered future challenges. Sustainable development and inclusive growth are the trend of future development. Only economic growth can reduce poverty, and only when the growth is sustainable and inclusive can poverty be eliminated. I would like to propose that ADB should go beyond *Strategy 2020* to form a new long-term development strategy, and include sustainable development and inclusive growth as the main content. This vision is in the interest of the Post-2015 Development Agenda under deliberation; and ADB should set an example during this process.

**Secondly, escalation.** Two years ago, when I attended the World Bank Spring Meetings for the first time in my current capacity, I proposed that multilateral development banks should enhance their lending capacity. Both the World Bank and ADB have made great efforts in this regard. The lending capacity of the World Bank has increased from 15 billion to 18 billion US dollars; and ADB’s lending capacity is estimated to increase from 13 billion to 15-18 billion US dollars after the merging of ADF and OCR. I believe it is too conservative to keep 15-18 billion USD of annual lending amount for a development institution with 153 billion USD of authorized capital and 50 billion USD of usable capital. Against the backdrop of insufficient aggregate demand, ADB should finance as much as possible to support regional economic growth. Therefore, ADB should reevaluate its lending capacity and continue to seek for GCI and SCI so as to enhance the capital adequacy and improve the governance structure to achieve its de facto escalation.

**Thirdly, innovation.** Since the establishment of ADB 48 years ago, it has cumulatively invested over 200 billion USD for the regional development while building itself a relatively large institution. President Nakao and I have exchanged views regarding the so-called “best practice”, which I believe that there isn’t any. The current reforms of major international institutions would not be necessary if there is “best practice”. In this case, there is only “better practice”. It is gratifying that ADB has adopted measures to enhance its institutional efficiency. For example, the total disbursement of last year reached a five-year high to 10 billion USD. I hope ADB could further enhance innovation, launch new businesses, and provide tailored project developing and financing modes to its members at different stages of development. In particular, we suggest ADB to support its members’ efforts to finance infrastructure investment through Public Private Partnerships (PPP), and help to enhance the regulation and risk prevention of PPP projects. Additionally, while prioritizing low-income members, ADB should also strengthen support to middle-income and upper-middle-income members, which will help to maintain ADB’s financial sustainability and AAA credit rating. ADB could learn from policy practices of other multilateral development banks, review its graduation policy, and break through the policy restriction to create more room for its future development.

**Fourthly, cooperation.** Historical experience tells us that the establishment of regional development banks like ADB and EBRD has not diluted the influence of existing multilateral development banks, such as the World Bank, but instead strengthened the collective force of the multilateral development financing and more effectively propelled the development of global economy. With a huge demand for infrastructure financing in the region, the Asian Infrastructure Investment Bank and the New Development Bank under preparation are beneficial complements rather than competitors to the existing multilateral development banks. I hope ADB could develop cooperation with the new institutions in terms of knowledge sharing,
capacity building, personnel exchange and project financing, in order to jointly promote the regional infrastructure financing and economic and social development.

Thank you!
Nordic Member Countries
Anne Sipiläinen, Governor for Finland

(on behalf of Governors from Denmark, Finland, Norway, and Sweden)

Mr. Chairman, President Nakao, distinguished Governors, ladies and gentlemen.

The four Nordic countries - Denmark, Finland, Norway and Sweden - would like to express their gratitude to the Government of Azerbaijan and the city of Baku for hosting the Asian Development Bank’s 48th Annual Meeting. We also wish to thank ADB management and staff for the excellent preparations for this event.

2015 marks a highly important year globally as well as for ADB. The three global summits on Financing for Development (FfD), Sustainable Development Goals (SDG) and Climate Change will set the global development agenda for the coming decades, and we look forward to strong engagement from ADB in all these three processes. The ADB has comparative advantages and can play a vital role in many areas within these agendas. Apart from providing development financing, ADB can work to promote an enabling environment with effective policies and institutions for sustainable development and the eradication of poverty. The Bank can also facilitate the mobilization and effective use of domestic resources (DRM) and increased private sector investments through fostering and building capacity for strong national tax administrations, relevant legislation, transparent fiscal policies and natural resource management and curbing illicit financial flows. Particular attention needs to be given to fragile and conflict affected states. Strong cooperation and partnerships with other MDBs, UN organizations and other development actors is essential. The joint report of the MDBs and the IMF on Financing for Development – From Billion to Trillions – sets a good example, and provides a good foundation for continued work. Not least in implementing the outcomes that will be agreed in Addis Ababa.

In this context, we wish to congratulate ADB for the approval of the merger of the financial resources of ADF and OCR and thank the management for the open and consultative nature of the preparatory process. The ADF-OCR merger will enable a more effective and efficient use of ADB's resources and significantly increase the Bank's lending capacity, thus providing a valuable contribution to the implementation of the Post-2015 agenda. For the Nordic countries, the sustained focus on inclusive growth and the reduction of poverty and inequality as ADB's key strategic objectives, and the continued donor consultations on strategic issues related to ADB's concessional operations have been an important prerequisite for our support to the merger. Therefore, we look forward to a successful implementation of the Action Plan of the Midterm Review of Strategy 2020 and the upcoming ADF XII negotiations.
Despite its increasing financial capacity, ADB's resources remain limited when compared to the huge investment needs that developing Asia faces. The infrastructure investment gap alone is estimated at USD 800 billion annually. With these challenges in mind, the Nordic countries have expressed their interest in joining the prospective founding members of the new Asian Infrastructure Investment Bank (AIIB) currently being set up. It is in our interest that AIIB will apply international best practices of international financing institutions on social and environmental safeguards, procurement, governance, transparency and accountability. It is also essential that AIIB complements and does not compete with the work of existing multilateral development banks, especially ADB. There is substantial potential for collaboration and cofinancing between the two institutions. In our view, ADB's knowledge and experience is particularly valuable as an institution of excellence when it comes to poverty reduction and inclusive growth.

The upcoming COP21 discussions and the ADF XII replenishment provide an important opportunity for ADB to demonstrate increased ambitions in fighting climate change. In particular, we stress the need and opportunity for ADB to further strengthen its contribution to mitigation of climate change by scaling up support to renewable energy sources and working with member states to phase out fossil fuel subsidies. In this context, we note with appreciation that ADB is among the first international organizations to have been accredited the status of implementing entity of the Green Climate Fund. This should provide substantial impetus for advancing ADB's climate agenda.

The recently published 2015 Asian Development Outlook (ADO) depicts positive economic prospects for Asia in general with steady GDP growth and macroeconomic stability expected for the near future. Asia will continue to serve as the main engine for global growth, which in turn is expected to foster poverty reduction across the region. This positive picture needs, however, to be balanced with the fact that hundreds of millions of people in developing Asia still live in poverty or extreme poverty and are highly vulnerable to external shocks. Growing inequalities between and within countries demonstrate that economic growth alone will not necessarily ensure inclusive and balanced development. ADB plays an important role in helping countries even out inequalities by providing good quality education & health care and improving poor people's access to social services. Addressing gender inequality is absolutely vital in this context. In addition to being important in its own right, further gender equality is smart economics. Continued efforts to strengthen ADB's work on this key aspect of sustainable development are warranted.

The ADO focuses attention on the importance of a developed and well-functioning financial sector for facilitating investment and sustaining growth. Inclusive growth is, however, difficult to achieve without addressing the inclusiveness of financial services. It is therefore important to develop innovative financial products, such as mobile banking services, that lower the threshold and reduce the cost for poor households and small enterprises to access financing. Financial inclusion also plays a pivotal role in empowering women and promoting gender equity. These are areas in which ADB can make a solid contribution.

Thank You.
FIJI
Ariff Ali, Temporary Alternate Governor

Introduction

Mr. Chairman, President Takehiko Nakao, Fellow Governors, Distinguished Guests, Ladies and Gentlemen.

Mr. Chairman, I note that a joint statement has been presented on behalf of the Pacific Developing Member Countries by the Governor of Vanuatu. However, given my country’s relationship and longstanding history with the Bank since 1970, I wish to present a statement on behalf of the Republic of Fiji.

Before I begin, allow me to express our heartfelt sympathy to the families suffering from the recent earthquake in Nepal, and from the destruction by Cyclone Pam in Vanuatu and the Federated States of Micronesia. Our thoughts and prayers are with the people of these countries in this challenging time.

Mr. Chairman, at this point, I extend our gratitude to the Government and people of Azerbaijan for the warm welcome, generous hospitality and the many courtesies extended to my delegation. I would also like to compliment President Nakao and his team for the excellent preparations and arrangements for this annual meeting.

Fiji’s Economic Performance & Outlook

Mr. Chairman, allow me to provide a brief update on the status of our economy.

A testament to Fiji’s progress is the expansion of the economy for the fifth consecutive year, a feat that was last witnessed in the early 1990s. Economic growth in 2014 stood at 4.5 percent compared to 4.6 percent in the previous year. The outturn occurred largely on the back of strong investment and consumption activity, with support from the positive performance of important national industries, record tourism visitor arrivals and the continuing steady recovery of the sugar industry.

This year Mr. Chairman, the Fijian economy is projected to grow by 4.3 percent, aided by all sectors of the economy. If achieved, 2015 will mark Fiji’s sixth consecutive year of positive growth and third consecutive year of growth above 4.0 percent.
Domestic economic performance has remained buoyant, largely underpinned by strong real sector activity and aggregate demand. The accommodative interest rate environment coupled with Government’s expansionary fiscal stance and initiatives in the health, education and resource-based sectors continue to support and underpin economic growth.

Moreover, a substantial portion of the 2015 Budget is channelled towards capital investment mainly confined to developing roads, bridges and ports in line with the Government’s efforts to rectify Fiji’s infrastructure deficit and lift the country’s productive capacity. Taking into account private outlays, total investment is estimated to be around 25 percent of GDP in 2014 and is forecast at 26 percent in 2015 which is above the Government’s target of at least 25 percent of GDP.

Fiji’s foreign reserves held with the Reserve Bank are currently $1.8 billion which is adequate to cover 4.5 months of retained imports of goods and non-factor services. Record tourism and remittance income continue to support Fiji’s balance of payments position. Our inflation is anticipated to be below 3.0 percent by year-end after it fell to 0.1 percent at the end of last year. Liquidity in the domestic market is around $573 million, which I believe is adequate for now to support economic activity. Monetary policy remains accommodative to assist economic growth and the Reserve Bank’s Overnight Policy Rate is currently 0.5 percent. Government’s debt management policy is geared towards ensuring lower costs, prudent degree of risk, debt sustainability and support for productive investment and economic growth. Fiji’s debt stock stood at around 50 percent of GDP last year and is projected to gradually fall as Fiji’s economy grows.

Return to Parliamentary Democracy

Mr. Chairman, at the last Annual Meeting, the Fiji delegation outlined the concerted efforts to return to parliamentary democracy. I am pleased to announce that Fiji’s transition has been successfully completed. On 17 September 2014, General Elections were held under a truly democratic “one vote, one count” system. The Multi-National Observer Group which monitored Fiji’s elections, published in its report that they found the elections credible and broadly representative of the will of the Fijian people.

Since then, the new parliament has had four sessions. Mr. Chairman, I am also pleased to report that for the first time in Fiji’s history, a female was elected as speaker of Parliament. In addition Mr. Chairman, the leader of opposition, two Cabinet ministers and two assistant ministers are females. At a time when most international organisations are calling for more female representation in Parliament, Fiji is realising that vision and the country is committed towards the empowerment of women and the Fijian Government is leading by example.

Fostering Partnership for Development

The restoration of parliamentary democracy has facilitated Fiji’s full re-engagement with the Bank and other multilateral and bilateral development partners. In this regard, as a fully-fledged member we are keen to access all services that the Bank offers to support our development aspirations.

We welcome the Bank’s commitment to this partnership via country visitations by the Bank’s Vice President and Executive Directors, and the subsequent approval of a US$100 million loan
for development of the transport sector. In addition, the Bank has committed to provide Fiji with up to US$350 million over 5 years to support Fiji’s development agenda through low cost financing and assistance in the form of technical assistance.

Mr. Chairman, Fiji’s future prosperity depends on our economy’s resilience to internal and external shocks. To foster sustainable growth, the Government has channelled resources to areas that provide value-adding opportunities, improve infrastructure, increase returns and promote inclusive economic growth over the short to medium term. This is supported by targeted reforms, investment incentives and further development of basic infrastructure.

Like other small island states Mr. Chairman, we will continue to look to our development partners for technical and financial support in addressing our needs and issues. With the Bank’s support, public sector reforms and infrastructure projects can be earnestly pursued. In 2013, the Bank launched a Diagnostic Study to assess Fiji’s constraints to inclusive growth. The report will provide a sound basis upon which the Government can develop an action plan to propel Fiji to a higher growth path. The action plan will also address issues related to inequality and poverty.

Partnership with the Bank will also provide more assurance on processes related to other areas of development in Fiji. This includes planned reforms such as the divestment of Government shares in various state owned enterprises as announced in the 2015 National Budget, and the review and development of relevant legislations. The Bank has commenced providing assistance for the latter, specifically, the development of a Secured Transactions framework which aims to improve the legal framework for using moveable property as collateral for loans. Furthermore, we are also grateful for the technical assistance that the Bank provided for the Pension Saving Bill.

Fiji was also pleased to receive a visitation from the ADB Board Group early this year and we look forward to hosting President Nakao later in August. Such visits provide the Bank with an opportunity to appreciate Fiji’s unique challenges and create a platform for more meaningful and deeper engagement.

**Common Global Issue**

Mr. Chairman, it would be remiss of me to not highlight the Pacific’s challenges of being at the frontline in the battle against climate change and natural disasters. We face immediate threats from rising sea levels, storms of increased intensity and frequency, salt water intrusion into freshwater supplies and scorching summers. All of these factors threaten livelihoods through their impact on island infrastructure, water resources, and food supplies.

The recent destruction in Vanuatu and the Federated States of Micronesia following Cyclone Pam sadly illustrates how quickly a natural disaster can overturn development outcomes in the region. The urgency of concerted global action is critical. As with other small open island economies, our efforts to develop and grow our nation will always be constrained by factors beyond our control. In this regard, the Bank plays an important role in strengthening Pacific Developing Member Countries’ resilience as well as collectively advocating for global action.
Conclusion

To conclude Mr. Chairman, Fiji welcomes the renewed engagement with the Bank and its assistance towards achieving our country’s development objectives. I wish to reiterate Fiji’s firm commitment towards meeting our common goals of inclusive growth, regional partnership development and poverty reduction.

On that note, Mr. Chairman, Fiji supports the merger of the Asian Development Fund and Ordinary Capital Resources lending windows. This initiative will increase the Bank’s capacity to provide funds which will enable effective development and assist in closing the gaps in economic and social infrastructure in the Pacific and Asia.

Mr. Chairman, I also take this opportunity to wish President Nakao and his team every success in supporting the development of the Asia Pacific Region, particularly with regards to the post-2015 development agenda.

Thank you Mr. Chairman.
Mr Chairman of the Board of Governors,
President Nakao,
Honorable members of Board of Governors,
Distinguished guests,

Let me start by extending our warm thanks to the government of Azerbaijan for the excellent organization of this event.

On behalf of the French government, I also want to express our deep condolences and our solidarity to the people and the government of Nepal. Last week’s earthquake is a terrible disaster, with a dramatic death toll. The international community, and ADB in particular, have responded quickly to assist Nepal but more will be needed to support the reconstruction process.

2015 is an extraordinary year for development. Poverty reduction, inclusive growth, sustainable and climate-friendly development, gender equality, all these dimensions are interrelated, in a context of highly interdependent economies. None of these dimensions are optional, this is the message we hope to see clearly underlined during the year, be it in Addis Ababa, in New York for the adoption of the new Sustainable Development Goals, in Antalya for the G20 Leaders' summit or in Paris for the 21st Conference of the Parties on climate change.

This is an exciting but challenging year and I want to commend President Nakao for the impressive work undertaken since his arrival, as well as for the inclusiveness and the openness in which this was done. The groundbreaking proposal to combine ADB and ADF’s balance sheets is a paramount example of how major innovations can be realized in an inclusive and transparent manner. The update of ADB’s strategy 2020 and its corresponding Action plan also place the Bank on a robust path. Other important steps are on the way, including the U-MICs strategy, the improvements in the delegation of authority to resident missions and the improved mobilization of private sector finance through the creation of a PPP Office and of the AP3F.

A lot has been achieved, yet we all know that the task at hand necessitates more innovative ideas and concrete measures to improve again and again the efficiency and the effectiveness of the Bank on the ground. In addition to the elements we already insisted on last year with respect to operations, we will be closely following the upcoming reform of the procurement system.
In particular, I want to repeat our deep conviction that ADB can and must do more with respect to the fight against climate change and in particular for adaptation: in a region like Asia, it is all too obvious how reducing poverty and vulnerabilities are deeply intertwined with tackling climate change. In this perspective, projects with climate-change cobenefits cannot remain a small portion of ADB’s financing. We urge ADB management and colleagues to opt for greener investments, for more efforts in the field of energy efficiency, for a wider effort on adaptation and resilience. In that direction, I want to congratulate the ADB for being the first multilateral development bank accredited to the Green Climate Fund. The bank should now go the extra mile to be the first to submit innovative projects to the GCF board. The decrease in oil prices is also a historic opportunity to help country reducing their inefficient fossil fuel subsidies and use this fiscal space for poverty reduction and more productive uses. As we already explained at the board, we believe that the important changes encountered by the energy sector since 2009 would justify a revision of the energy sector strategy.

On a broader note, all the reforms undertaken within ADB will help the Bank to sharpen its comparative advantages. This will be most useful and welcome in the context of the arrival of new actors in the region. The creation of the Asian Infrastructure Investment Bank and the Silk Road Investment Fund has great potentialities. There is much to do, and work for everybody. The overall outcome for the region will only be greater, provided that we collectively resist the temptation to lower our time-tested standards, and avoid harmful competition between institutions. On the contrary we should all strive for complementarity, positive and fair competition, and a collective work to improve standards, increase efficiency and reinforce developmental impacts.

To conclude, let me assure you that France is fully committed to work with all stakeholders in Addis Ababa, New York and Paris in order to achieve ambitious results that will stand up to the unprecedented challenges we are collectively facing.
Chairman, President Nakao, Fellow Governors, Ladies and Gentlemen,

This year's annual meeting comes at a time when the economic situation is very difficult. Asia's economy is continuing to grow. In the medium term, however, lower growth rates are likely to become the "new normal" for the continent. This will mean huge challenges if we want to further reduce poverty and to achieve the ADB's goal of an "Asia free of poverty".

The ADB's lending volume of almost 14 billion US dollars is a huge contribution towards achieving this goal.

2015 can rightly be called the year of development. The conference on financing for development in Addis Ababa, the UN summit in New York and the Paris climate conference will be crucial in shaping international and development policy.

The sustainable development goals, which are to be adopted at the UN summit in September, are a case in point. They will make sustainability a tenet of economic growth and development.

The ADB is a key actor and needs to take an active role in shaping this year of development. Sustainability must become the ADB's guiding principle. We expect all multilateral development banks, including newcomers, to take the same approach.

Climate protection is the biggest problem ever in the history of humanity. There must be no more investments in activities that damage the environment or have a harmful effect on the climate. We need to invest in a sustainable future, not a fossil past. If we want to better the lives of millions of people, we need to heed the call of the German Development Minister Müller, moving "away from free and towards fair trade". To achieve this, we need to have clearly defined environmental and social standards. We have not forgotten the horrors of the disaster that killed more than 1,000 people in Bangladesh in April 2013 when a factory in Savar collapsed. This must not be allowed to happen again.

Germany has taken action. We have since launched a Partnership for Sustainable Textiles together with the private sector and civil society. We have created a Plan of Action which defines binding standards for the production and processing of raw materials in the textiles and garment industries. The most urgent issues we need to address are transparency in value chains, production chemicals, freedom of association, and living wages. The ADB, too, needs to do its part to improve working conditions. I told President Nakao that Germany is willing to
cooperate closely with the Bank on these issues. President Nakao, where do we stand? What has the ADB done in order to improve working conditions in the Asian textile industry?

Allow me to conclude by thanking the Government of Azerbaijan and the ADB for the excellent organisation of this Annual Meeting and for the hospitality we have experienced. You have set a high benchmark against which future Annual Meetings will be measured.

And this also includes next year’s Annual Meeting in Germany. The ADB is an important partner for Germany as regards cooperation with Asia. That is the message we want to convey by hosting the 2016 Annual Meeting in Germany. I would like to take this opportunity to invite you all to attend the Annual Meeting in Frankfurt. "Cooperating for Sustainability" will be the theme of the upcoming Annual Meeting.

Thank you very much!
HONG KONG, CHINA
Eddie Yue, Temporary Alternate Governor

I would like to thank the Government of Azerbaijan for hosting the 48th Annual Meeting of the Asian Development Bank (ADB), and the Management and staff of ADB for the excellent arrangements of the event. I would also like to express my deepest condolences to the people of Nepal affected by the recent earthquake.

Global economic growth has been modest and uneven since the last Annual Meeting. While developing economies including those in Asia remain an important source of global growth, there are signs that activities are slowing and potential outputs are falling. Despite substantial progress, developing Asia still faces significant development challenges. In particular, a number of developing economies have been held back by infrastructure bottlenecks. To sustain economic growth and fully realize their growth potential, substantial infrastructure investment is needed.

Developing Asia’s infrastructure development needs dwarf existing official development assistance, government and private investments combined. To fill this huge infrastructure financing gap, we need bold, new efforts. In this regard, we welcome the combination of Asian Development Fund (ADF) resources with the ADB’s ordinary capital resources. The merger will allow ADB to make more efficient use of its existing resources and substantially expand its financial capacity by up to 50% according to ADB’s estimates. This, in turn, will mobilize more public and private sector investments through co-financing and greatly enhance the support available to developing members.

We are also glad to see that governments are working together and making significant steps in promoting infrastructure development. They include, for instance, the establishment of the Asian Infrastructure Investment Bank and the G20 Global Infrastructure Initiative and Global Infrastructure Hub. These initiatives underscore the commitment by governments from within and outside the region to give infrastructure investment a fresh impetus. By bringing new funds and new ways for development assistance, they will serve to complement the existing efforts by ADB in meeting the region’s vast development needs.

As highlighted in the theme for this year’s Annual Meeting, fostering cooperation among development partners – existing and new, private and public, national and multilateral – is crucial for reaping synergy and maximizing development impact. ADB has a hailed tradition of cooperating with other partners in delivering results. By working together, we believe that ADB and its partners in the region will go a long way in mobilizing funds and building the capacity of developing members in delivering high-quality infrastructure projects.
As an international financial and business centre in the region, Hong Kong, China has an active role to play in supporting and promoting infrastructure investment in Asia. Corporates, as well as national and multilateral development agencies including ADB and IFC, have been making extensive use of Hong Kong, China’s deep financial markets in raising funds for infrastructure projects. Joint ventures and funds have been set up in Hong Kong, China for identifying opportunities and managing investments in infrastructure projects in the region. We have also been seeing increasing offshore issuance of Renminbi (RMB) bonds in our market to finance infrastructure projects. With the increasing use of RMB in trade and investment in the region, it is expected that the use of RMB in infrastructure financing will continue to rise. Hong Kong, China, as the largest offshore RMB centre with a wide range of RMB financial services, is well placed to support these infrastructure financing activities denominated in RMB. Besides financial services, Hong Kong, China also has a pool of talents in professional services like construction and planning, surveying, engineering, project management, accounting, legal and arbitration, logistics, etc. Firms and consultants of Hong Kong, China are well placed to take part and support infrastructure developments in the region.

Substantial investment is needed in many developing Asian economies to break the infrastructure bottlenecks and move forward to the next stage of development. Increasing cross-border connectivity will also promote greater trade and economic integration, unlocking the region’s growth potential. We are pleased to see that ADB and national governments are making this a priority and taking meaningful steps to promote infrastructure investment in the region. As a member of the region, Hong Kong, China stands ready to contribute to this work.
INDIA
Arun Jaitley, Governor

Mr. Chairman, Governors of ADB and Heads of Delegations, Mr. President, Ladies and Gentlemen.

It gives me immense pleasure to participate in the 48th Meeting of the ADB Board of Governors at Baku – the ‘city of winds’- the largest city in the world below the sea level.

Mr. Chairman, through you, I would like to thank the Government and people of Azerbaijan for the warm welcome and splendid hospitality.

The devastating earthquake in Nepal last month has caused loss of precious lives and widespread damage. Nepal is our close friend and neighbor. We stand with them in coping with this tragedy.

Last Meeting

At the last Annual Meeting at Astana, President Nakao had outlined few key initiatives to make ADB more relevant and more efficient. This included the plan to seek merger of ADF resources with OCR and reforming ADB.

We are pleased to note progress on both these areas. President Nakao deserves our appreciation for the highly consultative process through which the merger of ADF resources with OCR was managed. This was critical to securing the unanimous consent of all ADF donors.

To use the enhanced lending capacity, thus available, ADB has to build a strong project pipeline for implementation from 2017.

The Mid Term Review of Strategy 2020 focused on strategic direction and efficiency of operations. The emphasis on project implementation and greater role and authority to Resident Missions are steps in the right direction.

Global Economic Environment

We are meeting at a time when the global economy is looking slightly better than 2014 but not by much. Global growth in 2014 was lower than initially expected – continuing the pattern of disappointing outturns as seen in earlier years. Beneath the headline numbers, increasingly divergent trends seem to be at work both in the developed and emerging market economies.
In midst of the continuing global economic vicissitude, the Asia-Pacific region appears to be the functional ‘growth engine’ for the world economy. Asian Development Outlook 2015 estimates Asia to grow at 6.3% in 2015 and 2016.

According to various estimates, India is expected to grow at 7.5-8.0% in both 2015 and 2016. This only reaffirms India’s fascinating growth prospects. In a time span of less than a year, our Government has taken a number of steps to revive the economy. Our goal is to place the Indian economy on a high and sustained growth trajectory through focus on infrastructure development, skills development, improving ease of doing business and economic reforms including comprehensive social safety net and fiscal discipline.

**ADB Operations**

Mr. Chairman, it is heartening to see that though in 2014, ADB’s total loans and grants operations, at US$13.5 billion, were slightly less than the previous year, the project co-financing has increased to over US$9 billion. ADB’s increased focus on delivery has started showing results. The disbursements in 2014 were 17% higher than the past year. I am told that the contract awards have been the best in the past five years. We hope to see this emphasis on delivery to continue.

**Bigger ADB - Twenty by Twenty**

Development needs of Asia and Pacific region are large and growing. If Asia has to provide growth impetus to the rest of the world, this region has to make significantly higher investments in its infrastructure and people. Merger of ADF-OCR is a one-time opportunity and by itself not enough. ADB should aim for annual business of at least US$20 billion by 2020. **Twenty by Twenty** should be our corporate goal, the Mantra.

Mr. Chairman, you would recall that India had, in the Meeting of the Board of Governors last year, stressed the need of capital increase to enable the Bank to support the member countries. President Nakao also echoed this in his statement today. I urge my fellow members to respond favourably to enable ADB meet the aspirations of its clients in Asia and Pacific.

**Looking Beyond 2020**

While Strategy 2020, formulated in 2008, continues to remain relevant, considering the new opportunities and challenges, we should start work on our Strategy to guide ADB Operations post 2020. Our vision should not be constrained by what we can do with existing resources but must be guided by what we need to do. We must do everything that is needed to support our member countries fight poverty and inequalities and to help them realize their growth potential.

**Regional Cooperation**

In a world that is becoming increasing more flat, regional cooperation is at the centre stage of growth strategy. ADB is a uniquely placed MDB with a very clear focus on supporting regional cooperation. We welcome setting aside of US$500 million for regional cooperation under OCR in response to our persistent demand. I urge ADB to continue with its thrust on regional cooperation not only within South Asia but also between South Asia and rest of Asia.
**Better ADB**

ADB not only needs to become bigger, it also needs to become better, as a model among the MDBs. At times, our clients find our processes cumbersome and response slow. I am glad that the Action Plan following the Mid Term Review of Strategy 2020 focusses on business process re-engineering, procurement reforms, delegation and decentralization. We would like to see a much faster progress in these areas.

**India Operation**

India and the ADB share a productive and beneficial relationship. India is now ADB’s largest client. With a bigger and better ADB, we would also like to see our partnership move to the next level. In addition to supporting conventional infrastructure projects, we would like a deeper engagement on development of Smart Cities, Industrial Corridors, Rail transport and manufacturing and job creation through flagship initiatives of ‘Make in India’ and ‘Skill India’.

Mr. Chairman. We have done well in 2014. I am sure we will continue on this path for a Bigger and Better ADB.

Thank You.
INDONESIA
Bambang Permadi Soemantri Brodjonegoro, Governor

Mr. Chairman
His Excellency President Nakao,
Excellencies, Governors,
Distinguished Guests, Ladies and Gentlemen,
Good Afternoon,

First of all, on behalf of the people and Government of Indonesia, I would like to express our deepest sympathy and condolences to the people and Government of Nepal for the calamity that come about the country since last two weeks. Our pray for the people and the Government of Nepal

It is my pleasure to be here in Baku to attend the 48th Annual Meeting of the Asian Development Bank. On behalf of the Government of Indonesia, I would like to express my sincere appreciation to the Government of Azerbaijan for hosting this important meeting. I would like also to congratulate President Takehiko Nakao and his staffs for their impressive performance over the past year.

Among ADB's high achievements, I am pleased to see the positive progress made under President Nakao's leadership to implement the Midterm Review (MTR) Action Plan that makes ADB more efficient and responsive. New procurement reforms have proved a significant decline of 50% of time needed for a procurement process. This is an excellent start to overcome hurdles on the previously ADB’s slow progress for project start ups. However, there are still more rooms for ADB to utilize this positive reform momentum.

We strongly support the current process of ADB review on its staffing levels as well as greater decentralization and empowerment of Resident Missions. In line with the commitment recorded in the ADB Charter to pay special attention to the smaller and less developed members, I would like to welcome the strengthening of ADB’s field offices, particularly on smaller Resident Missions in Central Asia and in the Pacific where actually there are great needs for existence of Resident Missions. I took a positive note on this as part of the result of a 2015 Independent Evaluation of ADB's Operations in the Pacific which recommended investing more in the Pacific Department staffing.

Distinguished Ladies and Gentlemen,
Poverty reduction is the main vision of ADB as expressed in the ADB Strategy 2020 as “An Asia and Pacific Free of Poverty”. Based on the “Key Indicators in Asia and Pacific 2014” issued by ADB, the number of world’s poor is still dominated by the developing countries, particularly in Asia. Asia is still the home of 60% of world poverty.
We together hope that ADB is expected to give more contribution and have an active role in reducing poverty, particularly in Asian countries, in line with the Millennium Development Goals (MDGs) which will be continued by Sustainable Development Goals (SDGs).

Distinguished Ladies and Gentlemen,
The development paradigm has significantly changed in several recent years. Traditional cooperation in the form of assistance from developed countries to the developing countries has been increased to be more innovative, one of it is knowledge sharing through lessons learned and best practices, in which foreign loans or grants play a role as the catalyst of the information and technology sharing.

Government of Indonesia encourages the implementation of knowledge sharing to overcome the development issues. This is in line with ADB’s Strategy 2020 which puts knowledge sharing as one of the drivers of change. In the future, the cooperation is expected to be implemented through policy dialogue on priority themes, such as: energy security, food security, and education.

Distinguished Ladies and Gentlemen,
Let me address about Indonesian economy. Under circumstances of uncertainty in advanced economies growth, oil price falls sharply which causes several other commodity prices also decline, pressure in Emerging Economies: moderating the People’s Republic of China’s economic growth, structural problem and capital reversal risk pose pressures on emerging markets’ currencies and also US monetary policy normalization followed by the expectation of FED Fund rate hike, the performance of Indonesian economy in 2014 is quite good. The economic growth in 2014 is still in moderate stage at 5%, which is slightly lower than our expectation at 5.5% and also lower than 2013 growth (5.8%). However, we believe that this year we can achieve higher economic growth at 5.7%

Dealing with long experiencing of fuel subsidy, our new government has succeeded drastically to cut off it at the end of 2014 and to reallocate it to enlarge infrastructure investment budget. Despite that fact, this decision has created an upward inflationary pressure where the prices of goods are increasing. However, we believe that those inflation is still in manageable tolerant.

Our government has continued to pursue prudent fiscal policy with emphasis on maintaining budget discipline and public debt management. The budget deficit was only 2.26% of GDP in 2014 and will be managed at less than 2% (1.9%) as stated in 2015 revised budget. Overall, Indonesia’s government debt level is relatively low where debt to GDP ratio was 26% in 2014. This prudent fiscal policy is important to obtain lower financing cost from both domestic and international bond markets on favorable terms.

Our fiscal policy will focus to support high growth and sustainable development while maintain the stability of economy. According to our National Medium-Term Development Plan 2015-2019, Indonesia is determined to achieve high economic growth in the average level of 7%. In order to obtain that objective, we have three main strategies: (1) maintaining the stability of macro economy; (2) improving budget structure and (3) supporting real sector and promoting investment.
To improve budget structure, the government has taken efforts as follows: (a) optimizing tax revenues; (b) improving Quality of spending – spend more on productive expenditure; and (c) maintaining fiscal deficit in manageable level. Meanwhile, to support the real sectors and promote investment, the government provides tax incentives for high value added and export oriented. Another incentive for companies is also introduced to encourage infrastructure investment. The government also has policy to accelerate investment permit process by promoting One Stop Service Center.

Distinguished Ladies and Gentlemen,
I expect the ADB to remain one of Indonesia’s most important partners, and will play significant role in infrastructure development with shaping and supporting Indonesia’s economic and social reform. I wish the ADB to continue its reformation process, so it can give better service in the future. ADB should never lose sight of its development focus and commitment to improving the regions’ infrastructure and other activities to reduce poverty.

In closing, I would like to wish President Takehiko Nakao and the ADB Management every success as they press ahead with what is an important, complex, and challenging agenda. I would like to emphasize Indonesia’s commitment as a solid partner in this process.

Thank You
On behalf of the Government of Ireland, I would like to join colleague members in thanking the Government of Azerbaijan for hosting the 48th Annual Meeting of the Asian Development Bank (ADB). I would also like to commend our hosts, along with the management and staff of the ADB, on the professional organisation of the event and the warm welcome shown to us here in Baku. We commend President Nakao on his leadership throughout the year and we assure him of Ireland’s continued support in the time ahead.

Ireland’s Economy
I would like to take this opportunity to provide you with an update on Ireland’s economic progress. At last year’s Annual Meeting, I reported that against a backdrop of several years of difficult economic circumstances, the Government’s implementation of a range of policies to support economic recovery and to encourage growth combined with the hard work and resilience of the Irish people led to Ireland exiting its EU-IMF Programme of Assistance on 13th December 2013, having met all of its targets. Since that time, Ireland has continued to make significant progress in the areas of unemployment, exports and competitiveness. Growth is now increasingly driven by domestic factors, marking a renewed sense of confidence and optimism, and the public finances have become increasingly sustainable, reflecting the discipline and determination with which have been the basis of our economic recovery. I am happy to report that Ireland is now the fastest growing economy in the EU and we remain committed to ensuring stable public finances and sustainable economic growth as we work to further expand trade with our international partners and expand our exports and remain a competitive and strategically important location for business.

Taking Stock
The occasion of the Annual Meeting provides an opportunity to take stock of the events of the past year, progress that has been achieved, and challenges and opportunities which lie ahead. This past year has been a particularly important one with the Mid-Term Review of ADF-XI, and approval of the proposal to adjust the financial framework of the ADB to strengthen its financial capacity. These discussions provided us with an opportunity to consider the ADB’s strategic direction as well as its resources. This is particularly important as we approach the ADF-XII replenishment, and as we work together to ensure that the Bank can deliver on its strategic mandate in the coming years.
Financial Capacity
We would like to congratulate the ADB on the ADF-OCR merger, which is a truly innovative approach to leveraging financial resources and strengthening the Bank’s financial position. Ireland is particularly pleased with the coordination, level of engagement and insightful discussions which were held in relation to the proposal on the ADB’s financial capacity. Through this collaboration the ADB and colleagues from member countries engaged with important and fundamental strategic issues in a thorough and forthright manner. We are particularly pleased with the transparent manner in which the proposal was reviewed independently and externally from both strategic and financial perspectives by the Centre for Global Development and the ratings agency. The merger provides an opportunity for the ADB to leverage financial resources in order to further its support to ADF and OCR countries, and in this way to act as a catalyst for further progress on economic, social and governance priorities in the effort for poverty reduction.

As we move forward in this new landscape, we would like to highlight the importance that:

(i) the Bank maintains its financial support for low-income ADF countries, at least at current terms and with higher concessional lending and private sector operations, resulting in these poorest DMC’s being the main beneficiaries of the merger;

(ii) Donors maintain their role and influence in strategy and policy discussions on matters relating not just to ADF grants but also to concessional loans as part the larger funding framework.

We appreciate the ADB’s acknowledgement of the contributions from ADF countries in the past, in both financial and policy terms, and we look forward to the Bank’s continued recognition of the longstanding support from ADF donors in the new and emerging financial and governance landscape.

Mid-Term Review of ADF-XI
As we embark on the next replenishment of ADF, we do so with confidence that real progress has been made during ADF-XI. The recent Mid-Term Review found that Donors were satisfied with overall development progress achieved, as well as the linkage with and lessons learned from the Strategy 2020 Mid-Term Review. Concern was expressed regarding growing inequality and vulnerability, and it is therefore critical that the ADB continues to focus efforts and resources on measures to promote inclusiveness in key pillars such as access to jobs and opportunities, and that inclusiveness needs to be further integrated with operations in health, education and social protection. It is also important that the inclusiveness of infrastructure projects is considered carefully to ensure that there are clear linkages with pillars such as access to opportunities. We encourage the ADB to continue seeking further and more innovative ways to support fragile and conflict-affected countries in their pursuit of resilience. We continue to support the ADB’s internal reform efforts to improve response and performance, while highlighting that appropriate procurement and approval processes are critical, and that sustainable implementation is an overarching priority.

Planning for ADF-XII
From this strong basis we embark on the ADF-XII replenishment. It is important that the lessons of previous replenishments are incorporated into policy development and adaptations, as consideration of the past in the context of future challenges provides much opportunities for
learning. It will be important to consider the significant achievements of ADF, particularly in light of discussions on the future of the ADF in the post-ADF-OCR merger landscape, and these discussions must consider the broader context of the ADB’s continued support for the poorest DMC’s and focus on poverty reduction.

**Financing for Development & Climate Change**

We welcome and support the ADB’s increasing involvement in significant international processes focused on financing for development and on climate change mitigation and adaptation. These are complex issues and as we, as development partners, face these challenging goals it is important that we engage in joined-up thinking which will lead to complementary and comprehensive policy decisions which will reinforce efforts to ensure an integrated response. This is critical in order for the ADB’s own strategic goals to be achieved, and to focus efforts on ensuring resources are used efficiently and effectively in creating a more resilient and sustainable world. We look forward to the ADB’s involvement in the various upcoming events and processes regarding these policy issues, and we confirm Ireland’s support and cooperation.

**Ireland at the ADB**

We would like to take this opportunity to state that we are very pleased with our representation at the Board by our Executive Director David Murchison and his excellent team. During the past year Ireland has continued to play a strong role in policy discussions at the ADB and we look forward to playing an even greater role in the year ahead in conjunction with our constituency colleagues.

We have been guided in our role by Ireland’s policy for international development which was published in 2013. The policy is strongly focused on results achievement and putting learning to use, and it outlines as its priorities the goals of reduced hunger; stronger resilience; inclusive and sustainable economic growth; and better governance, human rights and accountability. Ireland brings to the table a significant level of experience on development and governance matters from other International Financial Institutions and other international fora, and this guides our collaboration with the ADB and with colleagues from other member countries. We look forward to continuing to make an important contribution as we move forward together.

**Looking forward**

As we look ahead to the coming year, we look forward to seeing further progress on completing the action plan of the Strategy 2020 Mid-Term Review, as this action plan is an important framework for the ADB’s strategies and ways of doing business in the time ahead. The coming year will be a challenging one as the Bank forges ahead with its important strategic mandate in an evolving and challenging development landscape. We are encouraged by the Bank’s ambition and achievements thus far, and look forward to working with colleagues from the Bank and member countries in the pursuit of poverty reduction and in ensuring that inclusiveness is further prioritised and firmly embedded across all areas. We wish the President well in moving forward with his work and we assure him of Ireland’s continued support in the time ahead.
ITALY
Pier Carlo Padoan, Governor ad interim

On behalf of the Government of Italy, I wish to thank the Government of Azerbaijan and the city of Baku for hosting the 48th Annual Meeting of the Asian Development Bank. I also want to express my country’s deepest condolences to the people of Nepal for the heavy toll paid in the recent earthquake.

A more relevant ADB

President Nakao and ADB staff are to be congratulated for designing the Galaxy project. By combining the lending operations of the Asian Development Fund with ADB ordinary capital resources balance sheet, this project will enable the Bank to significantly increase its financing capacity by above 40 per cent—an achievement that may well become a benchmark for other MDBs. Better leveraging of existing MDBs’ capital, in line with G20 leaders’ indications, will contribute towards mobilizing additional resources for development, as highlighted in the joint MDBs’ paper prepared in view of the upcoming meeting in Addis Ababa.

The merger will go hand in hand with the sharpening of ADB priorities and the improvement of operational efficiency as a result of the action plan of ADB’s Midterm Review of Strategy 2020.

A more relevant and efficient ADB is the premise to foster inclusive sustainable growth and job creation, and to build resilience to adverse shocks, so as to achieve poverty reduction in a lasting way.

To this effect, the additional resources generated by the Galaxy project should be directed primarily towards the poorest countries, and fragile and conflict-affected areas.

Of the one billion people still living in extreme poverty in the world, more than 500 million are in Asia. Helping these people out of their deprivation cannot possibly be achieved by public resources only. We trust, therefore, that ADB will prove its relevance well beyond the level of financing it provides. Its role in improving the business environment and catalyzing private sector flows is key to unlock the potential of Asian economies and bring people out of poverty through job creation and productivity growth.
Long-term strategic direction

With regards to ADB’s long-term strategic direction, we wish to underline the importance of two issues: defining a strategy towards upper-middle-income countries and refocusing operations in the energy sector.

Upper-middle-income countries are increasing in number. Notwithstanding the growing average income, they still face development challenges, such as regional imbalances and social inequalities, vulnerability to adverse shocks, unfinished reform agendas, environmental problems, and productivity and infrastructure gaps. ADB should help in piloting the transition of these countries from recipients of funds to full partners in development, leveraging on its knowledge on sectoral reforms and regional integration.

Even more compelling is the refocusing of ADB’s operations in the energy sector against the background of climate change, particularly to foster the move away from the use of fossil fuels for energy generation.

Climate change adaptation and mitigation is a strategic priority for ADB. We should ask ourselves whether the current operational target is ambitious enough, also considering the threat posed by climate change on poverty reduction. We encourage ADB to further enhance its effort, also in view of contributing to the success of the forthcoming 21st Conference of the Parties of the UNFCCC in Paris.

A more efficient ADB

Under the leadership of President Nakao, ADB is expected to reach a higher operational efficiency. We appreciate the efforts directed at streamlining processes in procurement, in particular by delegating authority to resident missions; at enhancing private sector operations and public–private partnerships; and at becoming a knowledge hub for its clients. At the same time, more can be done to avoid project cost-overruns and to improve the sustainability of operations and the speed of disbursement—all these elements contribute to the success of ADB operations. In addition, the merger should not cause a departure from a tight expenditure control, to be achieved through well-defined policies and procedures.

The success of the ADB reform agenda will ultimately depend on the commitment of its management and staff. To this end, ADB should properly reward internal talents and attract the necessary skills required to attain its ambitious targets. In this context, let me stress the importance of a transparent merit-based system, with a special attention to gender equality.

I also wish to stress that the basic principles of rule of law and good governance should remain the North Star for ADB, particularly in procurement. For the ADB business model to work, all stakeholders have to abide by procurement rules that guarantee open, transparent and fair competition and a just dispute resolution. These will contribute toward ensuring access to better and cheaper goods and services for developing member countries.

The landscape of multilateral support to the development of Asia and the Pacific is being enriched by the launch of the Asian Infrastructure Investment Bank, which will soon be operational with the participation of many ADB shareholders. Both institutions can provide a
valuable contribution to promote sustainable growth in the region and they should find ways to fruitfully cooperate.

Let me conclude by reaffirming Italy’s strong commitment to ADB: its acknowledged strengths will allow the Bank to maintain a pivotal role in Asia.
Introduction

Mr. Chairman of the Board of Governors, Mr. President, Governors, and Distinguished Guests:

I would like to express my sincere gratitude to the Government of Azerbaijan and the citizens of Baku for their warm welcome.

Before I begin, I would like to offer my deepest condolences to all those affected by the earthquake in Nepal, which caused serious damages including massive casualties. Japan has dispatched the Japan Disaster Relief Team and provided emergency relief goods. In addition, Japan will provide an Emergency Grant Aid worth 14 million US dollars. And, we are committed to providing further assistance for recovery and reconstruction in a seamless manner based on the needs of the affected areas in close collaboration with the international community. In this regard, Japan is willing to jointly organize a conference to support Nepal for the upcoming recovery and reconstruction phase in close cooperation with the ADB and other interested development partners, provided that Nepal welcomes such an initiative. I wish for the earliest recovery.

The ADB has so far supported Asia as the development bank of this region, and I am firmly convinced that the ADB will play an even larger role for Asia’s development.

Today, I would like to share my thoughts on the ADB’s assistance in Asia towards its sustainable and inclusive development as well as Japan’s efforts for supporting the ADB.

Enhancing lending capacity and strengthening organizational functions of the ADB

The ADB has been implementing various measures to address Asia’s huge financing needs.

First, the ADB has decided to combine the resources of the Asian Development Fund (ADF) with the Ordinary Capital Resources (OCR). I strongly supported this innovative idea from the very initial concept stage. Once again, I appreciate President Nakao for his efforts to make this happen.

The ADF-OCR Combination enables the ADB to efficiently utilize the existing resources to effectively meet Asia’s enormous needs. I see it as one of most innovative initiatives in the history of not only the ADB, but also the entire Multilateral Development Banks.
Second, the ADB intends to reinforce support for private sector development. The dynamism of the private sector is indispensable for long-term economic growth. The contribution by the ADB to private sector development is very valuable.

Third, the ADB is streamlining business processes to meet clients’ needs in a more expeditious manner.

I hope the ADB will continue to be committed to efforts for enhancing its functions. Specifically, the ADB needs to strengthen its organization to handle the expected growth of its lending volume due to the increased lending capacity by the ADF-OCR Combination, especially, to address the increasing assistance in private sector development. To push forward with these efforts, the ADB needs to carry out various bold organizational reforms and secure a sufficient number of staff and administrative resources. Japan will provide full support for such reform efforts of the ADB.

**Infrastructure Investment**

Next, I would like to touch upon infrastructure investment.

Infrastructure is fundamental for sustainable growth. To promote infrastructure investments, Japan is developing a new initiative for promoting “Quality Infrastructure Investment” which will contribute to desirable growth in Asia in the medium to long term. This initiative consists of the following four policy packages:

First, Japan will significantly increase the volume of quality infrastructure investments in Asia in close collaboration between Japan’s public and private sectors.

We will not only make the best use of all policy tools, but also further accelerate the implementation.

Second, we will promote Quality Infrastructure Investments as an international standard. Quality infrastructure investments are more environment-friendly and more harmonious to local communities. They promote transfer of technologies and capacity building. They pay due consideration to debt sustainability. Japan will actively share its knowledge and experiences with the international community. While initial costs may look somewhat higher, quality infrastructure investments will lead to lower fiscal burden and higher development impact for recipient countries in the long run.

Third, we will promote PPP infrastructure investments in Asia by establishing a new cooperative framework between JICA and the ADB. For this purpose, Japan will contribute to the ADB in terms of human resources, knowledge, and finance.

Fourth, we will promote infrastructure investments in Asia through further use of our world’s most advanced technologies and know-how such as high-efficient coal-fired power plants and Shinkansen, bullet trains. In this context, we will strengthen the capacity of JBIC and other institutions in terms of finance and human resources.

Through these packages, Japan will contribute to achieving sustainable growth in Asia.
Annual Meeting at Yokohama

Since the establishment of the ADB in 1966, the Bank has played a vital role in poverty reduction and economic development of the region.

The ADB is required to continuously play an active role as the most important partner of the region.

The ADB will hold its 50th anniversary of Annual Meetings in 2017, marking a significant milestone in its history. The Board of Governors, today, approved holding the Annual Meeting in 2017 in Yokohama. I express my deep appreciation for the approval.

Yokohama, a city with a high-quality urban environment, has its know-how in urban management which is one of the main challenges for Asian countries. The Yokohama city government and the ADB signed a Memorandum of Understanding for cooperation in urban development.

Therefore, I believe Yokohama is the most suitable place for discussions on the future of Asia and the ADB. Japan will thoroughly prepare for the memorable meeting.

Conclusion

Ladies and gentlemen,

I expect the ADB, led by President Nakao, to address the needs of clients even more effectively and continue to play an important role in supporting sustainable and inclusive development of the region.

Thank you very much.
Dear Mr. Chair,
Dear President Nakao,
Distinguished Governors, Ladies and Gentlemen,

Let me first express my sincere gratitude to the Government and people of Azerbaijan for the excellent organization of the 48th Annual Meeting of the Board of Governors of the Asian Development Bank. The Annual Meeting has not only an economic, but also a social and political effect on all member countries of the ADB.

Cooperation between Kazakhstan and ADB

Since 1994, when Kazakhstan’s cooperation with the Bank started, until now the Bank has actively assisted the country in the development of the financial sector, small and medium-sized businesses, and infrastructure, including transport, energy and urban development. Private sector development, including public-private partnerships, as well as regional cooperation and integration are priority directions of the Bank.

In September 2012, the Board of Directors approved the ADB Country Partnership Strategy for Kazakhstan for 2012-2016, which provides for strategic directions aimed at supporting the diversification of Kazakhstan’s economy and increasing its competitiveness.


The economy of Kazakhstan

President Nursultan Nazarbayev set a strategic goal of becoming one of the 30 developed countries of the world by 2050, which must first of all ensure a qualitative improvement in the welfare of the citizens of Kazakhstan.

Kazakhstan has a considerable financial potential to implement this task. Today the country’s international reserves amount to more than $98.8 billion, the National Fund’s assets reached $69.7 billion.

Thus, in the ranking of the World Economic Forum, Kazakhstan is the 50th out of 144 countries, in the ranking of IMD - 32 out of 189 countries.
Institutional reforms, economic diversification and strengthening of its competitiveness in conjunction with a stable macroeconomic and financial situation secure economic development. In 2014, the country's GDP exceeded $216 billion. Economic growth allowed to significantly increase the income of the population. In 2014, the GDP per capita in Kazakhstan totaled $12.5 thousand and increased by 74% over the five-year period.

In 2015, the Government of Kazakhstan launched a new economic policy in the framework of the State Program "Nurly Zhol". The implementation of the program will allow the formation of a single economic market by integrating macro-regions of the country on the basis of a "hubs" principle effective infrastructure, and the development of transport, energy, industrial, social and housing infrastructure.

Over the next 5 years, the Program provides for $20 billion to implement these measures. Nine billion dollars will be invested from the National Fund over three years, in addition to the investment of $8.1 billion by the international financial institutions.

Despite the challenging economic environment Kazakhstan is forecast to resist the economic shocks caused by the softening of commodity prices and the weakening of the global and regional trade.

Kazakhstan is one of the largest producers and exporters of oil in the Central Asian region. In 2014, the country produced 80.8 million tons of oil and gas condensate, of which more than 84% was exported.

I should note that only last year the foreign trade turnover of Kazakhstan amounted to $122.5 billion, including export - $79.1 billion, import - $43.4 billion.

Kazakhstan is trading with 180 countries in the world, and the main trade partners of Kazakhstan are the People’s Republic of China, Russia, the US, Turkey, the EU countries, primarily Italy, Germany, and France.

The basis for a sustainable recovery of the economy of Kazakhstan is a large-scale increase in investment.

The high level of political, social and economic stability allowed Kazakhstan to become the most attractive country for foreign direct investment in Central Asia.

**Prospects of Kazakhstan's cooperation with ADB**

The partnership framework agreement signed in Astana during the 47th Annual meeting last year is of particular importance. The signing of such a document is a sign of trust in the country and continuation of further joint cooperation.

The similar partnership framework agreements were signed with the EBRD, World Bank, Islamic Development Bank, and the European Investment Bank.

The partnership framework agreements with leading international financial institutions are aimed at improving the diversification and competitiveness of the economy, attracting investments in
the manufacturing sectors of the economy, private sector development and support for small and medium businesses, the development of human capital and the institutional framework.

In addition, in January the government signed the Country Cooperation Program with the OECD, the purpose of which is to present possible options for the country's cooperation, through which the Republic of Kazakhstan may join different instruments and participate in the OECD’s work in 2014-2016. The Program implementation will allow to adopt the OECD's standards and best practices in public administration, human capital development, fiscal policy, competitiveness and business climate.

The OECD Country Program and Partnership Framework Agreements with IFI's indicate our commitment to reforms and progress.

At the same time cooperation with the ADB plays a leading role in this. The total portfolio of ADB's projects under the Partnership Framework Agreement for the three-year period (2015-2017) is more than $1.5 billion.

Today, the Government of Kazakhstan provides for funding totaling $3 million in the framework of the joint knowledge and experience exchange program for the preparation and implementation of ADB projects. The total joint technical assistance portfolio until 2017 under this program amounts to more than $5 million.

We appreciate the cooperation with the ADB and we hope that the annual meetings provide us with great opportunities to discuss all the issues and priorities for cooperation.

In conclusion, let me once again express my gratitude to the ADB, through its President, Mr. Nakao, for the support rendered to Kazakhstan in achieving its goals.

Thank you for your attention.
REPUBLIC OF KOREA
Kyunghwan Choi, Governor

Introductory Remarks

First of all, I extend my sincerest and deepest condolences to the people of Nepal who have been affected by recent disaster.

I would like to begin by thanking the government of Azerbaijan and the people of Baku for organizing the Annual Meeting and for your warm hospitality. I also extend my deepest appreciation to President Nakao and his staff for all your efforts.

Honorable Governors,

Asian countries are growing at remarkable 6% since the 1990’s, and is expected to grow even more at least through 2016, surpassing both the world and developing countries.

However, Asia still faces many challenges.

More than 60% of people below the poverty line are in Asia. With rising economic inequality, some countries have concerns with the ‘Middle Income Trap’

Post-2015 Development Agenda in Asia – Growth and Stability

We are at an important juncture in this historical year, as the international community tries to reach an agreement on the Post-2015 Development Agenda, based on the Sustainable Development Goals.

For Asia to achieve those goals, we need economic ‘growth’ and ‘stability’ in the region.

First, we should accelerate income-oriented economic growth to eradicate poverty and to escape from the ‘Middle Income Trap’.

Although economic growth may not guarantee poverty eradication, it certainly is a necessary condition. Developing countries can escape from poverty and from the ‘Middle Income Trap’ by investing on infrastructure for industries, education and public health. Through bold economic reforms, advanced economies will be able to maximize their growth potential.

Next, regional macroeconomic stability is also important in alleviating poverty and inequality.
The past two financial crises taught us that the most vulnerable are fragile countries and the low-income class. So, concerted regional efforts are called for to provide stronger financial safety nets through such mechanisms as the CMIM.

**Post-2015 Development Agenda in Asia – The ADB’s Role**

At this point, I would like to suggest the ADB play the following three roles to further support Asia’s growth and stability in the Post-2015 era.

First, I suggest the Bank strengthen its effort to attract various development resources into developing countries in the region.

Attracting private resources is a key issue in development financing. The ADB should diversify its funding channels and support members to increase their respective investment attractiveness.

Second, I suggest the Bank enhance its responsiveness to the infrastructure demands of developing countries.

Asia’s infrastructure demand is expected to exceed 7 trillion dollars in the 2010–2020 period. More resources would be needed to improve the quality of living.

To this end, we surely need to strengthen infrastructure support in developing countries and we must try to enhance the effectiveness and the timeliness of the support.

Third, I suggest the Bank play an active role in building a close-knit network among the regional economic organizations.

We are seeing various international organizations emerging in the region.

The AIIB and the AMRO are on their way to become international organizations, and the GCF settled in the Republic of Korea.

The ADB should make an effort to construct an integrated network in Asia so that regional organizations can collaborate to meet global challenges.

Thank you.
Dear Mr. Nakao Takehiko, President of the ADB
Dear Mr. Sharifov Samir, Chairman of the Board Governors in the ADB,
Dear participants and guests,

This is an honor on behalf of the Government of the Kyrgyz Republic to welcome all participants of the 48th Annual Meeting of the Board of Governors ADB.

Let me express words of gratitude to ADB and especially to the President Mr. Takehiko Nakao, and also the Government of the Republic of Azerbaijan for warm hospitality and the excellent organization of large-scale action.

Dear ladies and gentlemen,

The ADB, being a significant and strong financial institution in the Asian and Pacific region, plays large role promoting social and economic development of our region, gives help to the developing member countries in achievement of the MDGs, namely: poverty reduction, improvement of conditions and quality improvement life of people.

The Bank adequately and quickly reacts to the calls arising by member countries of ADB, in particular by developing countries because it is difficult to them to overcome difficulties alone. In this regard, it would be desirable to welcome efforts of ADB in use of innovative approaches in response to new calls in the field of development.

For 2017 we are planning combination of assets ADF and OCR, and we with confidently will be able to tell that this combination will give a new ways of development for the members of developing countries of ADB.

On November 2014 the President of ADB Mr. Nakao visited the Kyrgyz Republic within the frame of the celebration devoted to the 20th anniversary of cooperation between the Kyrgyz Republic and ADB.

During this visit the Government of the Kyrgyz Republic with ADB organized Ministerial conference of CAREC and a number of the Ministries of Finance and Economics of the Central Asian countries signed a number of important Agreements for development of the country.

The Government supports all regional initiatives of ADB and attaches special significance to the program where the Kyrgyz Republic was and will be the active participant. This program allows
the Kyrgyz Republic to act as an economic corridor between the North and South, the West and East in the Asian region.

Dear ladies and gentlemen,

Since 2013 the Kyrgyz Republic implemented National Strategy of a Sustainable Development of the Kyrgyz Republic for 2013-2017 in order to solve paramount problem of the next years, to lay the foundation of successful development of the Kyrgyz Republic.

Main objective of National Strategy for 2013-2017 is creation of stable society, increase of a standard of living of the population, decrease in level of poverty due to the accelerated economic growth, improvement of business climate and rule of law and creation of an effective control system.

The ADB’s active participation in the realization of National Strategy once again proves the high importance which is given by the Kyrgyz Republic in cooperation with ADB.


Dear ladies and gentlemen,

We do appreciate the prompt attention of ADB to resolve several challenges in developing countries.

It would be desirable to join colleagues of the other countries and to express profound gratitude to the President of ADB Mr. Nakao and all staff of ADB for their persistent work in the expired year.
It is a great pleasure and honor for me and my delegation to be present here in this beautiful city of Baku and to address the 48th Annual Meeting of the Board of Governors of the Asian Development Bank.

Before I begin, on behalf of the Lao PDR Government, I would like to express my heartfelt sympathy and condolences to the families of those who lost their lives and the wounded as well as the immense and extreme destruction and damages to properties caused by the very strong earthquake in Kathmandu.

I join my fellow Governors in extending profound thanks to the Government of Azerbaijan and the people of Baku for their warm welcome, gracious hospitality and excellent arrangements. I would also like to compliment President Takehiko Nakao and his dedicated team for arranging this year annual meeting in such an incredible manner.

Mr. Chairman,

After a deep financial and economic crisis last few years, we have entered into a more favorable conjuncture. Today, we can see economic prospects are more optimistic, with global growth estimated to be at around 3.0 percent in 2015, and average about 3.3 percent through 2017. However, global fragilities and downside risks to financial stability still persist.

In developing countries, as the domestic headwinds that held back growth in 2014 ease and the recovery in high-income countries slowly strengthens, growth is projected to gradually accelerate, rising from 4.4 percent in 2014 to 4.8 percent in 2015 and 5.4 percent by 2017. Lower oil prices will contribute to diverging prospects for oil-exporting and -importing countries, particularly in 2015.

Ladies and Gentleman,

Despite headwinds that have slowed growth, the overall macroeconomic situation of the Lao PDR remains stable, the economy is expected to grow at 7.6 percent in 2015 driven by continued growth in services, manufacturing, construction and hydropower. The exchange rate has remained relatively stable against the US dollar and Thai Baht. Inflation has gone down
slightly, as in the first six months of the fiscal year 2014-15, it has decreased from 5.64% to 5.16%. The path of the fiscal deficit in FY14/15 will critically depend on the Government’s ability to achieve an unusually strong performance in revenue collection and to maintain tight control over spending across categories. The fiscal deficit is projected to narrow to about 4.4 percent of GDP in 2015 with higher revenues to GDP, and smaller current spending, including on wages, and a decline in capital spending. However, more hard works are needed to encourage the development of the domestic small and medium enterprise as well as the private sector.

Mr. Chairman,

ADB has continually played a major role in our region, which has shown tremendous success and also has deep-rooted problems, from widespread poverty to environmental degradation and rising inequality. In this context, ADB should constantly strive towards expanding its capital base and capacity to lend to its developing member countries, achieving efficiency gains, and reach to the success of MDGs so we can continue to move toward the new and more challenging goal as Sustainable Development Goals. In that regard, we appreciate ADB’s initiative in the efforts to enhance its own financial capacity in which Lao PDR is ready to fully support the resolution on combining ADF and OCR in order to increase the lending capacity to its members. We are encouraged by the fact that the management of ADB has seen the important of the resident missions and to give them even more authority. We also have a robust collaboration with ADB in the private sector. Our ongoing Country Partnership Strategy 2012-2016 with ADB is proven to be fruitful and in that regards, we are preparing our 8th National Socio Economic Development Plan 2016-2020 so that it will be in alignment with ADB’s Country Partnership Strategy 2017-2021.

For Lao PDR, a robust and growing ADB is our cherished desire. We were honored to welcome President Nakao recently. We are very thankful to ADB for its consistent widespread support in various sectors as well as ADB’s plan to help strengthen education, develop economic corridors, enhance transport sector governance, and improve health services delivery.

Ladies and Gentleman,

On behalf of the Government of Lao PDR, I would like to express our sincere appreciation to the Management and staff of the Asian Development Bank, and fellow member countries for the assistance given to the Lao PDR and extend the Government’s continued support to collaborate with ADB in realizing tangible development results for Lao PDR. Let me conclude by wishing this Annual Meeting a great success.

Thank you.
LUXEMBOURG
Arsène Jacoby, Alternate Governor

On behalf of Luxembourg, I would like to thank the Government of Azerbaijan for hosting the Asian Development Bank’s 48th Annual Meeting and the people of Baku for their warm welcome.

By the end of this year, a new multilateral institution, headquartered in Beijing, will add to the complexity of the international aid architecture. The AIIB will create new openings, prompt new challenges and shake up established routines. We are confident that ADB is well equipped and positioned to rise to the occasion and seize the opportunity to actively engage with AIIB in search of synergies that will further strengthen ADB’s development impact. An appropriate division of labor and close coordination will allow ADB to sharpen its focus on socially and environmentally sustainable growth. Co-financing opportunities will leverage the effective use of ADB capital and promote ADB’s high social and environmental standards. True, there will also be competition. But there should be no race to the bottom as regards the implementation of sound safeguard policies. In this context, we call upon both institutions to actively engage in the formulation of common understandings on key safeguards policy issues. The final outcome of such a process should be mutual reliance on each other’s policies. Such common understandings and mutual reliance would also help kick-starting AIIB’s operations. ADB could play a proactive role in operationalizing a partner institution that is bound to play an important role in the social and economic development of the Asia Pacific region. Thus, we are looking forward to a fruitful cooperation between ADB and AIIB in promoting sustainable development goals. And we welcome the confirmation by President Nakao and Secretary General Jin of their commitment to working together for Asia.

Another financial institution that will play an important role in the region is the Green Climate Fund. Indeed, Asia’s fast economic growth led to a sharp drop in poverty rates. However, the region is also experiencing severe pollution and high exposure to climate risks. And the poor will suffer the most from these disruptions.

We would like to commend ADB for its active participation in the setting up of this promising fund and we shall congratulate ADB for becoming the first multilateral development bank accredited to receive funds from the GCF. Now what should the Bank do with these funds? What does it take to achieve green growth? Three ingredients are key in this respect: political commitment, stringent regulations and policies and, last but not least, private sector involvement. In the context of the post 2015 sustainable development goals, we expect ADB to play a key role in the design of policies that promote energy-efficient urbanization, clean and renewable energy, as well as appropriate pricing of resources. Concerning green projects, ADB should strive at supporting initiatives that target clean energy and energy efficiency.
As is customary, I shall end my statement by stressing the importance of the financial sector in achieving sustainable development goals. Concessional finance will not suffice to meet the considerable demand for national and regional infrastructure projects over the next decade. Nor will public funds suffice to unlock the potential of the private sector, especially the SMEs. Of course, ODA remains of utmost importance to alleviate poverty, notably in LDCs. But only by leveraging the private leg will we be able to trigger long-lasting effects and achieve inclusive growth. For instance, if you want to scale up investments in low-carbon green growth projects you will need deep and liquid capital markets. That is why Luxembourg together with ADB keeps on investing in the Financial Sector Development Partnership Special Fund.

Thank you, Mr. Chairman.
MALAYSIA
Ahmad Husni Bin Mohamad Hanadzlah, Governor ad interim

Mr. Chairman,
The Honourable, Mr. Takehiko Nakao, President of ADB,
Distinguished Governors,
Ladies and Gentlemen.

It is indeed a great honour and pleasure to represent the Government of Malaysia at this 48th Annual Meeting of the Board of Governors and I would like to join my fellow Governors in expressing our appreciation to the Government of Azerbaijan for hosting the Annual Meeting in this beautiful city of Baku. I would also like to thank the ADB Secretariat for their excellent arrangements in organising this Annual Meeting.

Allow me first to commend ADB for successfully managing the intricate process of merging ADB’s Ordinary Capital Resources (OCR) with the Asian Development Fund (ADF). I note with great pleasure that there was a consensus among all donor countries, including Malaysia, in assenting to this merger. This is indeed a historic milestone in ADB’s 49 years of existence, another accomplishment in ADB’s remarkable journey. Malaysia, like other donors of ADF, is committed towards ensuring the continuous support to ADF recipients and hope this merger will provide enhanced financial assistance to them.

Ladies and Gentlemen,

ADB in its publication, the Asian Development Outlook 2015, forecasted developing Asia will achieve gross domestic product (GDP) growth of 6.3% in both 2015 and 2016. Developing Asia continued its role as the main source of global growth since the crisis. From the depths of the global financial crisis in 2009, the region contributed 2.3 percentage points to global GDP growth – nearly 60% of the world’s annual 4.0% pace.

I would also like to draw your attention to the unique challenges faced by middle income nations such as Malaysia. Middle income nations in varying stages of growth are dealing with a complex set of challenges namely: vulnerability to global and regional shocks; unfinished governance agenda; productivity and infrastructure gap; aging population and climate change. With these challenges in mind, I am heartened to hear that ADB has heeded the call to better engage middle income countries by commissioning a new report on a new partnership model with middle income countries by seeking views and feedback from us.
I would like to see ADB enhance its engagement with middle income countries by focusing on these key challenges:

i. **Enhancing resilience** to global and regional shocks by developing an economic framework that is robust enough to mitigate any vulnerabilities;

ii. **Strengthening** financial systems and the delivery of public services;

iii. **Boosting productivity levels and competitiveness** by developing the private sector;

iv. **Addressing income inequalities** by providing greater support to the development of rural areas; and

v. **Managing climate change and environment**, through the promotion of green technology and renewable energy.

Malaysia has always endorsed and supported the promotion of regional cooperation in the region. As the Chair of ASEAN in 2015, we are keen to further advance an economically integrated ASEAN that benefits all of its member states. ASEAN boasts a market of 620 million people and a GDP of USD2.5 trillion and the ASEAN Economic Community (AEC) is designed to open up opportunities for people and businesses in the region. As a single market, ASEAN will be even more attractive as an investment location and enhance export competitiveness.

With this in mind, I call upon ADB to enhance its involvement with ASEAN, in line with its strategic focus of regional cooperation and integration under Strategy 2020. Indeed, I must commend ADB for its work in the field of regional cooperation as Malaysia has witnessed in the Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area (BIMP-EAGA) and the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT). I believe there is a huge range of opportunities in promoting these initiatives, not only in commercial terms but also in fostering connectivity and interaction among communities across the region.

Ladies and Gentleman,

The year 2014 has been a challenging year for Malaysia; we were thrust into the global limelight for unfortunate reasons. We are truly grateful to all our partners and people across the world for being with us in our most trying times. As a nation, the events that unfolded in 2014 have brought Malaysians even closer and further strengthened the ties that bind us together. On the economic front, the Government of Malaysia has embarked on refining our economic policies by the removal of fuel subsidies and the implementation of fiscal consolidation measures such as the implementation of the Goods and Services Tax (GST). We believe that these measures, coupled with our diversified economic structure, and supported by strong fundamentals, will pave the way for Malaysia to achieve a high income nation status by the year 2020.

In conclusion, Malaysia would like to reiterate our commitment and support to ADB in its quest to promote development and reduce poverty in the region. Malaysia stands ready to partner with ADB in its endeavors and I would like to take this opportunity to commend Mr. Takehiko Nakao, the President of ADB; Directors; management and staff of ADB for another year of consistent and remarkable achievements.

Thank you.
Mr. Chairman, His Excellency Mr. Takehiko Nakao, President of ADB, Fellow Governors, Delegates, Distinguished Guests, Ladies and Gentlemen,

Before I start, let me take this opportunity to convey the best wishes of the people of Maldives towards the people of Nepal. It was indeed a shock to hear of the devastating earthquake of last month. We mourn the death and destruction. Our prayers are with the people of Nepal.

Ladies and Gentlemen

Let me begin by conveying the greetings and best wishes of the people and the Government of Maldives to my fellow Governors, at this very special 48th Annual Meeting of the Asian Development Bank. I am pleased to note that while the Maldives celebrates 50 years of independence this year, ADB has been our friend, counsel, and partner in development, for much of this journey. I, therefore, take this opportunity to share our deep appreciation to ADB for its continued efforts towards the economic growth of the country and the region.

I would also like to express my gratitude to the Government of Azerbaijan for your warm welcome and hospitality in this beautiful city of Baku. The ADB Annual Meeting is a platform for member countries to exchange dialogue, amongst themselves and with other development partners. As such, I commend the Government and ADB, for the excellent arrangements that have been made to make this meeting opportune for us.

Ladies and Gentlemen

With the new government elected in 2013, Maldives had embarked on an ambitious economic agenda to transform the economy, and has continued to do well in its economic performance. With the National Budget of 2015, we have initiated policies to rigorously reform our public finances and improve our macroeconomic performance. Our GDP growth estimate for 2015 is at 10.5%, with the tourism sector, and transport and communication sectors leading this growth. Tourism is estimated to grow by 8.3% with 1.4 million tourist arrivals this year. We have been able to maintain inflation at a low level, and measures are instilled to reduce the current account deficit. Our Debt to GDP has been on a steady increase since 2005, owing to the necessary reconstruction efforts following the tsunami. As the islands of Maldives are very geographically dispersed, development efforts are challenging and the cost of delivery of public services is very high, this being one of the major reasons for the increase in debt levels. However, I am happy to note that we have now been able to curb the increasing debt, and maintain the ratio at a manageable level.
Ladies and Gentlemen

Maldives is a small, forward looking middle-income developing country, with a vision of becoming a resilient, diversified high income economy in the next decade. However, being a dispersed small state, the Government faces many challenges in providing necessary services and meeting people’s expectations. Also, as we move towards becoming a high income economy, our infrastructure development needs are increasing, and with it the financing needs for these development efforts. It is the government’s duty to be prudent in its fiscal, economic and monetary policies, and to sustainably meet the expectations of the people. We believe that the challenges faced by the government in doing so can be overcome through the promotion of foreign investment and private sector led-growth, and through population consolidation to reduce the cost of service delivery. To this end, we have stepped up our efforts to develop an investor-friendly legal system and improve our macroeconomic stability. It is our expectation that we will see a larger role of the private sector in our growth and development in the near future. We have also instigated population consolidation efforts through a policy of selective development of key priority regions.

Much investment and financing is required to achieve the objectives of the Maldives’ economic reform agenda, and we recognize the need to build within the country the capacity and resources to drive development efforts. We are positive that we will be able to raise much of the required financing for development from revenues and other sources within the country in the near future. As such, we have initiated the process of developing our domestic financial market, to tap into financing opportunities available from domestic sources. Our goal is to issue a long term treasury bond by mid-year, which will not only contribute to the development of the financial market, but also helps to make our fiscal position stronger by helping to mitigate some of the refinancing risks in our current debt portfolio. We are also in the initial stages of developing our secondary market. Given our inexperience in this area, we urge for the ADB’s guidance and support in developing our domestic financial system, and thank ADB for the support provided in this area thus far.

Ladies and Gentlemen

The Maldives’ commitment towards environmental conservation and climate change mitigation continues, unwavering. Despite the difficulties we face in addressing the challenges brought on by climate change, with our limited capacities both technologically and financially, we have embarked on several innovative initiatives to mitigate the impact of climate change on our islands. For a country like Maldives, addressing the climate change issue is not an option, but an obligation. We believe environment and climate change needs to be addressed adequately for us to achieve our goal of sustainable growth and development. In this regard, Maldives continues to benefit from the ADB’s strategy 2020 and look forward to continue working together in this area.

I conclude by thanking the ADB and the people and Government of Azerbaijan for the excellent arrangements made for this 48th Annual Meeting.

Thank you.
MONGOLIA
Purev Surenjav, Temporary Alternate Governor

Your Excellencies, Mr. Chairman, President Nakao, Esteemed Governors, Ladies and Gentlemen,

It is my great pleasure to participate in the Forty-Eighth Annual meeting of the Asian Development Bank held here in the historic and vibrant city of Baku. Please allow me to extend my sincere appreciation to the Government of Azerbaijan for hosting the Annual Meeting and the warm hospitality extended to us.

As one of our neighbors in the region faces times of hardship, the Government of Mongolia would like to express our deep condolences and offer our sympathy and support to the Government and people of Nepal. We are deeply saddened and shocked by the loss of lives and devastation brought by the massive earthquake.

This year marks an important strategic milestone for ADB as the Governors vote on the initiative to merge Asian Development Fund and Ordinary Capital Resource funds with purpose of enhancing ADB’s overall financial capacity and effectiveness. This change is expected to enable ADB to better support ADF-eligible countries, developing member countries that are transitioning from ADF-only country to blend status, and countries graduating to an OCR-only status. We support the endeavor to improve ADB’s operations and financial returns. However, we also note with concern the decreasing trend of ADF resource allocation to many countries. As a borrowing member country recently graduated from ADF-only category, we appreciate the significant role of ADF-funded investments in reducing poverty and promoting economic development in low income countries. For many ADF-eligible countries, access to international finance is often no less important than the concessionality of the funding. So we urge the management of ADB to ensure that the ADF-OCR merger benefits all DMCs and serves the first and foremost goal of this institution – poverty reduction in the Asia-Pacific region.

Although the global economy is slowly recovering from the recent downturn, uncertainties and vulnerabilities still remain for the emerging markets. Foreign direct investment from developed countries into developing and emerging economies has decreased in the past several years, and prospects of increased financial inflow remain uncertain. Volatility of the commodity market presents a serious challenge for natural resource exporting countries such as Mongolia in terms of maintaining macroeconomic stability and implementing the Government’s development strategies. While the extractive industry is not identified as a focus area in ADB’s Strategy 2020, it is also worth noting that many of ADB’s member countries are natural resource-rich countries who may find themselves today faced with the challenge of mitigating adverse impacts of falling commodity prices on the international market. For such countries the sharp fall in export revenues adds pressure on the balance of payments and decreases budget resources available for public investment projects, thus creating more demand for external sources of funding.
Another important development for the countries in our region that I would like to highlight at the ADB Governors’ Annual meeting is the imminent establishment of the Asian Infrastructure Investment Bank. Many countries in the region and beyond, including Mongolia, are strongly supporting the AIIB and have committed to sign the founding agreement next month. The AIIB is expected to contribute to the economic development and integration in the Asian region by providing much needed infrastructure investment while mobilizing financial assets that are also in abundance in the region.

We recognize the importance of coordinating and complementing operations of ADB and AIIB. Moreover, we believe that the AIIB can benefit tremendously from the rich bank of knowledge, experience, and standards that ADB has accumulated over the past 50 years, and urge the management and staff of ADB to support the institutional establishment of the new regional bank by sharing the know-how and good practices.

Lastly, please allow me to express my gratitude once again to the Government of Azerbaijan for their hospitality, and as always, thank all the staff of ADB for their commitment and hard work to support development of our countries.

Thank you.
Mr. Chairman, President Nakao, Fellow Governors, Distinguished Guests
Ladies and Gentlemen,

I would like to thank the Government of Azerbaijan Republic for kindly hosting the 48th Annual Meeting of the Board of Governors of the Asia Development Bank (ADB) in the gracious city Baku. I offer my heartfelt compliments and sincere appreciation to ADB President Nakao, Governor Samir Sharifov, Minister of Finance of Azerbaijan and their good teams for their kind arrangements for the Annual Meeting and warm hospitality extended to our delegation.

Global/Regional economy

Since 2015 is a remarkably crucial year for the global economy to build up a new dimension of multilateral policy coordination, shifting towards a new normal after the 2009 global financial crisis, I would like to share my views a bit extensively on global and regional developments.

Developing Asia’s growth is expected to be stable at 6.3% in the period of 2014-2016, while global growth continued to be slow to 2.6% in 2014, reflecting the ongoing 2009 global recession. However, the global growth is expected to rise to 3.1% and 3.3% in 2015 and 2016. But there remain downside risks. Geopolitical tensions, unfinished Greek’s debt crisis, recession in Russia, the People’s Republic of China’s economic slowdown and probable effects of the rise in U.S. interest rates are among the major concerns. Prospect for the global economy is mixed - while the remaining challenges may hamper Asia’s growth, some positive developments, such as, soft commodity prices, gradual recovery in the developed economies, and gaining growth momentum in India and some other Asian countries, may help accelerate Asia’s growth. At this instant, however, the most pressing issue is to strengthen the global growth, financial stability and demand. In this context, globally collective coordination and more concerted efforts are needed. With that note, I welcome the theme of this year’s ADB Annual Meeting - “Fostering Partnership for Development”. Discussions at this Meeting would better facilitate ways for addressing the issues, I believe.

Some of the persisting issues, like continued global crisis, social inequality, and poverty seem to go beyond the reach of existing standard macroeconomic policies. With the vast financial liberalization and weaknesses in wealth distribution, inequality has increased in most of the countries across the world. For example, from 1990 to 2010, inequality increased in more than two-thirds of the countries. At the same time, extreme poverty is still a pressing issue. To address these multiple and complex issues, the whole world is now facing policy challenges.

As such, in search of more powerful remedies to address the said enigmatic development issues, some corners are reviewing current policy settings of the global economy, whereas
others are looking back at Keynesian economics. New economic wisdom is required, perhaps, to improve macroeconomic and financial policies to allow a better response to financial crises and to reduce poverty and inequality. Given that situation, I could not agree more with the ADB, when it focuses on growth models in the region, with a view to further strengthening the region’s resilience, ensuring for sustaining its economic growth and further reducing poverty.

I would also like to repeat my view that solutions to meet the global challenges may lie in ambitious investments in both soft and hard infrastructure particularly in developing Asia. In his opening speech at the 47th ADB Annual Meeting, President Nakao highlighted and predicted that Asia would become a region with the largest mega cities of the globe, where attraction for investments, technologies, knowledge and human capital would be centered. I found that ADB consistently sets the discussion matters for this year Annual Meeting, emphasizing cities’ development and universal health coverage, and I admire it.

We can take many other aspects to predicate that fostering partnership for development is crucial in this more globalized world. Since we all expect that globalization would continue its process, structural reforms should continue in order to reduce the adverse effects of the global integration process and maximize benefits from this process. In so doing, the Asia-Pacific region’s development partnership should be promoted to adequately increase investments in infrastructure and research activities to develop new technologies in such areas as enhancing environment, preventing natural disasters and further promoting productivity. Across the globe, the weather-related natural disasters have increased more than three times since the 1960s. Growing global population will also put increasing pressure on natural resources such as water and the environment. The world population is projected to reach over 8 billion by 2030 as people enjoy longer lives. Environmental degradation and climate change also create new poverty traps and dire consequences in the globe. A global solution to climate change is also indispensable, and accordingly, a bigger global financial safety net is called for in this greater globalized world.

With that thought, I support ADB’s efforts for increasing private financing in infrastructure investment. While we are talking about infrastructure financing, I would remind that developing Asia needs to accelerate the region’s capital market development substantially to turn the region’s markets into the deeper, more inclusive and well-connected financial markets, although many parts of the region, in general, have seen some improvements such as better legal arrangements and corporate governance, stronger regulatory and supervisory frameworks, and greater use of international best practices. On the other hand, we witnessed the creation of some new additional multilateral development or infrastructure financing banks like the BRICS’s Development Bank and the Asian Infrastructure Investment Bank. I hope that in the context of regional and global partnership for development, these two new banks would be complementing the existing multilateral development banks.

I am very pleased that for almost half a decade, ADB has contributed to the Asia and Pacific region’s significant development. I convey my continued support to the 3 i’s approach (innovation, inclusiveness, and integration) cited by President Nakao at the last year ADB Annual Meeting in Astana. Now, let me turn to Myanmar economy.
Recent Economic Developments in Myanmar

Myanmar saw continued progress in its reforms in political, governance, social, economic and financial areas, under the National Comprehensive Development Plan and the Framework for Economic, Social and Financial Reform. Infrastructure development, in particular sectors such as electrification, telecommunications and transport facilities remain prioritized, while rural development, education and health sector development and poverty elimination are focused as the top agenda. The country’s poverty incidence is expected to further decline from 26 percent in 2010 to 16 percent in 2015. Liberalization has taken place in various economic sectors, including production, trade, telecommunications, construction, banking and finance, allowing foreign participation to a reasonable extent. To transform substantially from the existing agro-based economy into a more manufacture-oriented with an enhanced services one, investments in infrastructure have been increased not only in agriculture-related industries, mining, fishery, garment industries, but also in the areas of institutional and human capacity development.

Reforms helped increase in investment; Investment to GDP ratio in Myanmar escalated from 29.2% in the FY2011-2012 to 29.9% in FY2012-2013 and 32.1% in FY2013-2014, respectively. Total trade to GDP rose from 31.7% in FY2011-2012 to 42.6% in FY2013-2014. Accordingly, Myanmar’s GDP growth rate climbed to 8.4% in 2013 from a revised 7.3% in 2012. The Asian Development Outlook 2015 reveals that Myanmar economy is expected to grow by 7.8% in FY2014-2015, while the country’s official projection is around 8% growth in the same reporting year. The growth estimation is mainly supported by increased investment, enhanced business sector confidence, greater exports of oil and gas and trade activities, larger tourism income and credit growth. However, inflation is expected to climb from 2.9% in FY2012-2013 and register at about 5.7 percent in FY2013-2014, compared to the previously estimated level of 6.6 percent in 2014. Increase in the rate of inflation was expected mainly due to increased electricity tariffs and increased wages and salaries in the public sector.

A number of the factors such as the inflationary pressure, the continued slow global commodity prices, the continued slow demand in global markets, the People’s Republic of China’s softer demand and probable relatively slow economic activities in Myanmar owing to the upcoming general election during the year 2015, may cause a moderate pace of Myanmar’s economic growth in FY2015-2016. However, consumer demands in India and Thailand – the two important trade partners, are likely to increase and this would probably help mitigate the downside risks to the country’s economic growth.

With the much improved relations with the international community, Myanmar’s development efforts have been increasingly supported by the World Bank, ADB, IMF and many other development partners across the globe.

**ADB and Myanmar**

I thank ADB for its increasing and active support to Myanmar, since its re-engagement with the country in 2012. ADB is engaged in the development of rural infrastructure; rural socio-economic development; transport and energy sectors- particularly in electric power generation and distribution, irrigation, urban development; trade and investment climate; promoting Public-Private-Partnerships to support regional connectivity through ASEAN Infrastructure Fund with ADB’s large equity share in the Fund; and capacity building and skills development in various sectors including, public finance management, public health sector, institutional development,
etc. I am very pleased that ADB has approved 29 TAs, 3 Grants, and 1 loan to the said areas in Myanmar during the period from 2012 December up to 2014 April.

I hugely appreciate ADB’s considerate coordination to support Myanmar in achieving sustainable and inclusive growth with the theme of connectivity (domestic and regional, rural and urban, hard and soft infrastructure) under the country partnership strategy (CPS) 2012-2014, which would be extended up to 2016. I am delighted that proposed project investments in the country operations business plan for 2015-2017 are under way. I am deeply thankful for ADB’s assistances, as ADB provided Myanmar people not only with extensively helpful loan programs like the loans for the Power Distribution Improvement Project for Yangon, Mandalay, Magwe and Sagaing Divisions; the Maubin-Phyarpone road in Ayarwaddy Division; Enhancing Rural Livelihoods and Incomes in Ayarwaddy, Magwe, Mandalay, Tanintharyi Divisions as well as the Shan State; Capacity Building for HIV/AIDS Prevention and Management in Kayin, Mon and Shan States; the loan to Yoma Strategic Holdings Ltd. from the private sector for improving infrastructure connectivity, but also the TA program for training civil servants in modern urban management skills development of six cities – Yangon, Mandalay, Mawlamyine, Phathein, Lashio, and Monywa, and many other TA programs in various sectors. Additionally, Myanmar could now expect greater development partnership opportunities, as it has become a shareholder or a member of the ASEAN Infrastructure Fund, which is supported by the ADB. Through the ongoing Greater Mekong Sub-region development programs as well, Myanmar is intensifying its efforts for further infrastructure improvement and human capacity development. All of these developments give strong evidence of the progress in ADB-Myanmar partnership.

I am also deeply grateful to ADB for its tangible cooperation in Myanmar’s initiatives to organize a regional conference on Financial Inclusion, entitled “Enhancing Access to Finance for Unbanked People in ASEAN Region”, while Myanmar assumed the Chairmanship of last year ASEAN Finance Ministers’ Meeting. The said initiative has produced the” Yangon Outcomes”, which has served as a guide to build a regional mechanism for implementation of the ASEAN Financial Inclusion agenda.

In closing, I would like to express again my profound thanks to the people and the Government of Azerbaijan for their warm hospitality and the excellent meeting arrangements. Let me now conclude by thanking President Mr. Nakao and the ADB staff for their continued dedication to the overall development on the Asia and Pacific region. I wish ADB more successes in the pursuit of its ambitious programs.

Thank you.
NEPAL
Ram Sharan Mahat, Governor

Chairman of the Board of Governors,
President Mr. Takehiko Nakao
Fellow Governors,
Ladies and Gentlemen!

I feel honored to have been invited to address the 48th Annual Meeting of Board of Governors of the Asian Development Bank (ADB). On behalf of my delegation, I convey warm appreciation to the Azerbaijan Government and the people of Baku for their gracious hospitality extended to us.

Mr. Chairman,

As you are aware, much of my country today is utterly devastated as a result of a massive earthquake on April 25th. This has caused immense human loss and suffering. The death toll has exceeded 7,000 and more than 15,000 are injured. Hardly a school or health post is intact in the most affected districts. Vital public services have been obstructed. Landslides have degraded an already fragile ecology. And several world heritage sites are in a state of ruin. Fourteen of the 75 districts of Nepal have been declared crisis-hit, which account for 20% of the country’s population, and have about 1.2 million households. More than 400,000 houses and government buildings have been damaged of which more than 50% are completely destroyed. I am overwhelmed by the expression of sympathy, solidarity and support expressed by fellow governors and delegates here, also by ADB’s promptness in organizing various meeting including the Partnership Forum for our cause in the hour of great need. I express my appreciation for ADB and to our close neighbors, friendly nations, institutions and individuals who quickly come forward extending helping hands for search, rescue and relief operations for the victims. Thanks are also due to the Government of Japan for its offer in organizing international conference to mobilize support for Nepal’s recovery and reconstruction.

We have not faced a disaster of this magnitude for over 80 years. While the country is slowly emerging from a state of shock, I pledge to you today that we will rebuild our country. We are a resilient people, but given the enormity of the calamity we have faced, we will need all the support we can muster. I am confident that we can count on the Asian Development Bank and all our development partners to extend and deepen its scope of support to the government.

Indeed, just last February, President Nakao visited Nepal to reaffirm the strong ties between Nepal and the ADB built over 25 years of field presence. I thank you Mr. President for visiting Nepal.
We commend ADB for its support to combating poverty and accelerating economic growth in the Asia-Pacific region. ADB has played a pivotal role in harnessing regional cooperation, through investing in regional as well as sub-regional infrastructure and connectivity projects. We urge ADB to increase significantly its investment in this area. ADB’s efforts in stimulating private sector development and investment is welcome though enhanced level of engagement is necessary on this front as well. The member countries have also benefited from ADB’s innovative products, including the transfer of knowledge, best practices, and technologies.

Mr. Chairman,

In order to accomplish its mission, certainly ADB should be strong in terms of financial resources. The merger of ADF resources with OCR would help strengthen the financial capacity of ADB in view of greater demand for development finance in the region. I would like to thank President Nakao for his leadership in steering this innovative initiative. I am confident that ADF countries would benefit from increased concessional assistance to address their development needs.

I believe that the completion of the Midterm Review of Strategy 2020 and the startup of implementation of its action plan provide an opportunity to improve ADB’s development effectiveness and address broader development challenges in the region. However, ADB should further enhance its ability to implement the action plan to support the needs of member countries by maximizing organizational effectiveness and improving business processes.

Mr. Chairman,

On the one hand we constantly talk about the need for more resources, on the other, we have been confronting a low level of utilization of committed resources. This is an irony, and that we need to put a joint effort to reverse this trend, and make sure that the committed resources will be fully disbursed and expected results can be achieved within the stipulated time.

With the increased capital base, ADB has increased its lending capacity. We therefore invite ADB to sufficiently fund capacity and institution building. This is critical to improve results, which has been the constant concern of ADB donors, the recipients, and ADB itself. We also urge ADB to be more flexible in applying different safeguard policies, guidelines and standards, while delegating sufficient authorities to resident missions.

Mr. Chairman

The global community has been shaping the ambitious Sustainable Development Goals (SDGs) to form the post-2015 Global Development Agenda. This requires a huge amount of ODA. We have placed a high expectation from the upcoming Addis Ababa Summit on Financing for Development (FfD). We strongly believe that the FfD will form a historic event not only for commitments but also for delivery.
Mr. Chairman

Allow me in the end to return to the topic of Nepal. The devastation triggered by the massive earthquake has stopped the momentum for economic recovery and growth that we were confident of restarting after decades of political instability. However, efforts are underway to promulgate a new constitution that shapes the direction for new Nepal. Negotiations are underway among political parties. However, we are not only waiting for a new constitution, but also putting efforts for economic development. Despite a decade long insurgency and resource crunch, most of the MDG’s targets have been achieved. The growth rate, which had been below 4 percent for over a decade, has inched upwards by a percentage point. As targeted, Nepal is on track to graduating out of the status of a Least Developed Country (LDC) by 2022. However, this projected graduation on the back of non-income criteria will remain fragile if we cannot substantially augment our average per capita income. Overall, while the earthquake now has new macro-economic consequences, the economy has been fairly stable, with impressive revenue growth and inflation that has been reined.

At the same time, critical challenges remain in the economy. The trade deficit is alarming with imports accounting for over 80 percent of total trade. Development of infrastructure, especially in energy and transportation, has been identified as critical constraints to triggering higher growth. They are key to improving the competitiveness of our economy. Efforts have been made to create a conducive environment for foreign investment in infrastructure building. We have recently concluded power development agreements with Indian companies and power trading agreement with the Government of India. These will help build investors confidence, among others. As there has been an enormous need for investment and job creation, we invite development partners and potential investors for a scaled up assistance and investment.

Mr. Chairman,

Nepal is blessed with nature. We have favorable climate variations and abundant cultural heritage for the tourism. Energy, agriculture and tourism are our inherent resources base. We need to expand infrastructure and other facilities to harness these sectors. Our people are hard working. With the right policies, enhanced level of capacity and stable government, I am confident that we will be able to move forward with an impressive scenario in the next ten years. We look forward to receiving ADB’s continuous support to make our goals a reality.

Finally, I wish ADB all success in its mission under the mature leadership of President Nakao.

Thank you.
On behalf of the Governor for the Netherlands in the ADB, Ms. Lilianne Ploumen, Minister for Foreign Trade and Development Cooperation, I would like to thank the Government of the Republic of Azerbaijan for hosting this year’s Annual Meeting. I also thank ADB Management and staff for excellent preparations.

I would like to take this opportunity to offer my deepest condolences and sympathies to all people affected by the devastating earthquake that hit Nepal on April 25. Thousands of people have lost their lives. Many more have lost their homes. The international community continues to stand with the people of Nepal and neighbouring countries during this difficult time.

Future Role and Positioning of ADB

This year’s Annual Meeting comes at the time that preparations are in full swing for the three global summits on Financing for Development (FfD), Sustainable Development Goals (SDGs) and Climate Change. Taken together, the agreements we will reach in 2015 are key to attain inclusive and sustainable growth, while effectively addressing climate change. With the "what" of the sustainable development goals close to agreed, we must now agree in Addis on the "how": how to finance our development priorities. Key ingredients to make Addis a success are (a) mobilization and effective use of domestic resources and (b) increased private sector investments.

Together with the other IFIs, the ADB has an important role in making Addis a success. We therefore welcome the work the ADB is undertaking together with UN ESCAP in preparation of the Addis summit. We also welcome the paper "From Billions to Trillions: Transforming Development Finance", prepared jointly by the IFIs for the same purpose. That paper makes the case that MDBs have a huge potential to leverage private funding for development, to help meet the needs not just of the poorest countries, but also of upcoming economies. In our view, the ADB is in a unique position to make that leveraging happen in the Asia-Pacific region.

The performance of an institution like the ADB should increasingly be measured in terms of its catalytic capacity, in terms of both private and official cofinancing and domestic resource mobilization, and less so by looking at its own lending volumes. That is not to say that the Bank’s financing is not important, but it will always remain small compared to the enormous needs in financing infrastructure and other sectors in the region. Given these challenges, the Netherlands is considering to join the Asian Infrastructure Investment Bank (AIIB) as a founding member. We think it is essential that the AIIB will complement and not compete with the existing multilateral development banks, such as the ADB.
Against this background we support the initiative taken by the ADB to start a broad discussion about the future role and positioning of the ADB. While the focus of such discussion is on the post-2020 period, we think the discussion should start without delay.

**Strengthening ADB’s Lending Capacity**

We congratulate the ADB for the approval of the merger of the financial resources of ADF and OCR. The merger is a good example of efficiently using available resources, and we applaud the pioneering role played by the ADB. It significantly increases the Bank’s lending capacity, thereby contributing to the implementation of the post-2015 agenda.

While we look forward to the implementation of the merger, we consider it crucial that the ADB maintains its strong focus on inclusive and sustainable growth, including mitigation of, and adaptation to climate change, and firm commitment to its environmental and social safeguards. While increasing lending levels, the ADB should also continue to increase its performance in terms of leveraging of private sector financing. Finally, the implementation of the merger must respect the agreement that the current ADF countries will be the main beneficiaries from the increased lending.

**Mid Term Review of Strategy 2020**

Last year the Mid Term Review of Strategy 2020 was concluded. We welcome the action plan prepared by Management to respond to the Mid Term Review (MTR). As to the progress in implementing the action plan, we are happy to note the gradually enhanced efficiency of the Bank. At the same time we would like to call for an equal focus on the quality and outcome of the Bank's projects and programs, especially with respect to the sustainability of operations. In this respect we note this year's Development Effectiveness Review and the Annual Evaluation Review of the Independent Evaluation Department bring consistent messages. We value the analysis and recommendations in both reports and encourage Management and IED to narrow their differences on important recommendations, for example on applying the concept of inclusive growth to infrastructure operations.

Especially dear to our heart is the issue of gender equality. While considerable progress has been made in the last few years in terms of gender equality results and gender mainstreaming, there is a risk of stagnation. Here too it is not only about reaching quantitative targets, but also about the quality of results. This applies for example to gender action plans and to further increasing the number of projects having gender equality as main objective. Moreover, it is important that the Bank sets the right example in its own gender balance. There seems to be stagnation in this area, which needs to be overcome.

The issue of quality also applies to the Bank's approach of inclusive growth. In our view, a clearer policy would be needed on how to promote inclusiveness in relation to the Bank’s projects in infrastructure. This needs to be an open discussion, respecting different views and the importance of the operational effectiveness of the Bank.

Finally, we note that one of the priorities identified as part of the MTR is the ADB scaling up its support for climate change adaptation, while maintaining its assistance for mitigation through clean energy and energy efficiency projects and sustainable transport. Reporting by the Bank
on adaptation finance so far does not reflect such scaling up. We encourage the Bank to step up its efforts in line with this MTR priority.

In conclusion let me underline that the Netherlands continues to be firmly committed as an engaged shareholder and partner of the ADB.
NEW ZEALAND
David Bennett, Governor ad interim

New Zealand extends its thanks to the Government of Azerbaijan, and to the staff of the Asian Development Bank, for their efforts in organising this 48th Annual Meeting of the ADB.

We congratulate President Takehiko Nakao on his continued strong leadership over the past year.

New Zealand extends its deepest condolences to the people of Nepal for the severe damage and loss of life arising from the recent earthquake. Our sympathies also go out to the people of Vanuatu and the Federated States of Micronesia for the impact they endured from two powerful cyclones that hit the Pacific in March and April this year. Associated storm surges also caused damage in Kiribati and Tuvalu, once again demonstrating the vulnerability of our smaller members to the impacts of extreme weather events. Such events underline the importance of efforts this year on the global stage to develop a new and comprehensive agreement on climate change.

Economic Outlook

ADB forecasts that developing Asia will grow at a steady 6.3% in 2015 and 2016, partly driven by lower oil prices, and an expected recovery amongst the major industrial economies. Since the global financial crisis, developing Asia has contributed 60% of global GDP growth, an impressive outcome. Eight economies in the region posted growth exceeding 7.0% in nearly every year of the post-crisis period. However, the IMF is warning of significantly lower potential growth over the medium term both in advanced and emerging market economies and the risks of an extended period of low growth. The forecast of steady average growth for 2015 across the Asian region masks the variability of growth at the national level. Our Central Asian members are being severely impacted by lower energy prices and slower growth in Russia, while the Pacific region (excluding PNG) has suffered from long run slow rates of economic growth due to the constraints of size and distance.

Therefore, ADB’s assistance to help remove infrastructure and policy bottlenecks to growth will continue to be important for maintaining the momentum of growth in Asia. In that regard we welcome the transformative initiative to merge the ADF and OCR lending windows, strengthening the ADB’s balance sheet, and increasing the financial resources available for new lending. The unanimous approval by shareholders shows the value we place on ADB’s role and core mandate. However, this historically unprecedented equity boost comes with high expectations from shareholders that ADB will use the additional money effectively.
ADB Reform Efforts

That is why ADB’s current reform program, the “MTR Action Plan” is vital. We are pleased to see some early indications that the reforms are having an impact:

- Project success rates continued the recent improving trend with the three year average reaching 73% in 2014
- Disbursement of funds reached a record $10.3b in 2014
- Procurement reforms were introduced in the final quarter of 2014 that halved the time taken by ADB to review procurements over $10m
- 60% of projects in 2016 had designs ready at approval stage and one third were ready to begin procurement immediately after approval

These reforms should speed up the implementation of projects which has been a weak point highlighted in numerous ADB reports in recent years. The latest Development Effectiveness Review points out that 80 percent of ADB projects are not completed within the target completion date.

Delays of up to five years between approval of a project and issuing of first contract have also been reported which should be a cause for alarm. Project delays lead to cost increases, reducing value for money and threatening achievement of outputs. But more important than the negative financial impacts, slow start up and subsequent implementation delays lead to delayed development outcomes for the poorer people ADB is meant to serve. New Zealand as co-financier to ADB operations has observed such delays too often in the Pacific, even in cases where operations were directed at reconstruction efforts following natural disaster.

Consequently, New Zealand strongly urges the Bank to work towards an organisational culture shift to instil a sense of urgency amongst staff when it comes to project implementation and ensure all necessary support is provided to the implementing agencies to deliver timely, successful projects.

New Zealand is open to the potential need to increase ADB’s administrative resources to make further improvements in implementation speed and to manage an increased volume of assistance after the merger of ADF into OCR. However, the $70m underspend in ADB’s internal administrative budget in 2014 demonstrates that there is a lot of potential for using existing resources better before a case can be made for additional resources.

Strengthening ADB Capacity in the Pacific

One area where New Zealand has repeatedly raised the need for additional staff resources is in the smaller Pacific member countries, most of which have no ADB staff presence on the ground. We acknowledge the progress that has been made since 2009 in creating local consultant positions in nine Pacific members, and in recently out-posting additional staff to the Fiji Resident Mission to implement the newly approved Fiji Country Partnership Strategy.
However, current efforts do not go far enough. A 2015 evaluation of ADB’s support to its smaller Pacific members, recommended that “ADB needs to better resource PARD (the Pacific Department). Achieving success in fragile states and low capacity settings is human resource intensive, requiring hands on support and extra allowance for monitoring and supervision. The Pacific Approach and support for fragile and conflict-affected states both need higher than usual staffing per operation and amount financed, yet the average number of officers per operation is lower than most other regional departments.”

Last year’s Budget underspend shows that ADB does have the resources needed to respond to this important recommendation. At a minimum we would like to see the nine local consultant positions in the Pacific converted to full ADB staff members. In Pacific members with larger portfolios, ADB should consider establishing additional international staff positions. Such a commitment would be consistent with ADB’s charter requirement to have special regard to its smaller or least developed members.

New Zealand looks forward to the progressive implementation of ADB’s internal reform program over the next 12 - 18 months to ensure the full benefits of the increase in lending from the merger of the ADF with OCR.
Mr. Chairman,
Fellow Governors,
Ladies and Gentlemen.

It gives me great pleasure and honor to address the 48th Annual Meeting of the Board of Governors of the Asian Development Bank (ADB), on behalf of the Pacific Developing Member Countries Governors of the Cook Islands, Fiji, Kiribati, Republic of Marshall Islands, Federated States of Micronesia, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu.

Mr. Chairman, we the Governors of the Pacific Developing Member Countries offer our heartfelt sympathies to the Government and people of Nepal for the loss of life and damages caused by the recent earthquake. At this juncture, we would like to also thank the international community for the assistance provided to the people of Vanuatu and Federated States of Micronesia after the devastating impact of Cyclone PAM and Cyclone Maysak, respectively.

In this regard, Mr. Chairman, we call for greater focus of development partners, such as ADB, on building and supporting economic resilience in the Pacific and other vulnerable countries.

Mr. Chairman, I join my fellow Pacific Governors in congratulating the ADB for their excellent organization of this meeting and our gratitude to the Government and People of Azerbaijan, for being such warm and sincere host.

Mr. Chairman, we Pacific Governors had a very constructive discussion with the President Nakao and the Executive Management of ADB on Friday, 1st May. Therefore, our statement is guided by this meeting and reflects our collective position.
Mr. Chairman, I will keep my intervention to the point and focus on the critical issues of the Pacific Developing Member Countries. Some of the areas that we require urgent support and actions from ADB are:

1. **Access to Finance - Climate Change & Disaster Finance & Remittances**
   
   a. **Climate Change and Disaster Finance**

   Mr. Chairman, Pacific Developing Member Countries continue to deal with the effects of recurrent disasters, some of which have been exacerbated by climate change. These catastrophic events impede our economic progress towards sustainable economic development. In this regard, the Pacific Developing Member Countries need additional financing to keep pace with the additional expenditures for reconstruction and development due to disasters and adaptation to climate change.

   For the past 3 years, the Pacific Developing Member Countries have been raising the issue of accessibility to climate finance and we urgently seek ADB’s assistance on this matter in conjunction with global climate funds. Pacific Developing Member Countries continue to re-emphasize the need to use national financial systems for climate change financing.

   Similarly, Mr. Chairman, we seek support for post-disaster financing through better risk assessment, appropriate funding and improved accessibility to Pacific Developing Member Countries. This can be complemented with technical assistance for better contingency planning and provisions for disaster preparedness, early warning systems in partnership with other multilateral development banks, such as the World Bank.

   b. **Closure of Money Transfer Operators and its Impact on Remittance flows to Small Island Developing States**

   The closure of Money Transfer Operators agents in New Zealand and Australia for Small Island Developing States (SIDS) due to Anti-Money Laundering and Counter-Terrorism Financing concerns of the large and powerful developed countries is substantially detrimental for sustainable development of the safe and peaceful SIDS of the Pacific. This has undone the good work and efforts undertaken by the World Bank and development partners to reduce remittance fees and lower exchange rate margins in the most costly priced corridor of the World.

   Mr. Chairman, the unfortunate and unintentional consequence of this action by the large and powerful developed countries is encouraging the safe and peaceful Pacific SIDS to revert back to hand-carrying cash to avoid the use of the expensive banking system. We seek ADB’s assistance in supporting the position of Pacific Developing Member Countries on this issue and how best to address this without any detrimental impact on the Money Transfer Operators in the remitting and receiving countries.
2. Building Effective and Meaningful Partnerships

Mr. Chairman, the Pacific Developing Member Countries would like to underscore the importance of meaningful and durable partnership as promoted under the Samoa Pathway.

Partnership with development partners is very important but equally important is the partnership between the government and the local communities in promoting economic development. Too often the ADB safeguard policies tend to challenge this partnership especially in relation to community land being affected by development projects where the safeguard policy requires the payment of compensation.

Whilst we recognize the importance of the safeguard policies, Mr. Chairman, we urge the ADB to exercise some degree of flexibility to allow Pacific countries to resolve such issues in line with its traditions and customs, which we believe is the most sustainable way forward.

3. Contextualized Private Sector Development

Mr. Chairman, private sector development is a vital development agenda for all Pacific Developing Member Countries to drive long-term economic growth. We also understand that effective Public-Private Partnerships (PPPs) is essential in this respect. For PPPs (including SOE reforms) to be successful, it needs to take into account the individual socio-economic settings of each country.

Therefore, we seek ADBs recognition that public sector has a crucial role in developing the private sector, and also seek ADBs assistance in contextualized support noting the structural differences and size of private sector across countries. In addition, we support ADBs continued technical assistance in SOE reforms in the region and hope this can be extended to specific capacity building for country officials in relation to appropriate valuation assessment when privatizing SOEs.

4. Sustainable Revenues from our Ocean Resources

Oceans and seas, along with coastal areas, form an integral part of our region’s sustainable development. Fisheries and seabed mineral are important for our future long-term development.

Mr. Chairman, while the development of seabed minerals industry is a long-term project, we seek support on management and optimization of fisheries revenues, particularly when half of the world’s tuna stock is found in our Pacific waters and is valued at US$4 billion, of which we only receive around US$400 million, that is, only 10 percent of the total value.

5. Enhanced Technical Assistance and Capacity Building

a. Regional Study on Unlocking Economic Growth Potential in PDMCs

Mr. Chairman, the Pacific Developing Member Countries Governors re-emphasize the need for a regional and country level study to look at the common challenges, opportunities and policy options to leverage these opportunities.

The Governors request ADB, in collaboration with other development partners, to look into
conducting this regional study to support peer learning in the Pacific and to look at policy options to overcome challenges and unlocking our growth potential common to all Pacific Developing Member Countries.

We would also ask ADB to explore the opportunities for further development covering: costs of migration, promoting sustainable and renewable energy, improving basic infrastructure and connectivity across Pacific Developing Member Countries, especially in transportation and telecommunication.

b. Support for Financial Inclusion

Pacific Developing Member Countries are working on enhancing the role of financial sector in their economies, by reaching-out to the informal sector and servicing people in remote areas. Consequently, the advent of beneficial financial inclusion services, such as branchless and digital banking, has created challenges in terms of appropriate regulation of these initiatives. We seek ADBs support in helping Pacific Developing Member Countries to better regulate these banking initiatives.

In concluding, Mr. Chairman, these are some of the pressing issues in which Pacific Developing Member Countries collaboratively request ADB’s considerable assistance.

Mr. Chairman, on behalf of all my Pacific Governors, I would like to express our sincere appreciation to the President and Management of ADB for the on-going support to Pacific DMCs and that we are committed to improve and strengthen partnerships to address the challenges and capitalize on opportunities for the benefit of our people.

Thankio tumas!
Let me begin by offering heartfelt condolences from the people and Government of Pakistan to the people and Government of Nepal on the recent sad tragedy in Nepal.

Our sincere thanks to the people and Government of Azerbaijan for the generous warmth and hospitality with which we have been received. I would also like to appreciate the efforts of ADB Management and staff, under the leadership of President Nakao, in providing institutional support for organizing this event.

Since the last time we met, growth prospects in the major economies look slightly better even though the near-term outlook is still one of moderate global GDP growth. During this time, a number of key developments have shaped the global outlook, including declining oil prices, increased global growth rate, marked growth divergence across major economies and rise in interest rates and risk spreads in many emerging market economies.

Compared to the 3.4 percent growth in 2014, overall global growth is projected to reach 3.5 percent and 3.8 percent in 2015 and 2016 respectively. In this setting, raising actual and potential output continues to be a general policy priority. In many advanced economies, accommodative monetary policy remains essential to support economic activity and lift inflation expectations. There is also a strong case for increasing infrastructure investment in some economies and for implementing structural reforms to boost potential output. In many emerging market economies, however, macroeconomic policy space to support growth remains limited.

It is encouraging to note that the Asia-Pacific region remains the leader for global growth. With the People’s Republic of China (PRC) and India converging to 5.5 percent growth on average for 2015–2019, Southeast Asia will continue to become a global production hub. This is evident from the strong growth in the last few years that have boosted job opportunities, improved standards of living and lifted millions out of poverty. We must, however, keep the momentum going. We must remain vigilant of risks and vulnerabilities that could derail the recovery of the global economy and progress made in alleviating poverty in the region.
ADB’s Asian Development Outlook (ADO) 2015 projects that Developing Asia will grow at a steady 6.3 percent in 2015 & 2016, supported by a strengthening recovery in the major industrial economies and soft global commodity prices.

The Asian Development Bank (ADB) has been a trusted development partner for the regional countries. The merger of OCR and ADF financial resources will enhance ADB’s financial capacity and is an innovative and interesting approach to address the Bank’s longer-term sustainability. It is, however, of crucial importance that this arrangement will not affect negatively the ADB’s principal objective of reducing poverty in the region.

Since assuming office in June 2013, our government has put in place a forward looking reform agenda. We have taken painful yet necessary reforms resulting in stabilization of the economy. We have set 4 Es i.e Energy, Economy, eliminating Extremism and Education as our priorities. It is encouraging that the development partners’ Country Partnership Strategies are aligned with our economic development priorities. However, our government is fully aware that there is no space for complacency.

Back in June 2013, our economy was facing a number of challenges. The growth rate had averaged less than 3 percent since 2008-09 while inflation had averaged around 12 percent per annum in five years. Foreign exchange reserves dropped below US$ 8 billion (SBP US$ 2.8 billion) in February 2014 leading to predictions of default in June 2014. Circular debt of Rs. 503 billion was crippling the power sector as well as the economy. Investment-to-GDP ratio had declined to 12.6 percent, tax-to-GDP ratio stood at 8.5 percent while the projected fiscal deficit for 2012-13 was 8.8 percent. On the other hand, debt-to-GDP ratio had increased to 63.9 percent of GDP.

It was a difficult decision for a newly elected government to engage with the International Monetary Fund (IMF) but economic expediency demanded that we entered into a macroeconomic reform program. With six quarterly reviews behind us, Pakistan’s economy has changed direction. As a result, risks of immediate crisis have greatly receded, economic growth is gaining strength, inflation is declining and macroeconomic vulnerabilities are being gradually addressed.

Our GDP growth of 4.14 percent in 2013-14 was the highest in last six years while the FBR revenues are up 12.7 percent in the first nine months of 2014-15 (following an increase of 16.4 percent in 2013-14). Inflation ended at 8.6 percent in 2013-14 and is now at 5.1 percent in the first nine months of 2014-15. Home remittances grew by 13.7 percent in 2013-14 and are further up 15 percent in the first nine months of 2014-15. Foreign exchange reserves have now increased to US$ 17.67 billion (including over US$ 12.5 billion with SBP) re-qualifying Pakistan as an IBRD country while the Karachi Stock Exchange Index has increased by 69% since May 2013.

On the basis of the above significant achievements and progress, international think tanks and research groups have lauded Pakistan’s impressive economic turnaround. These include JETRO (which declared Pakistan as likely to be the second choicest place for foreign direct investment), Goldman Sachs economist Jim O’Neill (who forecasted that Pakistan would become world’s 18th largest economy by 2050), Moody’s (which has recently raised Pakistan's outlook) and David Darst, a Morgan Stanley economist (who has said that rise of Pakistan is “a matter of time”).
The current improved economic and financial situation presents a unique opportunity for Pakistan to reinforce and build on recent stability gains and to work towards achieving higher, sustainable and inclusive economic growth. This will require further bolstering government revenues through broadening the tax base and improving compliance in order to generate the resources that will allow for further reducing public debt while increasing spending in priority areas such as public investment, health and education.

Other key priorities include stemming the accumulation of arrears and addressing long-standing imbalances in the energy sector, restructuring and privatizing public sector enterprises, moving ahead with investment incentives and trade policy reforms and continuing with financial sector reforms to improve resilience and financial inclusion.

Let me also state that the government has an inflexible resolve towards elimination of terrorism. Under the security operation Zarb e Azb action is being taken against terrorists without any distinction or discrimination.

Pakistan has always desired and supported regional infrastructure network, which will lead to greater regional cooperation and accelerated economic growth. Promoting regional connectivity is one of the pillars of our development strategy. The government is actively pursuing this initiative which has the potential to integrate South Asia, the PRC, and Central Asia – the three engines of growth in Asia.

One of the earliest steps taken by our government was to conclude the MoU on establishing the PRC-Pakistan Economic Corridor (CPEC) that would connect Pakistan with the PRC’s Western regions, through a network of roads, railways and fiber-optic linkages. Beyond the CPEC, we are also working on a number of road and rail connectivity projects within the region.

Pakistan's partnership with ADB dates back to 1966 since when ADB has disbursed a total of US$ 18.1 billion in loans to Pakistan. The relationship covers support in critical sectors of the economy like infrastructure, energy and urban development.

I would also like to thank ADB for supporting the 2014 flood rehabilitation activities in Kashmir and Punjab as well as for the resumption of program lending for energy sector and State Owned Enterprise besides providing soft loan for the Social Protection Development Project. It is satisfying that a new five-year Country Partnership Strategy (2015-19) is under formulation which will revisit the areas of development cooperation between Pakistan and the ADB.

I would like to commend President Nakao for his leadership and for pursuing the reform agenda, for streamlining business processes and undertaking organizational reform to ensure more efficient and effective implementation. The delegation of authority to field offices (Resident Missions) is taking place in phases and adopting models that best suit their country context. E-operations, introduction of client portals reforms and reforms related to private sector operations will usher in a result oriented change.

Finally, let me reiterate my government's resolve to continue the agenda of macroeconomic reforms for sustained economic growth that would contribute towards providing a better life and future to our people. We value the role ADB is playing in promoting regional connectivity and look forward to continuing and enhancing this partnership with ADB. Thank you, Mr. Chair.
PHILIPPINES
Roberto B. Tan, Temporary Alternate Governor

Chairman Sharifov, President Nakao, Governors, ladies and gentlemen, a pleasant good afternoon to all of you. Firstly, let me extend our sincere appreciation to the people and Government of Azerbaijan for hosting this year’s Annual Meeting in your beautiful country and the impressive preparation for the event.

Before proceeding, we wish to express our condolence to the people of Nepal on the recent catastrophe in the country and hope that sufficient relief, rehabilitation and recovery assistance are put to work on the ground as soon as possible.

On the occasion of this Meeting, allow me to congratulate President Nakao for his exemplary leadership in maneuvering the Bank to effectively respond to the new challenges of Asia. Foremost among the measures to comprehensively address these challenges are the conduct of the Midterm Review (MTR) of Strategy 2020 and the adoption of the Action Plan incorporating 190 initiatives to ensure that the Bank continues to be relevant and effective. We urge your management team to vigorously pursue these initiatives in order to quickly transform the Bank into a most responsive and efficient development institution.

The evolving needs of the region are now more complex and demanding of greater talent, skills and resources. The state of poverty in Asia, as in other parts of the world, requires more comprehensive development interventions covering selective as well as cross-cutting sectoral areas. The rebalancing of the Banks resources and creation of new capacities are now compelling if the institution expects to remain to be the premier development agent for the region. We therefore lend our full support to the wide-ranging reforms being undertaken by the Bank to further enhance its capacity to generate and deliver innovative products required for the evolving development realities in our poorer member societies. We commend the Bank for its focus on inclusiveness in its development work which anchors it to the institution’s basic mandate to eliminate poverty.

The approved merger of the balance sheets of the Asian Development Fund and Ordinary Capital Resources will allow flexibility for the Bank to substantially raise its funding capacity. While this is highly desirable to enable the institution to readily respond to the huge financing requirements of developing member countries, such opportunity should work for the strategic utilization of the newly generated resources that will provide the greatest impact in reducing poverty and sharing the dividends of growth to the poorer segment
of society. It is worth mentioning that prudence must be observed in the leveraging of the resulting larger capital base of the Bank to ensure that it maintains its top rate creditworthiness.

The efficiency efforts now being carried out by the Bank have demonstrated impressive results. We note with favor the measures that are currently taking root to improve procurement performance, including the reduction of internal process approval timelines, the introduction of new international competitive bidding thresholds, delegation of appropriate authorities to resident missions and improvement of operations and IT systems, among others. Notable reforms to streamline processing and enhance lending headroom are also acknowledged.

Let me now update on developments in my constituency and place attention on the partnership between the Bank and the Philippines.

Philippine growth rates have been on an ascending trajectory in recent years, posting the highest ever 5-year average in the past forty (40) years of 6.3% average growth for 2010-2014, though poverty incidence rose from 24.6% in 2013 to 25.8% in 2014 mainly due to the lingering effects of Yolanda recovery and the increasing domestic prices of rice. Inclusive growth thus remains a challenge to the Government and I would like to take this opportunity to highlight the added value of the Bank’s assistance to address this challenge. A tailor-fit Country Program Strategy 2011-2016, aligned with the government’s thrusts to have a larger portion of the population reap the benefits of the improving economy, encapsulates the overall support package that focuses on employment generation, capital market development and public investments on infrastructure and human capital.

The Philippines accords great value to the Bank in helping sustain inclusive growth, increase economic competitiveness and reduce infrastructure bottlenecks which have now emerged as Asia’s key development challenges. Towards this end, the Bank has partnered with the country to implement a major program that seeks to, not only create employment opportunities, but likewise improve employability status especially of the Filipino youth considered not in employment, nor in education, nor in training. This program also aims to upgrade the skills and services in the tourism industry to further unleash potentials for employment, business and investment opportunities.

To upgrade the quality of its human capital and contribute to the country’s long term labor competitiveness, the Government announced the establishment of an effective senior high school system under the K to 12 reform program. The Bank was among the first to commit expertise to assist in preparing for this landmark social policy shift, and its novel results-based financing, linking disbursements to desired outcomes.

While the country has gained fiscal space to augment its funding resources to narrow its infrastructure gap, institutional and technical capacity constraints remain to be serious bottlenecks in efficient and rapid infrastructure development. The Government is trying to address this challenge through the mobilization of the private sector. The improved credit position and regulatory governance of the country have generated very positive results. We welcome the Bank’s strong engagement in partnering with us to enhance private sector participation for our infrastructure build up. With the strong support from Bank to the Private-Public-Partnership activities in the Philippines, the country earned the citation from the World Economic Forum and G20 reports in 2014 as a prime example of how governments can promote and manage PPPs.
The past few years have highlighted the vulnerabilities of Asia’s developing economies to natural disasters. From the floods in Bangkok, to Typhoon Haiyan in the Philippines, and more recently the devastating earthquake in Nepal, there is no shortage of reminders for this very important fact. The Bank has a huge role to play in helping its member countries mitigate the adverse impacts of these natural disasters. The Bank has to ensure that it continues to have the requisite expertise in assisting member countries in the formulation and implementation of their respective disaster risk management strategies.

We are sincerely grateful to Bank for its continued effort to support the communities devastated by typhoon Haiyan. Immediately after the typhoon, ADB responded by joining the Government and other development partners assess the damage and identify the ensuing needs of the communities affected. The Bank immediately dispatched funds for life-saving, relief and quick recovery assistance and from then, established a satellite office in Tacloban, one of the worst hit cities. This is a clear manifestation that the Bank’s involvement goes beyond giving cash but also in its being present on the ground - understanding, learning and employing what works in specific field conditions. The Bank's assistance helped restore disrupted economic activities and basic social services, rebuild homes and livelihoods for people in 900,000 households across more than 6,000 communities. The institution is also contributing to educating the communities and local officials in preventing damage from future natural calamities and better preparing such events. Likewise, it has provided advice in crafting the most cost-effective risk transfer instrument that will address the communities' specific needs.

As key partners in development, we look forward to further deepen our partnership as we are mutually commit to the attainment of the country’s high, inclusive and sustainable growth that will provide a better life for all Filipinos.

In conclusion, we wish the Bank all the success in its development endeavors.
PORTUGAL
Alvaro Matias, Temporary Alternate Governor

Mr. President,
Mr. Chairman,
Governors,
Ladies and gentlemen and distinguished guests,

I would like to begin by expressing my sincere appreciation to the Government of Azerbaijan for hosting the 48th ADB’s Annual Meeting and to the people of Baku for their kind hospitality.

It is with great pleasure that I take part for the first time in the Bank’s Annual Meetings and have the opportunity to discuss, first handedly, with its shareholders, Management, partners and clients the main themes on the institution’s agenda.

I would like to focus my statement on three topics: first, the commensurable transfer of Asian Development Fund’s loan assets and part of the liquidity to the Ordinary Capital Resources of the Bank, the so-called ‘Galaxy’; second, the ongoing changes in the development finance landscape in the region; and third, a brief note on procurement policy enforcement issues.

Regarding ‘Galaxy’, we congratulate ADB and its shareholders for the groundbreaking decision to transfer assets from ADF to ADB, leveraging existing financial resources to better respond to the needs and challenges of the region. Management delivered on the request by shareholders to be innovative and provided with a solution of such financial architecture that allows ADB to remain relevant as a partner of choice in a region with overwhelming needs for development and project finance. When complete, the process will triple ADB’s subscribed capital and thereby reinforcing its lending capacity by an additional USD 2.3 billion annually until 2020. We expect this very considerable increase in financing capacity to be met by a clear, long term framework for resource allocation, especially towards Low Income Countries. The 2020 Strategy also needs to be upgraded to match the Bank’s new financial muscle. Although its priorities are still valid, we believe that a new long-term strategy is needed. In particular, some special attention needs to be devoted to the role that ADB will play in Upper-Middle Income Countries; additionally, some repositioning as an active player in the area will derive from the inception of the Asian Infrastructure Investment Bank (AIIB).

Turning now to the ongoing changes in the development finance landscape in the region, I would like to take this opportunity to address Management and shareholders’ Governors with a few words on the new multilateral financial institution whose establishment process is being led
by the People’s Republic of China. In fact, Portugal is one of the 57 prospective founding members of the AIIB. I would like to stress that we regard this new institution not as a rival but instead as a possible potential partner and complement to ADB. Firstly, because the region has an overwhelming need for project finance for infrastructure and development, estimated at around USD 800 billion per year until 2020, which cannot be fully met by any single multilateral development bank. Secondly, because ADB has been in the market for almost 50 years now: its value added is clear, its policy dialogue capacity has a long standing and successful record, and its know-how is quite vast. This is of utmost importance – such capital of knowledge and experience is not at reach over the medium-term for any new coming multilateral institution. Therefore, ADB’s role will continue to be critical, particularly in capacity building and technical assistance to borrowers. The latter is of particular importance since AIIB is expected to be relying on country systems for project implementation and selection.

Ladies and gentlemen,

Last but not least, regarding procurement issues, I would like to join other Governors by stressing the importance of good governance and the rule of law in ADB’s procurement processes. For the ADB business model to work, all stakeholders, the Bank, the borrowers, and the contractors, have to abide by the procurement rules, providing for open and fair competition while respecting the dispute resolution mechanisms in place. Functioning and respected procurement rules will contribute to a better accessibility of goods, civil works and services by developing member countries in a more cost-efficient and timely manner.

Finally, a last note of sympathy to the Governor of Nepal and the people of Kathmandu, severely affected by the earthquake that struck the city on the 25th of April, affecting almost 6 million people and provoking a tragic death toll of around 6,500 lives.

Thank you for your attention.
SINGAPORE
Josephine Teo, Temporary Alternate Governor

On behalf of the Singapore delegation, I thank the Government of Azerbaijan for hosting the 48th ADB Annual Meeting and the people of Baku for their warm hospitality.

Asia is a dynamic region, and the Mid-Term Review (MTR) of Strategy 2020 was a timely opportunity for the ADB to take stock of its progress and review its strategic priorities. We are pleased to note the continued relevance of Strategy 2020 in addressing the developmental needs and challenges of developing member countries (DMCs). We are also encouraged to see that action plans on MTR priority areas have already been implemented.

In particular, we welcome the ADB’s innovative proposal to expand its financial support by enhancing its lending capacity in a sustainable manner. We recognise that the combination of Asian Development Fund’s (ADF) lending operations with the Ordinary Capital Resources (OCR) balance sheet will allow ADB to:

(i) Strengthen support to ADF countries;
(ii) Enhance its own risk-bearing capacities;
(iii) Increase support for private sector operations; and
(iv) Reduce future financial burden on ADF donors.

This will go a long way in achieving the ADB’s vision of a region free of poverty.

We also welcome ADB’s continued focus on infrastructure development in the region. Infrastructure development plays a critical role in unleashing the region’s full economic potential, as well as in promoting social development and eradicating poverty. The transformational effect of infrastructure development has been well recognised at key regional fora such as APEC, ASEAN and ASEAN+3.

To promote sustainable long-term financing for infrastructure, it is essential to proactively create a steady pipeline of bankable projects and crowd in investments from the private sector. Governments fund approximately 60 to 65 per cent of infrastructure investment today. However, the private sector’s role needs to increase, given the scale of investment required and growing fiscal pressure. Non-bank institutional investors such as pension funds, sovereign wealth funds, and insurance endowments potentially provide significant amounts of liquidity.

To create more bankable projects and support public-private partnerships (PPP), the ADB’s work in helping to build the necessary regulatory and institutional frameworks, support project development and provide transaction advisory services, remains critical. To this end, the Asia Infrastructure Centre of Excellence (AICOE), a joint project by Singapore, Canada and ADB,
was set up to work with regional governments to structure PPP infrastructure projects and explore the usage of regional capital markets to finance such projects.

We also encourage ADB to explore innovative mechanisms such as the proper structuring of loans to support transferability amongst different investors as projects evolve, so as to match projects at different stages of development to the varying risk appetite of financiers. Standardised project and project finance documentation and terms, as well as improved transparency for project finance loans, would help support such an initiative.

Singapore expresses our appreciation to the ADB for its good work and remains committed to doing our part in supporting the ADB.
Mr. Chairman, President Nakao, Fellow Governors, Ladies and Gentlemen.

First of all, let me convey our most sincere condolences to the families of the victims of the earthquake in Nepal and express our support to the Government of the country in these extremely difficult circumstances.

Second, I would like to thank the Government of Azerbaijan for the excellent arrangements made for this 48th Annual Meeting.

As you know, 2015 is deemed to be a critical year for the development agenda in the next fifteen years. The summit on the Financing for Development in Addis Ababa in July and the Summit in the UN in New York in September will be the two major events that shall contribute to set up the new means and goals included in the agenda. Those two summits, together with the United Nations Climate Change Conference, COP21, that will be held in Paris, in November 2015, will set the framework for us to work in the common goal of the development community: Fighting poverty and sharing the prosperity, as the World Bank likes to express it.

For the ADB, 2015 will also be a year to be remembered. It is in fact the year in which a major transfer of resources from the Asian Development Fund (ADF) to ADB’s balance sheet ordinary capital resources took place, thus lifting ADB’s sustainable level of lending, without a call for new capital, by around 25%-30%. That transfer, that will expand ADB’s financial capabilities, will permit the Bank, leveraging on the new resources, to develop a significant amount of new projects in the Region.

Spain has contributed noticeably to this reform, and we hope to see the results of the compromise made to be reflected in the economic performance of the ADB’s developing member countries in the near future.

Rapid economic growth has led to a dramatic reduction in extreme poverty, so as to the extent that at the conventional $1.25 per person per day Asia’s extreme poverty could be eradicated by 2025. However, Asia and the Pacific still face daunting challenges in terms of poverty, inclusive growth and environment, and this trend is being accompanied by a geographical relocation of poverty from rural to urban areas. If we include the factors of increasing food insecurity and vulnerability to risks and shocks of the low income households along with an outdated $1.25 figure, the complete picture of poverty in Asia and Pacific is much more worrying.
There is a huge need to invest in basic transport infrastructure to promote economic development but in order to reduce poverty it is also necessary to invest in schools, hospitals and in the access to sustainable energy. New institutions such as the Asian Infrastructure Investment Bank (AIIB), that aims to finance mostly projects in infrastructure, will make room for our bank to increase its financing on social investment in human capital of the non-cash flow generating kind, which capital markets do not finance, and in the basic institutional infrastructure in Asia, something essential for market economies to function properly.

Since multilateral institutions can offer only limited assistance, the private sector has to do its part. In this regard, Spain welcomes the creation of the Office of Public-Private Partnerships (OPPP) recently launched by ADB. And so we congratulate ADB in assisting member countries in finding and advising on projects that could be financed through Public-Private Partnerships.

Looking ahead, we encourage ADB to continue aligning with the international development goals and playing its active and meaningful role. Because of our long history of 50 years building infrastructure, our pool of diversified and talented staff, and our aim of becoming a “knowledge bank”, we are prepared to contribute to their achievement.

Needless to say, now that the financial resources of the bank have been increased, our efforts must be focused on optimizing their use. Since a lag between approval, completion and evaluation of projects persists, Spain is supporting the reforms implemented under the Mid-Term Review (MTR) Action Plan to improve internal operations. There is still room to provide more efficient and faster delivery of projects, curtailing inherent and unnecessary bureaucracy and encouraging a more efficient performance of the staff. The adoption of additional IT solutions could bring more transparency and efficiency into ADB’s procedures and practices, as well.

Finally, I would like to highlight an area of concern for Spain in the ADB context and beyond: good governance and the rule of law. Fair and open procurement of good and services is an essential component for the successful management of the financing of any multilateral institution. ADB can play a leading and proactive role in ensuring that transparency, integrity, and effective competition, are followed both during the design, implementation, contract management and evaluation of a project so as to ultimately deliver the projects’ maximum economic and social impact.

Mr. Chairman, President Nakao, Fellow Governors, Ladies and Gentlemen,

We are confident that the ADB will stand to face development challenges in the region, as it has done in the past. We should begin discussing now how to continue adapting the Bank’s business model to the post 2015.
SRI LANKA
Ravi Karunanayake, Governor

The Chairman of the Board of Governors, Mr. President, Fellow Governors, Distinguished Guests, Distinguished Invitees, Ladies & Gentlemen, Friends.

It is a very special experience for me to be at this awesome city of Baku in the Republic of Azerbaijan. I wish to express my grateful thanks to the citizens of Baku and the Government of Azerbaijan for the welcome extended. It is not only a pleasure but also a privilege to be here to address you.

Representing the Democratic Socialist Republic of Sri Lanka, the resplendent Island surrounded by the Indian Ocean, I also wish to thank the staff of the Asian Development Bank for organizing the 48th Annual General Meeting of the ADB in an excellent manner. At the beginning, I would like to convey my condolences and sympathies to the families of the Nepalese and the foreign nationals who lost their lives during the recent earthquake and at their hour of bereavement. We Sri Lankans have rallied together to convey not only our sympathies but also provide relief to assist and support the Government and the people of Nepal stricken with grief.

The theme of the Annual Conference of the ADB is based on “focus of partnership for development”.

This is Asian’s century. It had been predicted that Asia will garner more than 50% of the global production within the century and Sri Lanka is posited to be one of the major beneficiaries in this positive backdrop. We would actively endeavour to participate in the principle of partnership for development in making a better future. Our positive score of 76.94 pertaining to trading across Boarders, a category under “Ease of Doing Business” ranking could be the ideal springboard for such an endeavour.

**Good governance and transparency**

Any partnership is based on principles of mutual respect and positive camaraderie. The present ruling regime of Sri Lanka had been installed in power by a grateful nation based mainly on a crying need for better democracy, good governance and transparency. As such, our Government will continue to ensure a dimension of democracy surfeit with good governance and transparency. For me and the people of my country with a culture and heritage extending to over 2500 years, democracy is of supreme importance. I am sure that the principle of good governance practiced at present will contribute immensely towards nurturing, fostering and cementing partnerships for development.
Multilateral and bilateral partnerships

Sri Lanka is one of the smallest nations in the Asian & Pacific region in comparison to our giant and friendly neighbor India and other larger nations like the People’s Republic of China, Pakistan, Bangladesh to name a few. As at present, we have entered into very practical and positive free-trade agreements with India and Pakistan and evaluating the prospects of doing so with many other countries on a bilateral basis. Multilaterally, I am confident that the counties of SAARC region could enter into a new era by enhancing the present multilateral agreements.

Sri Lankan economic outlook

Sri Lanka did go through an era of uncertainty and instability during a period of extended strife and political instability. It is a significant aspect of the economy and the nation to be resilient to counter such adversities with positive results. Our nation had continued to maintain a growth rate in the region of 7% over the past few years and it is geared to improve further in time to come making use of the cascading goodness of good governance and transparency. We have managed to hold our balance of payments under reasonable control and other economic indices have continued to be within a reasonable platform of improvement. Our country is on threshold of getting into the economic status of a middle income country, which is also supposed to be a bit of a paradox. Sri Lanka’s economic indicators are good tiding for not only the people of Sri Lanka but to all nations of the world who are friendly with us at all times, in providing partnerships for development.

Role of ADB in development of Sri Lankan economy

It is my onerous duty to make specific mention of the international lending agencies who had provided support and assistance to Sri Lanka to ensure the achievement of the present positive economic indices. The sterling role played by ADB has to be placed on record with utmost gratitude. We are indeed inspired by your presence and look forward to further improvement of your contribution towards the continued efficacy of our economy.

The lowering of negative indices such as the poverty and unemployment in Sri Lanka provides powerful yardsticks in any economic evaluation.

Conclusion

Distinguished members of the Head table, Ladies & Gentlemen, the Democratic Socialist Republic of Sri Lanka has had a most fruitful and cordial relationships with countries of Asia & Pacific regions and the ADB. I also look forward to representing my nation of scenic beauty and smiling people at the Annual meeting when the ADB marks its 50th Anniversary in 2017. I am sure when ADB celebrates 50 years of existence all stakeholders of ADB will be proud of their achievements in positively contributing to the future destinies of many counties. Whilst thanking the organizers of this significant event, the people of the host nation Azerbaijan, his worship the Mayor, Officials of the City of Baku and all of you, I convey our best wishes from Sri Lanka for a prosperous future for all nations uniting in partnership for development.
Mr. Chairman,
Mr. President,
Honourable members of the Board of Governors,
Distinguished delegates,
Ladies and Gentlemen,

On behalf of Switzerland, I would like to express my sincere appreciation to the Government of Azerbaijan for hosting the 48th Annual Meeting of the Asian Development Bank and the authorities of Baku for the excellent arrangements and warm hospitality.

Switzerland wishes to convey its deepest sympathy to the Government and people of Nepal affected by the tragic earthquake that struck the country recently. Switzerland joins in international efforts to provide assistance to the people of Nepal.

The Asia-Pacific region has made impressive economic progress over the last two decades and will continue to sustain growth in the coming years, albeit at a slower pace. Since 1990, the economic success of the Asian region has lifted hundreds of millions of people out of poverty and vastly improved their living standards. This trend is encouraging. However, substantial development challenges remain. The Asia-Pacific region is still home to more than 1.6 billion people living on less than USD 2 a day, inequalities, including the gender gap, are widening, environmental challenges increase continuously, and critical infrastructure gaps persist. Therefore, ADB’s poverty-reduction mission is as vital as ever.

**How to use additional resources more effectively**

Facing enormous challenges ahead, new resources and innovative approaches will be in great demand. Switzerland commends the ADB for developing a creative and sound proposal optimizing the financial management of concessional resources without jeopardizing its AAA-Rating, which is essential for Switzerland. ADB’s ability to increase its support for poverty reduction through enhanced financing will be decisive for Asia’s future development, especially in lower income countries.

However, increased lending volume will not reduce poverty automatically. Enhanced resources need to coincide with greater operational efficiency and effectiveness. In this regard, the ADB has made good progress with the implementation of the Strategy 2020 midterm review action plan. We are especially pleased that several measures are already in place in order to streamline business processes and to delegate greater authority and staff to resident missions.
Switzerland supports these strategic and institutional adjustments as they will help the ADB to use its resources in a more efficient and effective way. For Switzerland, the three following key areas are of importance to enhance ADB’s development impact on the ground:

First, ADB’s investments, especially in infrastructure, will need to be more inclusive in their design and implementation. Social inclusion should be further promoted in infrastructure projects through solid poverty analysis and inclusion of specific objectives and suitable indicators in results frameworks. This would help ensure that all, particularly poorer groups, can participate and benefit from infrastructure induced growth. Switzerland further encourages the ADB to enhance its focus on employment and the creation of decent jobs. Ninety percent of jobs in developing countries are provided by the private sector. Therefore, the ADB should continue to strengthen the underlying success factors for employment and private sector development, including improved education systems, a business enabling environment, enhanced access to finance and modern, reliable infrastructure.

Second, the financial, operational as well as the social and environmental sustainability of ADB investments has to be improved, mainly in its infrastructure projects. Switzerland encourages the ADB to enhance its political economic analyses, improve the domestic and social accountability, climate and disaster resilience of projects, and reinforce capacity building in recipient countries. Further actions beyond those envisaged in the Action Plan are needed.

Third, scaling up conflict sensitivity in ADB projects will be key to achieve better and more sustainable outcomes in all fragile or conflict-affected situations. Switzerland asks Management to strengthen ADB’s technical expertise, financial resources as well as internal incentives to improve conflict sensitivity in its operations.

Asia is changing fast, and so is ADB

The Asian-Pacific region will also have to cope with new challenges, including an accelerating urbanization in Asia, greater climate change impacts, growing food insecurity and inequalities. Therefore, Switzerland believes that the ADB needs to find a clear direction, a compass, to steer its actions beyond 2020. The fast transformation of Asian countries towards higher income levels requires a rethinking of ADB’s future role as development partner for the region.

Switzerland welcomes that the ADB has launched a discussion about a possible strategy towards upper middle-income countries. In our view, these countries need to be considered more as development partners than as recipients of investments. Switzerland encourages the ADB to start thinking about providing more knowledge-based products. We expect the ADB to preserve its attractiveness not only as source of developing financing but also increasingly as knowledge provider.

Finally, Switzerland would like to point out the importance to align ADB’s future direction to the outcomes of the Financing for Development conference, the new global Sustainable Development Goals as well as to the climate summit in Paris. Switzerland sees the potential for the ADB to play a major role in enhancing domestic resource mobilization, increasing the impact of the private sector, promoting inclusive infrastructure and fostering climate and disaster resilient development. In all these areas, efficient cooperation within the ADB, and between the public and private sector, will be key. Mentioning cooperation, we encourage the ADB to
collaborate with new actors as they are working towards the common goal to provide investments in infrastructure, a key driver for economic development and poverty reduction.

In closing, Switzerland is convinced that the ADB will remain a key development partner in the region and a central player for empowering the poorest and promoting inclusive and sustainable growth for an Asia-Pacific region free of poverty.
Mr. Chairman / Madam Chair, President Nakao, Fellow Governors, Ladies and Gentlemen,

On behalf of the delegation of Taipei, China, I thank the Government and people of Azerbaijan for graciously inviting us to Baku. Visiting Baku offers a very special experience to us. Geographically, it is a city bordering both Europe and Asia; and historically, Baku has been a harmonious mixture of the old and the new. At first glance it is so well developed that it does not seem different from other modern cities. But, in the Old Town, the ancient edifices glitter with ingenious ornaments and patterns. I join my fellow governors in thanking the ADB staff for the excellent arrangements they have made for the 48th annual meeting this year.

A powerful earthquake of 7.8 scale struck Nepal on 25 April 2015. In the immediate aftermath, ADB readied US$3 million grant and US$200 million additional resources for projects of rehabilitation. Our government has also donated US$300,000 in support of disaster relief efforts. I commend ADB for reacting quickly and for delivering emergency aid efficiently, and believe under the leadership of President Nakao will prosper ADB’s future.

The challenge for ADB is to help developing member countries eradicate their remaining poverty. We learned that ADB has achieved a dramatic reduction in the extreme poverty in the Asia and Pacific region, as highlighted in “Inequality in Asia and the Pacific” released in September 2014. The extreme poverty rate in the Asia and Pacific region has been declining from 20.7% in 2010 to an expected 12.7% in 2015. Due to ADB’s efforts, if this rate continues, in 2020 the $1.25 poverty rate will decline to 5.8%, then 2.5% in 2025, and 1.4% in 2030.

To enhance support for low-income countries by increasing its lending capacity, ADB is proposing to combine the lending operations of the ADF to OCR. Under this proposal, ADB can benefit from combining its resources and then would be in a better position to respond to any future financing needs for ADF countries to move closer to graduation. I hereby convey our thanks to ADB for its persistent endeavors to pursue its vision of an Asia and Pacific region free of poverty.

Asia is the most dynamic region in the world, but its rapid economic growth has been accompanied by rising inequality. According to “Inequality in Asia and the Pacific,” twelve of the 30 economies with comparable data showed an increase in the Gini coefficient in the past two decades. During last year’s meeting President Nakao mentioned that inequalities within and between countries in the region are also increasing. The poor are highly vulnerable to economic

*Changed by Meeting Secretariat
and environmental shocks. One of the challenges for ADB is to support greater inclusiveness to address inequalities. One of the ADB's strategic priorities is to safeguard vulnerable families to reduce the negative impacts caused by investment projects. The policies of safeguard include housing settlement, environmental protection, and creating job opportunities. Therefore I would like to suggest that the Bank not only focus on fostering economic growth, eliminating poverty, but also emphasize reducing inequality and increasing fair taxation. The Bank could increase the protections to the poor through salary increases and social assistance measures.

We would like to underline the importance of promoting the governance of upper middle-income countries (UMICs). ADB is well-positioned to support the transition of UMICs into fully mature economies and engage with UMICs in many ways, such as mitigating rising inequality and promoting inclusive growth, managing climate change and the environment, addressing the challenge of demographic change, boosting productivity and competitiveness, strengthening regional cooperation and integration, promoting knowledge sharing. We have completed our development path in achieving a high-income level, which included land reform, tax reform, SME development support, social insurance systems. We would like to share this experience with members.

As a strategic priority in the midterm review of Strategy 2020, ADB has committed itself to ensure that investment expenditures lead to sustainable development. According to the 2013 World Competitiveness Index by the IMD business school, Switzerland, we ranked third in the criteria of Industrial Sustainable Development and ranked eighteenth in the criteria of Green Technology Solutions. We were also elected to organize the Eco-Products International Fair 2014. These achievements represent our efforts in promoting industry sustainability development and Green Technology.

Under the midterm review, the ADB will increase the share of private sector operations (PSOs) with the approval of the OCR from 15% during 2010-2012 to 25% by 2020. Due to the infrastructure funding gap in Asia and the Pacific, increasing private participation could reduce the financial burden on governments, create jobs, and improve financial performance. In infrastructure projects, we have used public-private partnerships (PPPs) particularly well. Since 2000, we have contracted more than 1,100 such projects, through which the government maintained sound finances and created 170,000 job opportunities. Setting firm, clear PPP rules and sharing risks and responsibilities effectively between public and private investors have been the keys to our success. These achievements have been widely recognized and are highly commendable.

We support the concept and related topics in the Information and Communication Technology (ICT) industry proposed by ADB and truly believe ADB should play a role in knowledge sharing and technological consultation to assist members to build up their ICT industries. In the report “Innovative Asia: Advancing the Knowledge-based Economy” in 2014, we ranked top; our score of 8.77 was higher than the OECD average of 8.25. In 2015, New Taipei City appeared for the second consecutive year as a Top7 Intelligent Community because of the excellent performance of its ICT and E-government. We have dedicated ICTs in several sectors, such as an E-transportation system, the highway Electronic Toll Collection (ETC) system, Green Technology and Building Energy Management Systems. We would like to have a substantive dialogue with ADB on this crucial agenda in which we are engaged.
Over the years, outcomes from the quantitative easing of advanced economies have hindered some regional economies through international capital markets, and offset the effects of ADB’s operations. I would recommend that the major economies in the world pay attention to the spillover effects of the stimulus packages they launched. Policy spillover effects can cause the possible slowdown of developing economies.

Owing to my personal taxation field experience, I have noticed that some governments take tax deduction as their fiscal instrument for the purpose of assisting industrial investment and development and the upgrading of their business competitiveness. However, tax deduction may cause the reduction of government revenue and public investment expenditures. This policy spillover not only generates government fiscal deficit, but also has negative impacts on economic stability. As a result, it produces harmful outcomes for regional fiscal stability through interconnectivity. To tap regional cooperation and integration and build regional economic and fiscal stability, I must emphasize that it is necessary to have a sound and harmonious tax policy among regional countries and to refrain from competing with each other in tax deduction to attract investment inflows.

Last but not least, I would like to reiterate that Taipei, China is a founding member of ADB and has fully carried out her membership responsibilities. My delegation continues to protest against the unilateral alteration of our membership designation. I would also like to call on member countries to respect each other concerning the equal opportunities of hosting meetings and workshops of ADB.

I wish this meeting every success. Thank you.
Mr. Chairman, Mr. President, Governors, Ladies and Gentlemen,

On behalf of the delegation of the Republic of Tajikistan, I would like to extend our warm appreciation to the Government of the Republic of Azerbaijan for their hospitality and to ADB management and staff for the excellent arrangement of this Annual Meeting.

We consider this meeting as an important step in strengthening the mutually beneficial cooperation and establish closer relations between Tajikistan and ADB, as well as between countries of the region.

In 2014, steady economic growth remained in the Asian region, and the recent Asian Development Outlook forecasts growth in Asia to be 6.3% in 2015-2016.

At the same time, it should be noted that in Central Asia growth fell from 6.6% in 2013 to 5.1% in 2014. This is primarily due to lower commodity prices and difficulties in the Russian economy. In 2015, Central Asian countries will have to contend with high inflation, tighten monetary and fiscal policies that will lead to a moderation of growth. For emerging market economies, the objective of sustainable growth, while keeping inflation low, given the volatility of world commodity prices is of primary importance.

Despite the negative impact of the global economy and regional processes, Tajikistan managed to maintain steady economic growth and the implementation of macroeconomic and social performance indicators in 2014.

At the same time, mainly due to external factors economic growth in Tajikistan decreased from 7.4% in 2013 to 6.7% in 2014, while inflation reached 7.4% and increased by 3.7 percentage points. There has been a decline in remittances by 8.3%, and the national currency depreciated by 11.2%.

This trend has intensified this year, and decline in the growth rate is projected to continue. In this regard, the Government of Tajikistan is taking steps to mitigate the impact of external factors on the national economy. We have developed and approved an action plan for risk mitigation on the national economy in 2015-2016 through the implementation of monetary policy, balance the state budget, encouraging the private sector development and improving the investment climate, as well as unconditional and full implementation of government social commitments.
Taking this opportunity, I would like to ask the assistance of the Asian Development Bank in the implementation of the measures of the abovementioned Action Plan and express readiness to discuss it in details. ADB is our Bank and must extend support when it is most needed.

Infrastructure development remains an important factor for the growth of many Asian countries. The Asian Development Bank should continue to encourage investments in infrastructure, such as construction of roads, power plants, primarily renewable energy, power transmission lines, water and sanitation.

In addition to financing, infrastructure development often requires innovative and institutional arrangements, as well as the exchange of experience and knowledge-sharing that could be widely used through ADB support. Meeting the energy needs of the region, commensurate with its rapid economic growth is a huge challenge. This requires large investments in research and exchange of best practices, which, we believe, the Asian Development Bank can play an important role and should be a catalyst for investments to meet the growing needs of the region.

In this connection, I would like to ask the Asian Development Bank to focus on the development of the energy and transport sectors in the Country Partnership Strategy for 2016-2020. In an increasingly globalized world, closer regional cooperation is needed. Development of transport corridors, trade facilitation, information and communication, energy, tourism and exchange of experience are obvious areas for regional cooperation.

We support the initiative of the Asian Development Bank in developing the Action Plan for Regional Cooperation and Integration in Central Asia in the framework of the Partnership and Integration Strategy and are ready to provide all possible assistance for the effective implementation of this Action Plan.

We commend ADB management for pursuing the innovative and ambitious proposal of merging the Asian Development Fund (ADF) resources with the Ordinary Capital Resources (OCR). We note that the merger will help extend greater assistance to the developing countries. We hope that this step will increase ADB lending capacity, serve as an impetus for the development of low-income countries and contribute to the development of the region.

We also appreciate the reform agenda being pursued by ADB following the mid-term review of Strategy 2020. Greater focus on project implementation and delivery is timely as it will help ensure that the benefits of our projects reach the intended beneficiaries quickly and more effectively. While the Resident Missions have been vested with greater authority, they also need to be adequately strengthened to bring the project administration closer to the beneficiaries. We would urge a greater thrust on the reform agenda.

In conclusion, I would like to once again emphasize that only through cooperation and integration, our region will be able to take full advantage of all available opportunities and achieve sustainable growth for all.

From our side, I would like to assure that the Government of Tajikistan will continue to provide all necessary support to ADB in its endeavor to ensure a poverty-free and developed Asia. We also look forward to fruitful outcomes from the deliberations of this annual meeting.

Thank you for your attention.
Mr. Chairman, Mr. President, Fellow Governors, Distinguished Guests,
Ladies and Gentlemen

It is indeed a great honor to address the 48th Annual Meeting of the Asian Development Bank (ADB) in Baku. On behalf of the Government of Thailand, I would like to convey my sincere appreciation to the Government and the people of the Republic of Azerbaijan for their warm hospitality and excellent arrangements for this year's Annual Meeting.

Before I begin, allow me to extend my deepest condolences to the Nepalese Government and its people. The loss of lives and destruction of properties due to the earthquake that took place on April 25th, 2015 have been devastating and set the country back a number of years. The Thai Government and many of our citizens are mobilizing resources to help provide a short term relief. But much needs to be done and I sincerely hope that the international community will do its utmost to help Nepal through this very difficult time. In this regard, I commend the ADB for the timely actions in providing USD 3 million for immediate relief and USD 200 million for rehabilitation and urge the ADB to continue playing pivotal role in the rehabilitation efforts for the country.

Global and Regional Economic Challenges

The global economic landscape continues to be fraught with uncertainties. Global growth has been slow which has reduced trade and investment possibilities. Many developing economies facing high public debt and falling export are unable to do much to prop up domestic demand though fiscal response. Some are planning to invest heavily in infrastructure to crowd in private investment and improve efficiency as a way to overcome the sluggish growth. Therefore, there is a large financing need whether through traditional lending or through Public-Private Participation (PPP) to meet the infrastructural challenge in the foreseeable future. The ADB must step up to the plate and meet this challenge. In this respect, we welcome the new financial institution, namely, the Asian Infrastructure Investment Bank or AIIB as another partner in this venture. We are of the view that it would be a good complement to the ADB.

Economic Development in Thailand

Let me briefly turn to our country's economic performance and prospects. The Thai economy has gradually recovered since the current administration took charge in August 2014. With greater political stability and supportive fiscal and monetary policies, consumer and business confidences have been growing while exports and tourism have rebounded, resulting in a
growth of 1.4% during the second half of 2014. But the outlook is not as robust as we are hoping for. The country still faces with difficult challenges, given fragile global economy coupled with falling commodity prices. Growth will continue to be low by historical standards. The Government will continue to support domestic demand through fiscal and monetary measures in the short run, while fostering an inclusive and sustainable growth. The Thai economy is projected to expand around 3.7% in 2015.

On a medium to long term, the Thai Government has placed a high priority to develop and upgrade our infrastructure as well as interconnection with our neighboring countries, especially those in the Greater Mekong Sub-region. We plan to build new rail link, including double track rail lines as well as high speed train across the country, extend our motorways as well as expand the metro and subway systems in Bangkok. We are also planning to create special investment zones and improve infrastructure in six border towns to serve as new growth centers. Financing needs are estimated to be around USD 62 billion over the course of next 8 years. To complement this effort, we are also providing tax and financial incentives for business and investors to invest in these new special investment zones and to set up International Headquarters and International Trading Centers in Thailand.

**ADB’s Partnership with Thailand**

The ADB will continue to be a major partner in all these efforts. Again, infrastructure financing will be the key element in our engagement. I believe the ADB must be innovative by supporting our endeavor through both traditional lending and through PPP.

In addition, the ADB has proven to be a valuable partner in supporting the Thai Government program to assist our neighbours through the Neighbouring Countries Economic Development Cooperation Agency (NEDA). I urge the ADB to expand the support for this program through co-financing the mutually agreed projects as well as through private sector operation.

**Enhancing ADB’s Financial Capacity**

We commend the ADB for its efforts to enhance its financial capacity in response to growing demand for financial development needs of the poor countries. The success of combining the ADF lending operation with the Ordinary Capital Resources (OCR) balance sheet to better leverage resources must be congratulated. We look forward to discussing issues relating to future ADF on the upcoming ADF XII replenishment.

Lastly, we support the ADB’s efforts to pursue its key development agendas to promote inclusive growth, environmental sustainability, as well as regional cooperation and integration in order to achieve its vision of the Asia and Pacific region free of poverty. We are confident that the ADB will continue to evolve and cope with the fast changing environment and pressing needs of Asia. To this end, Thailand reaffirms our commitment and look forward to further strengthening collaboration with the ADB and its member countries to meet development challenges in Asia.

Thank you very much.
Madam Chair, Mr. President, Governors, Ladies and Gentlemen,

First, I would like to extend my sincere appreciation to the Government of Azerbaijan for this excellent organization and warm hospitality.

On behalf of my Country and Government I would like to express our deepest condolences to the people of Nepal for the tragic loss of lives and property caused by the earthquake.

We meet at a year when the Millennium Development Goals reach their target date. Despite the good progress in terms of development goals, the Asia and Pacific region still faces several challenges such as widening income inequalities, large finance gap in infrastructure, and climate change.

2015 marks a crucial year for shaping the post-2015 development agenda for the next 15 years. Key multilateral events are scheduled to take place this year, namely “Financing for Development Conference” in Addis Ababa in July and UN Summit on Sustainable Development Goals in September.

The Sustainable Development Goals will likely represent a highly ambitious agenda, requiring more effective and efficient mobilization of resources. All MDBs, including the ADB, will play significant roles in this process.

We are glad with ADB’s efforts in bringing its working method in line with the new global development agenda. In particular, we welcome the Mid-term Review Action Plan which sets out clear priorities as an important road map for the Bank towards its long term strategy.

We also support Bank’s efforts in finding ways for more efficient use of resources. To this end, the merge of ADF loan assets with Ordinary Capital Resources has become an example of efficient and sustainable resource management for all other MDBs.

We believe that the merge will enable the Bank to operate more effectively through increased leverage and lending capacity. In the meantime, we expect Management to carry out a comprehensive review of Bank’s financial and risk management framework to ensure their adequacy for future operations of the combined structure.

In line with the Strategy 2020 targets, we are pleased with the Bank’s increasing role in private sector operations, including through Private Public Partnerships (PPPs). We believe that the
newly established PPP Advisory Office will be vital in developing knowledge sharing process from the private sector.

We support Management’s efforts in reviewing its policies and procedures, in particular in its procurement policy. We urge the Bank Management to have clear guidelines to further develop and policies which would further develop dispute resolution mechanisms. We also urge the Bank to have in place strict measures to ensure fulfillment of contractual obligations.

Distinguished Governors,

This year Turkey took over the G20 Presidency after a successful year in 2014 led by Australia. Australian Presidency had set crucial target for the global economy in 5 years to have 2% higher growth. In 2015, based on this ambitious target Turkey shaped the G20 priorities in three i’s, namely implementation, investment and inclusiveness. We are glad to observe that the ADB’s operations are very in line with the G20 priorities.

In concluding, I would like to underscore our strong trust in ADB to continue to be one of the major development partners of its member countries. I am sure that transparent, responsive and results-oriented operations of the Bank will remain the best practices for all development partners of the region. Turkey is looking forward to supporting the Bank and enhancing our close cooperation with Management and other shareholders.

Thank you.
The UK would like to thank the Government of Azerbaijan for hosting the Asian Development Bank’s 48th Annual Meeting in Baku and for arranging a wide range of events. We also appreciate the efforts made by the management and staff of the Asian Development Bank (ADB) for the informative series of seminars and meetings during the week. The UK looks forward to productive discussions to help the Bank achieve its long term goals as set out in the revised Strategy 2020.

As outlined in ADB’s strategy and the Bank’s robust economic research, Asia is changing. Many countries are experiencing economic growth and poverty reduction is taking place on an unprecedented scale across the region. However, poverty, inequality, fragility and vulnerability remain major challenges in many countries, especially for the low income countries and areas in conflict. Many countries struggle to respond to natural disasters, such as Nepal and the recent devastating earthquake. The UK, together with ADB and other partners, will continue to provide support to vulnerable communities in urgent need of emergency relief.

As the region develops, the Bank needs to continue to change in order to remain an effective financial institution and the development partner of first choice. We strongly encourage the Bank to push for a speedy implementation of the Strategy 2020 mid-term review’s action plan to enable new ways of doing business, including with the private sector, streamline procedures, and generally improve efficiency across the organisation.

The UK is therefore pleased that President Nakao has initiated a forward looking process – post 2020 – which aims to assess and consult on what kind of Bank we want ADB to be in the future. We want a bank that is responsive, agile and flexible to the changing needs in low and middle income countries. For the coming years, ADB needs to tackle regional challenges in close partnership with its borrowing countries and partners such as the private sector, civil society and other financial institutions, including the World Bank group and the new Asian Infrastructure Investment Bank.

For the UK, we strongly endorse the Bank’s focus on inclusive growth, including opportunities for men and women, regional integration, and private sector investments. We are pleased that the Bank is now accredited to the Green Climate Fund. This will strengthen ADB’s already strong engagement on climate change resilience, including urban areas, and business investments in areas affected by climate change. We support the Bank’s plans to scale up energy efficiency work in collaboration with the Green funds and other facilities in the region.
We acknowledge that the Bank has improved its operations over the last year, as evidenced in the Development Effectiveness Review for 2014. The review, together with the annual reviews from the Independent Evaluation Department, provides robust evidence on the strengths and weaknesses of the Bank. The Bank’s reviews also include constructive suggestions for improvement in the remaining weak operational and administrative areas. We regard this as the sign of a mature and learning institution.

We support the action plans for improvements. We note that operations supporting regional integration as well as governance and capacity building, have decreased in the last three years. There are still challenges in regards to the development of projects and the timings and quality of implementation. Poor project design and slow readiness in many projects meant that a third of policy-based operations and non-sovereign operations were rated less than successful. We expect management to treat this as a priority for the coming years.

The UK welcomes the management’s aim to communicate even greater evidence of value for money and at the same time remain within the agreed budgetary framework. It’s not an easy task. The Bank needs to be selective and focus on sectors where it has a strong comparative advantage. It also needs to remain fit for purpose with a strong front-line engagement at country level supported by streamlined business procedures and efficient staffing.

The UK is a strong supporter of the merger of the Asian Development Fund (ADF) capital and the Bank’s ordinary capital (Ordinary Capital Resources), as it will improve capital efficiency and allow the Bank to gradually increase support to both low and middle income countries. We congratulate President Nakao for his leadership during the open and effective merger proposal consultations over the last year. The proposal was widely consulted with donors and external reviewers during 2014 and it has gained broad support from all parties.

Finally, the new ADF set up, together with the financial scenarios, will be an important platform for the upcoming ADF XII replenishment. We agree with the suggested background reviews and the time table for the replenishment and look forward to productive negotiations for the coming year. Our aim is to ensure that poor and vulnerable communities - men and women, girls and boys - will benefit from our contributions to the Fund over the coming years.
Thank you, Mr. Chairman. I am pleased to be here today at the 48th Annual Meeting of the Asian Development Bank (ADB) and would like to thank the people of Azerbaijan for showing us their legendary hospitality. The United States looks forward to continuing our strong partnership with the ADB to accelerate development and economic growth across Asia and the Pacific.

Our thoughts are with the people of Nepal. The United States is providing immediate assistance for relief efforts and strongly supports the rapid response of the ADB to finance relief and recovery in Nepal.

The Asia-Pacific region remains a key driver of global growth, and stronger growth in the United States and other advanced economies, ongoing domestic reforms, and lower commodity prices are helping the region maintain its growth momentum. Nevertheless, global growth remains moderate and uneven, so it is imperative that countries seek to boost domestic demand and strengthen inclusive economic growth to sustain Asia’s role as a global engine of growth. We are confident that the ADB will continue to be an indispensable partner to countries seeking to address these challenges.

Economic Outlook and Risks for the Region

The global economy is expected to grow at 3.5 percent this year, slightly better than the previous two years. The U.S. economy continued to strengthen last year, underpinned by strong private demand, but global activity is still falling short and becoming increasingly uneven. The Asia-Pacific region remains the largest driver of global growth, but moderating growth in the People’s Republic of China will not be fully offset by rising growth in India and Southeast Asia. Moving forward, policymakers across Asia need to deploy all three policy levers—fiscal, monetary, and structural—to secure a balanced and durable recovery.

In the near term, the world needs more demand. The only way to generate more demand is to use all available fiscal space, to get credit flowing to the real economy, and to create an environment that encourages businesses to hire and grow. Accordingly, those countries with large external surpluses and fiscal space should pursue bolder policies to boost domestic demand in conjunction with a more ambitious structural reform agenda. Furthermore, global imbalances are poised to rise again, with many countries looking to exports rather than domestic demand to drive growth. A number of countries in Asia continue to run significant current account surpluses, underscoring the need for additional policy adjustments to achieve rebalancing. Persistent exchange rate undervaluation also points to the need for ongoing macroeconomic adjustments across the region.
The large drop in oil prices has helped support greater demand in Asia, but the uncertain shape of the global recovery requires countries across Asia to enact ambitious structural reforms to drive inclusive and sustainable growth. For instance, oil importers should follow the examples of India, Indonesia, and Malaysia, each of which has capitalized on this unique moment to scale back fuel subsidies. Eliminating inefficient subsidies frees up public resources to invest in other, more productive, areas of the economy, such as health, education and infrastructure. For their part, commodity exporters should work to diversify their economies, as well as to use this opportunity to pursue subsidy and tax reforms to reduce fiscal strains.

Over the medium term, deepening financial sectors throughout Asia is crucial for achieving strong and sustainable growth. Capital market development, especially in bond markets and long-term financing instruments, will improve financial stability and reduce the cost of capital throughout the region. Moreover, improving access to financial services is a key part of inclusive growth, yet households in the region often face limited access to finance, particularly in the most vulnerable segments of society.

**The ADB Is a Vital Development Partner**

Implementing these economic reforms will require partnerships to build technical capacity, catalyze additional private sector investment, mobilize higher levels of domestic resources, and provide resources for the poorest. ADB has much to contribute to the upcoming Financing for Development conference and we look forward to the Bank playing a crucial role in helping to achieve the Post-2015 agenda.

The ADB is well positioned to support Asia-Pacific countries in realizing the goals of the emerging development agenda. Its innovative and historic reform to expand its resources, now approved by Governors, leaves the Bank well positioned to play a leadership role in achieving that agenda. The successful merger of the ADB’s lending windows demonstrates its capacity and drive to respond to calls for all MDBs to optimize their balance sheets and deliver more for client countries. Through financial ingenuity and diligent communication with its shareholders, the ADB will be able to increase funding by nearly 40 percent over the next decade. This will allow the ADB to provide approximately $18 billion annually in assistance within the decade, compared to the current total of $13 billion, with no additional donor funds. This successful reform will help the ADB meet its Strategy 2020 development objectives, enhancing the region’s ability to achieve inclusive and sustainable growth and eradicate poverty sustainably. And, beyond Asia, ADB has inspired other MDBs to consider how they, too, could stretch their resources to deliver for their own regions.

**A Stronger ADB**

Such outstanding achievements also create a further impetus for progress. To marshal its significant boost in lending capacity effectively for sustainable development, the ADB must continue to modernize itself. The United States places a high priority on the use of modern human resource management methods, including open, transparent, and competitive recruitment processes for all levels of staff; open and fair, “value for money” procurement approaches; a commitment to continuous learning from projects; and a data-driven, empirical approach to development that fosters a culture of innovation. As the ADB increases its annual level of financing, it needs to increase the effectiveness and sustainability of its investments. This requires maintaining the robust implementation of its environmental and social safeguards.
as a key element of ADB’s value addition. We also encourage the ADB to incorporate climate resilience considerations into all of its programs and to collect and disseminate climate resilience data. Finally, the ADB should build on progress in continuing to mainstream the principles of inclusiveness, especially with regard to gender, across all of its activities.

The United States is a staunch and proud supporter of the ADB and its achievements in the region. We are ready to work with all other shareholders to continue strengthening the ADB so that it can best support Asia and the Pacific in achieving inclusive, balanced, and sustainable growth and poverty reduction.
Dear Chairman,
Fellow Governors,
Distinguished President Nakao,
Dear delegates, ladies and gentlemen,

First of all, let me on behalf of the delegation of the Republic of Uzbekistan thank the Government of Azerbaijan, the authorities and residents of Baku city for their wonderful hospitality and excellent organization of the 48th Annual Meeting of the Board of Governors of the Asian Development Bank.

I would like to note the third annual meeting for the past five years, after Tashkent in 2010 and Astana last year being held in Central and West Asia region once again proves the growing region integration with the dynamic developing Asia-Pacific economy, a strategic partnership and the important role of ADB in the development of our countries.

The deep global processes going rapidly all over the world especially the growing confrontation and uncertainty of the world market, the current global financial and economic crisis and its consequences in some regions, unstable and declining growth rates in most countries of the world address us to have an sober environment assessment and all available reserves and opportunities involved.

In this case, we highly appreciate ADB’s active support in strategic areas to ensure balanced development, achieving sustainable growth and regional cooperation development.

In 2014, the ADB Board of Directors approved 22.9 billion USD loans, reflecting the Bank’s operations growth by 1.7 times over the past 5 years. The Strategy 2020 review contributed to more efficient and targeted Bank’s operations, best matching the needs of the countries.

Uzbekistan supported last year the introduced initiative to merge the resources of the Asian Development Fund and Ordinary Capital Resources to create a solid ground for the further loan portfolio growth and expanding of its operations, and today we congratulate President Nakao with the successful completion of all procedures to make this initiative effective.

We hope ADB with an increased capital base will strengthen its role as an essential tool for carrying out structural reforms and stimulate Asian economic growth being in large part the global economy driver today.
The economic development of Uzbekistan

Dear governors, Let me now briefly go through the development of the Uzbek economy.

The fundamental core of our Uzbekistan economic policy is an evolutionary and gradual development, based on five famous principles developed by President Islam Karimov, and recognized worldwide as the "Uzbek model" reforms, being the basis for implementing of Uzbekistan structural reforms program.

The outcome of this policy is the 8% economic growth rate over the past ten years, the triple surpluses of the state budget, foreign trade and balance of payments. The total foreign debt does not exceed 16% of GDP, domestic debt is zero. The annual investment volume is about 25% of GDP, which is a key to ensure the high and long-term economic growth.

Achievements reflected in the above figures definitely ensure the strong impetus towards the deepening of Uzbekistan's implementing structural reforms.

This year, the President of the Republic of Uzbekistan approved a number of policy documents targeting to ensure the structural reforms, production modernization and diversification including about 900 projects as well as Communication and Road infrastructure modernization and development program including about 300 projects amounting totally more than 55 billion USD.

These programs are aimed at the consistent expansion and diversification of sources of long-term economic growth through increased competitiveness of the economy, the deepening of structural reforms, ensuring conditions for the dynamic growth of high-tech industries, the attraction of foreign investments and advanced technologies.

In addition, large-scale privatization programs, reducing the government participation in the economy to strategically and economically reasonable size, improving corporate governance, a fundamental modernization of information and communication infrastructure in order to maximize the mobilization of the economic potential, improve the quality and expand the range of public services for businesses and citizens.

ADB and Uzbekistan

Dear colleagues,

All these positive changes coming to Uzbekistan economy is a great merit of the ADB. The Bank and the Uzbekistan Government jointly created and is implementing a large-scale cooperation program aimed at broadening and deepening of social sector reforms (education and health), as well as leading industries - petrochemical, power generation, agriculture, rural development, transport, communications, banking and financial sector.

Today, the portfolio between Uzbekistan and the ADB includes 50 projects worth 12.2 billion USD, supported by 55 ADB loans totaling 4.9 billion USD. I would like to emphasize each of these joint projects based on a clear strategy of partnership and thanks to thorough project design and preparation contribute to the achievement of long-term development goals.
ADB and Uzbekistan Multilateral cooperation

ADB is a key and important player to promote regional cooperation. Launched under the leadership of ADB President Tadao Chino, continued by President Haruhiko Kuroda and now by the President Takehiko Nakao the Central Asia Regional Economic Cooperation, or CAREC, which will celebrate its 15th anniversary next year is an example of efficiency and effectiveness of multilateral economic cooperation.

Considering the long-term perspective CAREC focused on the core issues of regional cooperation - the transport infrastructure development, energy and trade providing a growing projects demand for these areas. We welcome the CAREC Institute in Urumqi (People's Republic of China) establishment, which started its operations in March.

Today the regional issues, especially infrastructure development, are particularly important. As repeatedly pointed out President Nakao, the needs of Asian infrastructure financing exceed 800 billion USD a year.

The Republic of Uzbekistan decided to participate in the establishment of a new regional development bank - Asian Infrastructure Investment Bank aimed to support the high investments demand need to Asian-Pacific infrastructure economy. In this regard, we welcome ADB management’s openness and its desire to cooperate with AIIB to benefit all countries in the region. I am convinced that constructive cooperation with the ADB will contribute to AIIB as an international financial institution, which operates on the basis of the best international standards and sound banking principles.

In the end let me note we are confident that under the leadership of President Nakao ADB will further strengthen its leading position in the Asia economic transformation and further member countries economies growth.

Thank you.
It is my great honor today to represent Vietnamese delegation to deliver the speech at the 48th Annual Meeting of the Board of Governors of the Asian Development Bank (ADB). First of all, I would like to express my sincere appreciation to ADB and Organization Committee for the excellent arrangements for the Annual Meeting as well as other sideline events. I would also like to sincerely thank the Government of Azerbaijan for the warm welcome and hospitality extended to all the delegates.

In 2014, the United States, the United Kingdom, East Asia region and several emerging economies were the spotlights of the global economy. However, the sluggish Euro zone and Japan, the economic slowdown of the People’s Republic of China, geographical and political potential risks in Eastern Europe and Ukraine and the Ebola outbreak in West Africa made the growth uneven and lower than expected. Developing Asia remained the main source of global economic growth in 2014. In this light, the region’s growth was facilitated by local policy reforms, stable CPI and increasing demand from advanced economies. However, Asia will face challenges and impediments caused by the Greek debt crisis, economic recession of Russian Federation, possible capital outflows in response to the imminent rise in US interest rates, competitiveness and potential geographical and political uncertainties in the region, etc. To achieve sustainable growth, policy makers in developing Asia should be aware of these risks to make timely decisions. It is emphasized that credit growth and a sound and efficient financial market development should be paid important attention to support steady growth of the region.

Ladies and gentlemen,

Current global context has posed new challenges for international and regional organizations including ADB that should have concrete actions to support its member countries, contributing to the maintaining of a good balance between economic stability and momentums for growth as well as pertaining poverty reduction achievements over the years. In addition to the conduct of research and alert activities, ADB should strengthen its policy coordination with other international organizations on a global scale, as well as policy advices and appropriate solutions applicable to individual member countries.

We can say that in the past year, ADB has achieved many operational accomplishments, shown its significance and influence not only in regional scope. ADB has conducted various researches and evaluations of the global economy as well as of its member economies in which general policy advice has also been offered, especially the policy advice for Asian member countries mentioned in the recent published report namely “2015 Asian Economic Outlook”. The activities of the ADB have focused more closely on its reform objectives which include a wide range of
initiatives to transform ADB into a “knowledge organization” with its operations and resources dedicated ultimately to development goals and better adaptation to the needs for development of member countries. Particularly, ADB continues its strong commitments to organizational restructuring and more focus will be given on the internal capacity building to perform efficiently its mission. ADB has also made great efforts to enhance its partnership relation and coordinated with other international organizations to improve efficiency of assistance to member countries.

Ladies and gentlemen,

In 2014, the local economy suffered pressures from economic and political instabilities in traditional markets as well as shortcomings that prolonged in the past such as low capital absorption of the economy; non-performing loan stress; low consumption of domestic goods; incompetent governance and competitiveness of enterprises. In this light, the Government issued policy measures and consistent reform actions to help stabilize the macroeconomics, improve business environment and ensure social security for the people. Consequently, the overall picture of the economy in 2014 saw positive developments, given by some highlights as: (i) all key sectors and industries experienced growth at the total rate of 5.98% in comparison with 5.42% in 2013; (ii) inflation only increased by 1.84% to 4.09% as compared to that in previous year, which was also the lowest level in the last 13 years; (iii) the state budget was also improved with high revenues, fulfilling the proposed target; (iv) external sector was positive, given by surplus of both current account and capital account. It was estimated that the overall account exceeded over $8 billion; (v) money market and foreign exchange market were stably managed, given by monetary indicators, interest rates, exchange rates moved in line with SBV’s management, which supported inflation control, macroeconomic stability and economic growth.

The economy continued recovery and achieved positive outcomes in almost all sectors in the first months of 2015. GDP in the first Quarter of 2015 achieved 6.03%, which was the highest increase as compared to that in the same period in the past five years, mainly attributed to positive growth in all sectors, particularly the impressive growth in the industrial sector in March and in the whole Quarter. Export, ODA disbursement and concessional lending maintained growth; FDI attraction showed positive development. Total goods retailing and services inclining sharply was positive signal of total demand increase. Meanwhile, the average CPI in the first 4 months only rose 0.04%, the lowest ratio in the past 10 years and was far below the targeted inflation of 5% for 2015. It is therefore forecasted that inflation will be controlled at low level this year, creating favourable conditions for sustainable development of the economy. Besides, a difference from the previous year was that high credit growth was focused on preferential sectors as guided by the Government, owing to economic recovery, high growth rate in industries as well as low and stable interest rates. The liquidity was ensured, the restructuring of credit institutions and NPL resolution was pursuant to set forth roadmap, contributing to tackle difficulties for business activities and promote economic growth. According to forecasts of some international organizations, economic growth will fluctuate from 5.5% to 6.0% with the support from the external sector, exports, private investment and domestic consumption will improve though not at a strong pace. This outcome has mainly attributed to appropriate policy direction and solutions released by the government as well as the self-efforts of the economy, which helps promote economic growth of the next quarters, thereby ensuring achieve overall objectives for the whole year.
Ladies and gentlemen,

In the overall Viet Nam’s Social-Economic Development Strategy to 2020, the year 2015 is considered as a turning point since this is the last year to complete the Social-Economic Development Plan 2011-2015 before moving to 2016-2020 phase. ADB continues to reaffirm its strong commitment to support the Government by approving the Country Partnership Strategy 2015-2017, which links with the country’s prioritized goals, given the context that Viet Nam has turned to low middle income group. Viet Nam values ADB’s recommendations and policy consultations which stresses on economic restructuring toward market orientation, improving qualified human resources and infrastructure to achieve sustainable development.

ADB always accompanies Viet Nam as a trusted and credible partner throughout the country development phases in the last 20 years. I would like to express my deep and sincere appreciation to ADB and other donors. I strongly believe that this cooperation will continue to be enhanced both in depth and width.

On this occasion, I would like to sincerely thank the Government and the people of Azerbaijan for the warm welcome and excellent arrangements for this Annual Meeting as well as the opportunity extended to delegates to visit your beautiful dynamic and historic Baku city.

I wish the Meeting fruitful outcomes.

I wish delegates success, good health and happiness.

Thank you!
Closing Statement by ADB President
Takehiko Nakao at the 48th ADB Annual Meeting of the Board of Governors on 5 May 2015

Mr. Chairman, Honorable Samir Sharifov, ADB Governors, ladies, and gentlemen:

I would like to thank all of you for your participation and contributions to this 48th Annual Meeting of the Asian Development Bank. On behalf of all of us, I would like to express our deepest gratitude to the Government of Azerbaijan for hosting a truly remarkable Annual Meeting in the beautiful city of Baku.

The meeting has been rich in content, as you have exchanged frank and constructive views on many important topics over the last two days. These discussions will help us build a stronger, better and faster ADB.

I would like to convey once again our deepest condolences and sympathies to the Government and the people of Nepal for the tragic loss of life and damage to properties caused by the earthquake on 25 April. Many of you joined the “Partnership with Nepal” meeting that Minister Mahat and I co-chaired on 3 May, despite the short notice. Minister Mahat and I were encouraged by the strong support being extended by all partners. The international community should continue to provide priority needs for relief and recovery. After the relief and recovery operations, we will discuss with the Government what is needed for reconstruction and rehabilitation, and work with our development partners to finance these needs. We welcome Japan’s offer to organize with ADB and other partners a conference to support the reconstruction. I highly value your support of the reform efforts we are implementing at ADB. In particular, I am grateful for your unanimous endorsement of the ADF–OCR combination. I am encouraged by your acknowledgement that this is a ground-breaking achievement. However, as many of you have mentioned, this is just a beginning, and there is a lot to do.

Before I close the meeting, I would like to highlight some important issues you have raised.

1. **Poverty Reduction and Inclusive Growth.** I would like to reiterate that ADB will remain focused on poverty reduction and inclusive growth. Asia and the Pacific still has a large number of people living in poverty. Based on ADB’s new definition of poverty, about 1.4 billion people or 40% of the region’s population is still living in absolute poverty. This is unacceptable. We also see inequalities increasing in many countries. Continued economic growth supported by sound macroeconomic policies and structural reforms will be key to poverty reduction. At the same time, we need to squarely address the issues of quality of growth and inclusiveness. As I mentioned in the opening session, ADB will increase support for education and health. We will also help improve governance and capacity of our clients, deepen financial inclusion, and enhance food security and agricultural productivity. ADB’s work on gender equality will be expanded. We will increase our support to infrastructure in lagging areas. And we will encourage countries to improve safety and conditions in the work place.

2. **Infrastructure.** You emphasized the important role of infrastructure in promoting growth and reducing poverty. With our focus in the sector for over 5 decades, ADB will continue to be an important financier of infrastructure in the region. We will do so by adhering to the best international practices on environmental and social safeguards, and open, competitive
procurement. We will pay greater attention to the inclusiveness and sustainability of infrastructure investments.

3. **Regional Cooperation and Integration.** ADB has a strong track record of promoting regional cooperation and integration. Improved connectivity and trade are critical for growth and poverty reduction. There has been substantial progress in ADB-supported frameworks in all sub-regions. We should also encourage connectivity and trade between sub-regions. We noticed important contributions by the ASEAN Economic Community in the areas of tariff reduction, trade facilitation, and sound macroeconomic policies, while efforts to harmonize standards for the labor market and financial regulations are still ongoing.

4. **Private Sector.** Many of you emphasized the role of ADB in tapping private resources for development and promoting the private sector. We are committed to substantially expanding our non-sovereign operations. We are strengthening our assistance for public–private partnerships (PPPs) by establishing a dedicated unit to support PPPs. I appreciate the contributions by several countries to the Asia Pacific Project Preparation Facility, which will help prepare PPP projects and mobilize financing. We will also explore how to best channel remittances for productive activities.

5. **Disaster Risk and Climate Change.** The recent tragedy in Nepal, and earlier disasters in Vanuatu and the Philippines, underscores the region’s susceptibility to natural disasters. ADB will do more to strengthen resilience and support disaster risk management. We will pursue innovative disaster risk financing instruments such as disaster insurance. Using our expanded financial capacity, we will scale up our climate change operations, both mitigation and adaptation. We will place special emphasis on small and vulnerable countries in the Pacific. And we will help countries access climate finance, including the Green Climate Fund for which ADB was recently accredited—the first among Multilateral Development Banks.

6. **Knowledge Work.** You urged ADB to strengthen its knowledge work. Stronger sector and thematic groups working across operations departments following the concept of one-ADB will reinforce generating, sharing, and using first class expertise to serve our clients better. Our knowledge services and innovative solutions will have special relevance to middle income countries, which face such challenges as rapid urbanization, aging populations, increasing inequalities, and environmental degradation.

7. **Financial Resources.** With the ADF and OCR combination, our financing capacity will increase by up to 50%, and for poor countries by up to 70%. But we must use this well. We have started developing a robust pipeline to use the enhanced resources. We will keep our focus on low income countries, and those in fragile and conflict situations. As I mentioned in my opening speech, we will scale up our operations in infrastructure, health, and education sectors, and climate change areas, among others. We will consult you on concrete plans to use our expanded resources. We will maximize cofinancing opportunities not only with our traditional partners but also with new partners. We will collaborate and cofinance with the Asian Infrastructure Investment Bank, based on our shared understanding of the importance of safeguard standards. Given the region’s large financing needs, the expanded lending capacity from the merger may not be sufficient over time, and we may have to ask you for your support for a capital increase, general or special, in the future.

8. **Internal Reforms.** As you urged, we will continue to improve the efficiency and effectiveness of our operations. Our procurement reforms have started to show results. We are delegating more authority to our resident missions. We are reviewing resource and skills gaps. We will
make the best use of our existing resources, and consult with you if any additional resources are needed.

9. **Strategy beyond 2020.** This year, we will begin to prepare ADB’s new long-term strategy beyond 2020, building on last year’s Midterm Review of Strategy 2020. The new strategy will respond to the Financing for Development Conference in Addis Ababa in July, the Sustainable Development Goals to be approved by September, and the outcomes of the Conference of Parties on Climate Change in Paris later this year. The strategy will also take into account ADB’s expanded financing capacity and the changing development landscape in Asia and the Pacific.

I will continue to consult you closely on our transformations to meet the changing needs of the region.

In closing, let me congratulate the Governor for Germany who will serve as Chair of the Board of Governors next year in Frankfurt. I also appreciate the Government of Japan for hosting the Annual Meeting in 2017, which will mark ADB’s 50th anniversary.

Once again, I want to extend my personal gratitude to the Government of Azerbaijan and the people of Baku for their warm hospitality, and the many officials and volunteers who have helped make this meeting a success.

Thank you again and have a safe and pleasant journey home.
Participants
<table>
<thead>
<tr>
<th>Country Represented</th>
<th>Last Name</th>
<th>First Name</th>
<th>Registration Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>Mastoor</td>
<td>M Mustafa</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Kabiri</td>
<td>Nazir</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Khalili</td>
<td>Mohammad Taqi</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Taib</td>
<td>Mohibullah</td>
<td>Adviser</td>
</tr>
<tr>
<td>Australia</td>
<td>McCormack</td>
<td>Michael</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Chisholm</td>
<td>James</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Cumpston</td>
<td>Andrew</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Elsmore</td>
<td>Nicole</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Tuna</td>
<td>Ozgur</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Truong</td>
<td>Sally</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hart</td>
<td>Julie</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Thompson</td>
<td>Rachel</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Strangis</td>
<td>Pasqualino</td>
<td>Adviser</td>
</tr>
<tr>
<td>Austria</td>
<td>Schoenleitner</td>
<td>Guenther</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Hagg</td>
<td>Verena</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Pajank</td>
<td>Daniel</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>Sharifov</td>
<td>Samir</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Fati-Zade</td>
<td>Ilgar</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Bayramov</td>
<td>Azer</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Movsumov</td>
<td>Shahmar</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Babayev</td>
<td>Sahil</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Abdullahyev</td>
<td>Khagani</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Rustamov</td>
<td>Elman</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Safarov</td>
<td>Niyazi</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Hasanova</td>
<td>Sevinj</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Aslanli</td>
<td>Rufat</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Suleymanov</td>
<td>Namig</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mammadov</td>
<td>Adil</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Muradov</td>
<td>Amin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Heyderov</td>
<td>Yusif</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Piriyev</td>
<td>Mayish</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Faradjiev</td>
<td>Fazil</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Guliyev</td>
<td>Shakir</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------</td>
<td>------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>Rzayev</td>
<td>Khagani</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Sayidzade</td>
<td>Ulvi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ismayilov</td>
<td>Faml</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hasanov</td>
<td>Rashad</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Rajabov</td>
<td>Ramil</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Agazade</td>
<td>Mezahir</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Isayev</td>
<td>Ilgar</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mardanov</td>
<td>Mardan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Jafarov</td>
<td>Elkhans</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Huseynov</td>
<td>Rafiq</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Allahverdiyev</td>
<td>Ziyaddin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Karimov</td>
<td>Rovshans</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Rahmanov</td>
<td>Khalig</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Aliyev</td>
<td>Bayram</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Veliyev</td>
<td>Razim</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mursagulov</td>
<td>Azer</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yusifov</td>
<td>Djavanshir</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Khalilov</td>
<td>Namig</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ahmadov</td>
<td>Adil</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ibrahimov</td>
<td>Mayil</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Makhmudov</td>
<td>Eldar</td>
<td>Adviser</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Muhith</td>
<td>Abul Maal A.</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Mejbahuddin</td>
<td>Mohammad</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Ahmed</td>
<td>Saifuddin</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Huq</td>
<td>S M Jakaria</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Anisuzzaman</td>
<td>Md</td>
<td>Adviser</td>
</tr>
<tr>
<td>Belgium</td>
<td>Alzetta</td>
<td>Gino</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td>Bhutan</td>
<td>Dorji</td>
<td>Namgay</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Wangchuk</td>
<td>Choiten</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Wangmo</td>
<td>Phuntuho</td>
<td>Adviser</td>
</tr>
<tr>
<td>Brunei Darussalam</td>
<td>Ibrahim</td>
<td>Pehin Dato Abd Rahman</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Mohamad</td>
<td>Nazmi</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Ismi</td>
<td>Nizam</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Tahir</td>
<td>Osfinita</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Karabalut</td>
<td>Cem</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Rashid</td>
<td>Irwan</td>
<td>Adviser</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Vongsey</td>
<td>Vissooth</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Ros</td>
<td>Seilava</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-----------</td>
<td>------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Pen</td>
<td>Thirong</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Tauch</td>
<td>Chan Kresna</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yi</td>
<td>Sokthearith</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chan</td>
<td>Sopanhavorn</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chan</td>
<td>Sopheap</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Eng</td>
<td>Touch</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chheang</td>
<td>Vanarith</td>
<td>Adviser</td>
</tr>
<tr>
<td>Canada</td>
<td>Perrault</td>
<td>Jean-Francois</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Pena</td>
<td>Patricia</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Nsengiyumva</td>
<td>Marie-Josephine</td>
<td>Adviser</td>
</tr>
<tr>
<td>China, People's Republic of</td>
<td>Lou</td>
<td>Jiwei</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Shi</td>
<td>Yaobin</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Yang</td>
<td>Shaolin</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Cheng</td>
<td>Zhijun</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Jin</td>
<td>Liqun</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zou</td>
<td>Jiayi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chang</td>
<td>Junhong</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zhang</td>
<td>Bo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Xie</td>
<td>Sheng</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wu</td>
<td>Guoqi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zhang</td>
<td>Minwen</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Gong</td>
<td>Feng</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yang</td>
<td>Weifeng</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zang</td>
<td>Fazhen</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Li</td>
<td>Xudong</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wu</td>
<td>Wei</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hu</td>
<td>Xue</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Qin</td>
<td>Jie</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Li</td>
<td>Hongna</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zhang</td>
<td>Ji</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ruan</td>
<td>Zhong</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Pan</td>
<td>Shi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zhou</td>
<td>Shengyan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zhang</td>
<td>Yan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chen</td>
<td>Huan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zhou</td>
<td>Yong</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wang</td>
<td>Yanning</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Feng</td>
<td>Runxiang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Liu</td>
<td>Jing</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Zheng</td>
<td>Xuefang</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Cook Islands</td>
<td>Brown</td>
<td>Mark</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Henderson</td>
<td>Garth</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td>Denmark</td>
<td>Slente</td>
<td>Charlotte</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Larsen</td>
<td>Theo lb</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Fiji</td>
<td>Ali</td>
<td>Faizul Ariff</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Waqabaca</td>
<td>Filimone</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Singh</td>
<td>Pankaj</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Hesaeie</td>
<td>Jacinta Tipo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ralulu</td>
<td>Ovini</td>
<td>Adviser</td>
</tr>
<tr>
<td>Finland</td>
<td>Sipilainen</td>
<td>Anne</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Laatu</td>
<td>Riikka Johanna</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Torvinen</td>
<td>Laura</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Lindholm</td>
<td>Christian</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>France</td>
<td>Buisse</td>
<td>Arnaud</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Winckler</td>
<td>Cosimo</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Amar</td>
<td>Martin</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Georgia</td>
<td>Khaduri</td>
<td>Nodar</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Lezhava</td>
<td>David</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Chanishvili</td>
<td>Khatia</td>
<td>Adviser</td>
</tr>
<tr>
<td>Germany</td>
<td>Fuchtel</td>
<td>Hans-Joachim</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Drescher</td>
<td>Rolf-Dieter</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Amari</td>
<td>Christiane</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Tempel</td>
<td>Heidrun</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Groehl</td>
<td>Cornelia</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Haas</td>
<td>Joerg-Werner</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Schenk-Dornbusch</td>
<td>Sigrid</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Niemann</td>
<td>Anja Jane</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Drescher</td>
<td>Steffi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Tanzberger</td>
<td>Klaus</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Uebber</td>
<td>Margret</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Storost</td>
<td>Christian</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Moessinger</td>
<td>Wolfgang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Derkorn</td>
<td>Katharina</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kramer</td>
<td>Stefan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Paust</td>
<td>Sebastian</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Horr</td>
<td>Manfred</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Siller</td>
<td>Roland</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Van Wees</td>
<td>Ingrid</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------</td>
<td>-----------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Germany</td>
<td>Netz</td>
<td>Dorothea</td>
<td>Adviser</td>
</tr>
<tr>
<td>Hong Kong, China</td>
<td>Yue</td>
<td>Wai Man Eddie</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Tse</td>
<td>Suk Wai</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>India</td>
<td>Jaitley</td>
<td>Arun</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Mehrishi</td>
<td>Rajiv</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Dash</td>
<td>Simanchala</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Gondane</td>
<td>Ajay Marotrao</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Sharan</td>
<td>Sheyphali Bhargava</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Bhandari</td>
<td>Gopal</td>
<td>Adviser</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Brodjonegoro</td>
<td>Bambang Permadi</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Chaniago</td>
<td>Andrinof Achir</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Putranto</td>
<td>Dewo Broto Joko</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Atiyanto</td>
<td>Prayono</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Martowardojo</td>
<td>Agus D.w.</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Sukorini</td>
<td>Ayu</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Nazara</td>
<td>Suahasil</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Ariadi</td>
<td>Kurniawan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Rudiyanto</td>
<td>Arifin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Warjiyo</td>
<td>Perry</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Sari</td>
<td>Ika</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Haryono</td>
<td>Erwin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Parjono</td>
<td>Parjiono</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Setiawan</td>
<td>Gandy</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wicaksono</td>
<td>Vincentius Krisna Juli</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Imron</td>
<td>Mochamad</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Juswanto</td>
<td>Wawan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Karimova</td>
<td>Parvana</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Cahyawati</td>
<td>Dian</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Emil</td>
<td>Gulaliyev</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Bayramova</td>
<td>Gunel</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Dewi Yulita</td>
<td>Tariyanti</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Septadijaya</td>
<td>Doni</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Arianto</td>
<td>Bambang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Martowardojo</td>
<td>Berliantin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Pahlevi</td>
<td>Reza</td>
<td>Adviser</td>
</tr>
<tr>
<td>Ireland</td>
<td>Ryan</td>
<td>Paul</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Maloney</td>
<td>Anthony</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Italy</td>
<td>Padoan</td>
<td>Pier Carlo</td>
<td>Governor ad interim</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------</td>
<td>------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Italy</td>
<td>Monticelli</td>
<td>Carlo</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Bazzoni</td>
<td>Stefania</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Quaroni</td>
<td>Michele</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Basso</td>
<td>Roberto</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Cappellacci</td>
<td>Paolo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Cogliati</td>
<td>Alberto</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Gullotti</td>
<td>Giulia</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Figari Barberis</td>
<td>Cesare</td>
<td>Adviser</td>
</tr>
<tr>
<td>Japan</td>
<td>Aso</td>
<td>Taro</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Kuroda</td>
<td>Haruhiko</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Yamasaki</td>
<td>Tatsuo</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Takahashi</td>
<td>Tsuguo</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Koguchi</td>
<td>Kazuhiko</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Muto</td>
<td>Akira</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Yoshida</td>
<td>Masanori</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Takeuchi</td>
<td>Yoshiki</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Fukushima</td>
<td>Hideo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Oku</td>
<td>Tatsuo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yoshida</td>
<td>Akihiko</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Sugiura</td>
<td>Tatsuya</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hasegawa</td>
<td>Minoru</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Eguchi</td>
<td>Eriko</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nagaoka</td>
<td>Hiroshi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Takada</td>
<td>Hideki</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Haga</td>
<td>Ikko</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Utamura</td>
<td>Tetsuya</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hosoi</td>
<td>Keisuke</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kurasawa</td>
<td>Shinichiro</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yokoyama</td>
<td>Tadashi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yonetani</td>
<td>Koji</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hiki</td>
<td>Shigeto</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Saito</td>
<td>Kaoru</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Oishi</td>
<td>Ichiro</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Inoue</td>
<td>Atsushi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Taguchi</td>
<td>Yohei</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Takami</td>
<td>Manabu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kasai</td>
<td>Makoto</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kuramoto</td>
<td>Katsuya</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Shimizu</td>
<td>Tokiko</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yamada</td>
<td>Takahito</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Oshima</td>
<td>Yuya</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Japan</td>
<td>Takada</td>
<td>Misa</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ogura</td>
<td>Hiroki</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Konita</td>
<td>Naohisa</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nakamura</td>
<td>Midori</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Asakawa</td>
<td>Masatsugu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mita</td>
<td>Noriyuki</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Negoro</td>
<td>Eri</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Takefuji</td>
<td>Kazuki</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nanazawa</td>
<td>Jun</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ito</td>
<td>Toshifumi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ashida</td>
<td>Kenji</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Natsui</td>
<td>Toshimasa</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kobayashi</td>
<td>Ginga</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Obata</td>
<td>Ko</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Imanishi</td>
<td>Takao</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>vakilova</td>
<td>Natavan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Imanishi</td>
<td>Miki</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Guliyeva</td>
<td>Khatira</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Katagiri</td>
<td>Toshihiro</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Musayeva</td>
<td>Ayan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Tezuka</td>
<td>Takahiro</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Guluzade</td>
<td>Rashad</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mitsuhashi</td>
<td>Ayumi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hajizade</td>
<td>Leyla</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Tsunokake</td>
<td>Mariko</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Dijafarov</td>
<td>Rasim</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Bakikhanova</td>
<td>Jamilya</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Horie</td>
<td>Yoshishiro</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Arii</td>
<td>Nao</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ohashi</td>
<td>Hiromichi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kameda</td>
<td>Tsutomu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nakashima</td>
<td>Akihiro</td>
<td>Adviser</td>
</tr>
<tr>
<td>Kazakhstan</td>
<td>Zhaxylykov</td>
<td>Timur</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Dosmanbetov</td>
<td>Bauirjan</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Kiribati</td>
<td>Murdoch</td>
<td>Tom</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Manaima</td>
<td>Eriati Tauma</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td>Korea, Republic of</td>
<td>Choi</td>
<td>Kyung Hwan</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Juyeol</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Chung</td>
<td>Kyuul</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Choi</td>
<td>Heenam</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------</td>
<td>------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Korea, Republic of</td>
<td>Kim</td>
<td>Yoon Kyung</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Ha</td>
<td>Yoon Jung</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Soo Min</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kang</td>
<td>Yusin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Seon Jung</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hong</td>
<td>Hyun Hee</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Joo Sueb</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Mijoo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Shin</td>
<td>Sungwoo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Park</td>
<td>Kyoung Hoon</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Baek</td>
<td>Seung Ho</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Seo</td>
<td>Jeong Min</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Park</td>
<td>Hyun</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Hyunkee</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Tae</td>
<td>Wonchang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Park</td>
<td>Hyun Woo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Suyeong</td>
<td>Yu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wee</td>
<td>Joonseok</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Han</td>
<td>Jaehyun</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Min</td>
<td>Kyung-Seol</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Kyungsuk</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Dongwook</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Yongjoo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hong</td>
<td>Kayoung</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Bong</td>
<td>Jin Suk</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Umarova</td>
<td>Arzu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Choi</td>
<td>Suk Inn</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Okju</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kang</td>
<td>Dong Soo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Myoung-Goo</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Park</td>
<td>Sung Joon</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Jo</td>
<td>Bumjoon</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lim</td>
<td>Hyunkang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Choi</td>
<td>Hyun Young</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Janghwan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Atakishiyev</td>
<td>Isa</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hasanov</td>
<td>Javid</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Cha</td>
<td>Chang Soon</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Kangho</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Kim</td>
<td>Samuel</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------</td>
<td>-----------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td><strong>Kyrgyz Republic</strong></td>
<td>Baigenchokov</td>
<td>Mirlanbek</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Akzholov</td>
<td>Nurbek</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Lao People’s Democratic Republic</td>
<td>Chanthavongsa</td>
<td>Thipphakone</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Dalaloy</td>
<td>Vathana</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Keovongvichith</td>
<td>Phetsathaphone</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Phengmuong</td>
<td>Phengsy</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Xavanna</td>
<td>Maliny</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chanthalath</td>
<td>Thipphophone</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Sanoubane</td>
<td>Vathana</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Southichack</td>
<td>Vienthikay</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Leuangvansay</td>
<td>Viengvanly</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lomany</td>
<td>Bouthom</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mouangkham</td>
<td>Angkhansada</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Keovongvichith</td>
<td>Phanomphone</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Phetsavong</td>
<td>Pathoumphone</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Sysanhouth</td>
<td>Khamson</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chanthavongsa</td>
<td>Bounma</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Phetsavong</td>
<td>Bounma</td>
<td>Adviser</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>Jacoby</td>
<td>Arsene</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Tonnar</td>
<td>Manuel</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Masri</td>
<td>Sami</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Mohamad</td>
<td>Ahmad Husni</td>
<td>Governor ad interim</td>
</tr>
<tr>
<td></td>
<td>Hanadzlah</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Abdullah</td>
<td>Mohd Irwan Serigar</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Kalinan</td>
<td>Givananadam</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Amat</td>
<td>Ramlee</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Singh</td>
<td>Sukudhew</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Abdul Rahman</td>
<td>Roslan</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Abdullah</td>
<td>Malahayati</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mohd Sibi</td>
<td>Norhaslinda</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Jusoh</td>
<td>Nazifah</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ali</td>
<td>Nik Nurazlina</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mohd Noh</td>
<td>Nazrul Hisyam</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Alwi</td>
<td>Harris</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Raja Najamudin</td>
<td>Raja Najamudin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Gasimova</td>
<td>Sahila</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mammadzada</td>
<td>Movlana</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Vengadala</td>
<td>Jaya Kumaran</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Abdul Rahim</td>
<td>Muhammad Harith</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------</td>
<td>---------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>Malaysia</strong></td>
<td>Vasan</td>
<td>Jaya Priya</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Said Ali Batu Shah</td>
<td>Syed Shaniff</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mohd Nor</td>
<td>Mohd Zahrain</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hashim</td>
<td>Kamarudin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Jian Wei</td>
<td>Ang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Md Yusof</td>
<td>Imran Yassin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hamim</td>
<td>Amidah</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ahmad</td>
<td>Azizul</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Md Som</td>
<td>Mohd Hamzah</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Din</td>
<td>Suhaimi</td>
<td>Adviser</td>
</tr>
<tr>
<td><strong>Maldives</strong></td>
<td>Jihad</td>
<td>Abdulla</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Ali</td>
<td>Abdulla</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td><strong>Micronesia, Federated States of</strong></td>
<td>Ikosia</td>
<td>Kensley</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Phillip</td>
<td>Senny</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Bacalando</td>
<td>Leonito Jr</td>
<td>Adviser</td>
</tr>
<tr>
<td><strong>Mongolia</strong></td>
<td>Surenjav</td>
<td>Purev</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Zorg</td>
<td>Munkh-Orgil</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Jyekyei</td>
<td>Murat</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ragchaa</td>
<td>Batbayar</td>
<td>Adviser</td>
</tr>
<tr>
<td><strong>Myanmar</strong></td>
<td>Thein</td>
<td>Maung Maung</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Win</td>
<td>Maung Maung</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Oo</td>
<td>Sandar</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Oo</td>
<td>Khin Saw</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td><strong>Nauru</strong></td>
<td>Adeang</td>
<td>David</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Hunt</td>
<td>Martin</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td><strong>Nepal</strong></td>
<td>Mahat</td>
<td>Ram Sharan</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Marasini</td>
<td>Madhu Kumar</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Pandey</td>
<td>Yug Raj</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Pokharel</td>
<td>Kailash Raj</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td><strong>Netherlands</strong></td>
<td>Hilberink</td>
<td>Eric</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Canel</td>
<td>Ozlem</td>
<td>Adviser</td>
</tr>
<tr>
<td><strong>New Zealand</strong></td>
<td>Bennett</td>
<td>David</td>
<td>Governor ad interim</td>
</tr>
<tr>
<td></td>
<td>Vandersyp</td>
<td>Constantijn</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Fookes</td>
<td>Craig</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td><strong>Norway</strong></td>
<td>Dana</td>
<td>Ingrid</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------</td>
<td>--------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Norway</td>
<td>Soldic</td>
<td>Marko</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Dar</td>
<td>Mohammad Ishaq</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Sethi</td>
<td>Muhammad Saleem</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Saeed</td>
<td>Muhammad Sami</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Qaiser</td>
<td>Khalid Usman</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Tahir</td>
<td>Mubashar Ahmed</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ali</td>
<td>Ahmed</td>
<td>Adviser</td>
</tr>
<tr>
<td>Palau</td>
<td>Sadang</td>
<td>Elbuchel</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Silas</td>
<td>Rhinehart</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td>Papua New Guinea</td>
<td>Pruaiitch</td>
<td>Patrick</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Vele</td>
<td>Dairi</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Kas</td>
<td>Jim</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Kua</td>
<td>Kerenga</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Wanjik</td>
<td>James Yandu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Oaeke</td>
<td>Andrew Fauma</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Giomwaleta</td>
<td>Chrisnan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Michaels</td>
<td>Vincent Gregory</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Tom-Isu</td>
<td>Wendy</td>
<td>Adviser</td>
</tr>
<tr>
<td>Philippines</td>
<td>Tan</td>
<td>Roberto</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Guinigundo</td>
<td>Diwa</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Araneta</td>
<td>Valentin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Herrera</td>
<td>Rommel</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Duenas</td>
<td>Maria Teresa</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Abad</td>
<td>Ericka Anna</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Baguya</td>
<td>Cristopher</td>
<td>Adviser</td>
</tr>
<tr>
<td>Portugal</td>
<td>Matias</td>
<td>Alvaro</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Galan</td>
<td>Enrique</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Samoa</td>
<td>Malielegaoi</td>
<td>Tuiiaepa Lupsolaii</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Lavea</td>
<td>Iulai</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Pereira</td>
<td>Benjamin Robert</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Leiataualesa</td>
<td>Lafaitele Patrick</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Noaese</td>
<td>Sotereia</td>
<td>Adviser</td>
</tr>
<tr>
<td>Singapore</td>
<td>Teo</td>
<td>Josephine</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Chua</td>
<td>Ee Ling Lina</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Ong</td>
<td>Ling Ling Serene</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------</td>
<td>----------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Singapore</td>
<td>Yee</td>
<td>Ping Yi</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Chuang</td>
<td>Mei Chan Trina</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Ning Sung</td>
<td>Adviser</td>
</tr>
<tr>
<td>Solomon Islands</td>
<td>Dentana</td>
<td>Mckinnie</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Rarawa</td>
<td>Denton</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Spain</td>
<td>Ramos Gorostiza</td>
<td>Teresa</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Murillo</td>
<td>Urbano</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Fernandez-Cuervo</td>
<td>Juan</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>Karunanayake</td>
<td>Sanfresh Ravindra</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Udugahapattuwa</td>
<td>Udeni</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Rajaguru</td>
<td>Rajaguru Mudiyanselage</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sanjeeaw</td>
<td></td>
</tr>
<tr>
<td>Sweden</td>
<td>Backeus</td>
<td>Karl</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Hurtig</td>
<td>Samuel</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Danestad</td>
<td>Tomas</td>
<td>Adviser</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Maser Mallor</td>
<td>Beatrice</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Luethi</td>
<td>Denise</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Grunnder</td>
<td>Jonas</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Geiger</td>
<td>Steven</td>
<td>Adviser</td>
</tr>
<tr>
<td>Taipei,China</td>
<td>Chang</td>
<td>Sheng-Ford</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Chen</td>
<td>Chun-Shen</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Chi</td>
<td>Yuan-Han</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lin</td>
<td>Chi-Fu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Den</td>
<td>Yen-Dar</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Fang</td>
<td>Yu-Hsien</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Jih-Chu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ou</td>
<td>Shing-Shiang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wang</td>
<td>Yu-Chen</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chen</td>
<td>Li-Chun</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Pai-Po</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chen</td>
<td>Po-Cheng</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ling</td>
<td>Jong-Yuan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Jyh-Horng</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wang</td>
<td>Kai-Yu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lin</td>
<td>Chengta</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hsiao</td>
<td>Kuang-Wei</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------</td>
<td>-------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Taipei, China</td>
<td>Huang</td>
<td>Wei-Hua</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wu</td>
<td>Ti-Gim</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wang</td>
<td>Ti-Kang</td>
<td>Adviser</td>
</tr>
<tr>
<td>Tajikistan</td>
<td>Said</td>
<td>Davlatali</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Khikmatullozoda</td>
<td>Nematullo</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Saidov</td>
<td>Zohir</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Mirzoev</td>
<td>Komron</td>
<td>Adviser</td>
</tr>
<tr>
<td>Thailand</td>
<td>Phasee</td>
<td>Sommai</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Vithespongse</td>
<td>Sun</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Yuukkasemwong</td>
<td>Philaslak</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Athanavanich</td>
<td>Theeraj</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Jongwilaikasem</td>
<td>Katesaraporin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chantasakda</td>
<td>Paritat</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lekuthai</td>
<td>Sunetra</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Sinsiri</td>
<td>Newin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mahasukon</td>
<td>Hataitats</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ruengvirayudh</td>
<td>Pongpen</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mahasandana</td>
<td>Alisara</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Banchongkalkul</td>
<td>Thitiporn</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Thongprapan</td>
<td>Pitcharat</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Wajananawat</td>
<td>Luck</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ngernruang</td>
<td>Kasab</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chaiyasoot</td>
<td>Naris</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Aroonyingmongkol</td>
<td>Pacharapun</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Chatbenjakul</td>
<td>Wichulee</td>
<td>Adviser</td>
</tr>
<tr>
<td>Timor-Leste</td>
<td>Lopes</td>
<td>Helder</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Carvalho</td>
<td>Epifanio</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Tonga</td>
<td>Eke</td>
<td>‘Aisake Valu</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Palu</td>
<td>Aholotu</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Turkey</td>
<td>Dagdas</td>
<td>Cavit</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Aytekin</td>
<td>Bengu</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Gundogdu</td>
<td>Osman</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Donmez</td>
<td>Yusuf</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Coskun</td>
<td>Ismail Alper</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Yucekayali</td>
<td>N. Esin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Turan</td>
<td>Deniz</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Akbenli</td>
<td>Erhan</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Turkmenistan</td>
<td>Atayev</td>
<td>Muhammetgeldi</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Dovletov</td>
<td>Dovletguly</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>Tuvalu</td>
<td>Toafa</td>
<td>Maatia</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Teatu</td>
<td>Limasene</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Falani</td>
<td>Tavau</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Sundstrom</td>
<td>Bo</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Overfield</td>
<td>Duncan</td>
<td>Adviser</td>
</tr>
<tr>
<td>United States</td>
<td>Lago</td>
<td>Maria Louise</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Latortue</td>
<td>Alexia</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Strauss</td>
<td>Michael</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Mccoy</td>
<td>Christopher Philip</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Moravec</td>
<td>Charles</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Bleiweis</td>
<td>Seth</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Dickson</td>
<td>Joseph</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lovegren</td>
<td>Philip</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Gerber</td>
<td>Lena</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Keshishian</td>
<td>Margaret Alicia</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Cekuta</td>
<td>Robert Francis</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Durnan</td>
<td>Michael Joseph</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Maroney</td>
<td>Hagen Davis</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hogan</td>
<td>Dereck Jamal</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Abasov</td>
<td>Yusif</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Berryhill</td>
<td>Jonathan David</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Falgoust</td>
<td>James John</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Finnegan</td>
<td>Timothy Liam</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Mammadov</td>
<td>Ilgar</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Ahmadov</td>
<td>Elshan</td>
<td>Adviser</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>Azimov</td>
<td>Rustam</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Gulyamov</td>
<td>Ravshan</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Rakhimov</td>
<td>Saidakhmat</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Fayziev</td>
<td>Sherzod</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Vakhidov</td>
<td>Abdulaziz</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Aminov</td>
<td>Jakhongir</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Artikhodjaev</td>
<td>Sadriddin</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Lolahanov</td>
<td>Nodirbek</td>
<td>Adviser</td>
</tr>
<tr>
<td>Vanuatu</td>
<td>Simelum</td>
<td>Maki Stanley</td>
<td>Governor</td>
</tr>
<tr>
<td></td>
<td>Athy</td>
<td>Simeon Malachi</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Letlet</td>
<td>August</td>
<td>Adviser</td>
</tr>
<tr>
<td>Country Represented</td>
<td>Last Name</td>
<td>First Name</td>
<td>Registration Category</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------</td>
<td>---------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Viet Nam</td>
<td>Nguyen Thi</td>
<td>Hong</td>
<td>Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>Truong</td>
<td>Chi Trung</td>
<td>Temporary Alternate Governor</td>
</tr>
<tr>
<td></td>
<td>An</td>
<td>Ha Hai</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nhung</td>
<td>Do Thi</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Phuong</td>
<td>Nguyen Thi Thanh</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Trung</td>
<td>Bui Quang</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Han</td>
<td>Truong Duc</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hai</td>
<td>Do Hong</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Hien</td>
<td>Nguyen Thi Dieu</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nguyen</td>
<td>Lan Anh</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nguyen</td>
<td>Xuan Thao</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Pham</td>
<td>Thi Minh Thuan</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nguyen</td>
<td>Phuong Linh</td>
<td>Adviser</td>
</tr>
<tr>
<td></td>
<td>Nguyen</td>
<td>Ngoc Anh</td>
<td>Adviser</td>
</tr>
<tr>
<td>Organization</td>
<td>Last Name</td>
<td>First Name</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Agence Française de Développement</td>
<td>Vindel</td>
<td>Bruno</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pacaut</td>
<td>Pascal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kasper</td>
<td>Diane</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lury</td>
<td>Antoine</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Desmarchelier</td>
<td>Arnaud</td>
<td></td>
</tr>
<tr>
<td>ASEAN+3 Macroeconomic Research Office</td>
<td>Nomura</td>
<td>Munenari</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lee</td>
<td>Jae Young</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Poonpatpibul</td>
<td>Chaipat</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Zhang</td>
<td>Xiangzhi</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Han</td>
<td>Beomhee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pang</td>
<td>Qijing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nemoto</td>
<td>Yoichi</td>
<td></td>
</tr>
<tr>
<td>Association of Southeast Asian Nations</td>
<td>Irawan</td>
<td>Bambang</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lim</td>
<td>Hong Hin</td>
<td></td>
</tr>
<tr>
<td>Black Sea Trade and Development Bank</td>
<td>Delikanli</td>
<td>Ihsan Ugur</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stavreva</td>
<td>Nina</td>
<td></td>
</tr>
<tr>
<td>CAB International</td>
<td>Zhang</td>
<td>Qiaoqiao</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Loke</td>
<td>Wai Hong</td>
<td></td>
</tr>
<tr>
<td>European Bank for Reconstruction and Development</td>
<td>Mckain</td>
<td>Neil</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kharjenkova</td>
<td>Natalia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Babayev</td>
<td>Mahir</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managadze</td>
<td>Davit</td>
<td></td>
</tr>
<tr>
<td>Global Environmental Facility</td>
<td>Naoko</td>
<td>Ishii</td>
<td></td>
</tr>
<tr>
<td>International Finance Corporation</td>
<td>Van Bilsen</td>
<td>Joannes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Groesbeek</td>
<td>Harmen Jan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ahoua</td>
<td>Philippe</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alsharif</td>
<td>Bahar</td>
<td></td>
</tr>
<tr>
<td>International Investment Bank</td>
<td>Kosina</td>
<td>Michal</td>
<td></td>
</tr>
<tr>
<td>International Monetary Fund</td>
<td>Kinoshita</td>
<td>Yuko</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Brekk</td>
<td>Odd Per</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Last Name</td>
<td>First Name</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>International Monetary Fund</td>
<td>Rhee</td>
<td>Changyong</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Utsunomiya</td>
<td>Keiko</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Furusawa</td>
<td>Mitsuhiro</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Njoroge</td>
<td>Patrick</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Almarzoqi</td>
<td>Raja</td>
<td></td>
</tr>
<tr>
<td>International Organization for Migration</td>
<td>Eminov</td>
<td>Mushfig</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Aktoprak</td>
<td>Serhan</td>
<td></td>
</tr>
<tr>
<td>International Think Tank For LLDC</td>
<td>Erdenetsoolt</td>
<td>Odbayar</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sosorbaram</td>
<td>Ariunaa</td>
<td></td>
</tr>
<tr>
<td>International Federation of Red Cross and Red Crescent Societies</td>
<td>Petersen</td>
<td>Mette Ulrich</td>
<td></td>
</tr>
<tr>
<td>International Fund for Agricultural Development</td>
<td>Yamazaki</td>
<td>Haruka</td>
<td></td>
</tr>
<tr>
<td>Iran</td>
<td>Doost Hosseini</td>
<td>Kazem</td>
<td></td>
</tr>
<tr>
<td>Islamic Development Bank</td>
<td>Marouf</td>
<td>Hisham</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ajanovic</td>
<td>Nedzad</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Al Aboodi</td>
<td>Khaled</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Taghiyev</td>
<td>Tamerlan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Huseynzadeh</td>
<td>Jeyhun</td>
<td></td>
</tr>
<tr>
<td>Islamic Financial Services Board</td>
<td>Ahmed</td>
<td>Jaseem</td>
<td></td>
</tr>
<tr>
<td>Kuwait</td>
<td>Albahar</td>
<td>Waleed</td>
<td></td>
</tr>
<tr>
<td>Nordic Development Fund</td>
<td>Hellman</td>
<td>Pasi</td>
<td></td>
</tr>
<tr>
<td>Nordic Investment Bank</td>
<td>Mortensen</td>
<td>Soren</td>
<td></td>
</tr>
<tr>
<td>OPEC Fund for International Development</td>
<td>Khadduri</td>
<td>Khalid</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bukader</td>
<td>Imhemed Mansur A.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alhunaif</td>
<td>Ahdi A. Y. A.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alsheiby</td>
<td>Alshaimaa Saoud A.</td>
<td></td>
</tr>
<tr>
<td>Organisation for Economic Co-operation and Development</td>
<td>Lecomte</td>
<td>Gregory</td>
<td></td>
</tr>
<tr>
<td>Pacific Islands Forum Secretariat</td>
<td>Fong Toy</td>
<td>Andie</td>
<td></td>
</tr>
<tr>
<td>Russian Federation</td>
<td>Korchagin</td>
<td>Valery</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yazhlev</td>
<td>Maxim</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Romanchuk</td>
<td>Ekaterina</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Last Name</td>
<td>First Name</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>--------------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>South Asian Association for Regional Cooperation</td>
<td>Lakshmanan</td>
<td>Savithri</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Thapa</td>
<td>Arjun Bahadur</td>
<td></td>
</tr>
<tr>
<td>UN Children's Fund</td>
<td>Aliyev</td>
<td>Elnur</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mammadli</td>
<td>Kanan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Narimanov</td>
<td>Rufat</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shafique</td>
<td>Nafisa</td>
<td></td>
</tr>
<tr>
<td>UN Development Programme</td>
<td>Alhazishvili</td>
<td>Natalia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Broek</td>
<td>Antonius</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ahmadova</td>
<td>Irada</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ibrahimova</td>
<td>Jamila</td>
<td></td>
</tr>
<tr>
<td>UN ESCAP</td>
<td>Murata</td>
<td>Shun-Ichi</td>
<td></td>
</tr>
<tr>
<td>UNIDO</td>
<td>Li</td>
<td>Yong</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wang</td>
<td>Shichun</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Omelyan</td>
<td>Solomiya</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Memedovic</td>
<td>Olga</td>
<td></td>
</tr>
<tr>
<td>United Nations</td>
<td>Murshudlu</td>
<td>Natiq</td>
<td></td>
</tr>
<tr>
<td>World Bank</td>
<td>Dixon</td>
<td>Annette</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eun</td>
<td>Sung Soo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rama</td>
<td>Martin</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Zaheer</td>
<td>Salman</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Henderson</td>
<td>Heather</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Van Trotsenberg</td>
<td>Axel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Um</td>
<td>Ye Rin</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kerali</td>
<td>Henry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jha</td>
<td>Saroj Kumar</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Layrol</td>
<td>Valerie</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leshchenko</td>
<td>Larisa</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Baghirli</td>
<td>Saida</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Balakishiyeva</td>
<td>Shahla</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tuck</td>
<td>Laura</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chiragzada</td>
<td>Rufiz</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mammadova</td>
<td>Shahla</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Drees-Gross</td>
<td>Franz</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Boshkovski</td>
<td>Denis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rzayev</td>
<td>Zaur</td>
<td></td>
</tr>
<tr>
<td>World Customs Organization</td>
<td>Erenkus</td>
<td>Yusuf E</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Imashev</td>
<td>Aidyn</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Last Name</td>
<td>First Name</td>
<td></td>
</tr>
<tr>
<td>------------------------------</td>
<td>------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>World Customs Organization</td>
<td>Hermann</td>
<td>Roger</td>
<td></td>
</tr>
<tr>
<td>World Economic Forum</td>
<td>Freni</td>
<td>Salvatore</td>
<td></td>
</tr>
<tr>
<td>World Food Programme</td>
<td>Oberlin</td>
<td>Nicolas</td>
<td></td>
</tr>
<tr>
<td>World Trade Organization</td>
<td>Agah</td>
<td>Yonov Frederick</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Alternate Director</td>
<td>Advisor</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Maliami Bin Hamad</td>
<td>Khin Khin Lwin</td>
<td>Kulkunya Prayarach</td>
<td></td>
</tr>
<tr>
<td>Won-Mok Choi</td>
<td>M P D U K Mapa Pathirana</td>
<td>Se-Hoon Lee</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yuan-Han Chi*</td>
<td></td>
</tr>
<tr>
<td>Richard Edwards</td>
<td>Mario Sander</td>
<td>Daniel Pajank*</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Osman Gundogdu*</td>
<td></td>
</tr>
<tr>
<td>Maurizio Ghirga</td>
<td>Rene Legrand</td>
<td>Juan Fernandez-Cuervo*</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Martin Amar*</td>
<td></td>
</tr>
<tr>
<td>Kazuhiko Koguchi*</td>
<td>Hideo Fukushima*</td>
<td>Masahi Hosomi</td>
<td></td>
</tr>
<tr>
<td>Umesh Kumar</td>
<td>Sharafjon Sheraliev</td>
<td>Ashish Vachhani</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prabodh Saxena</td>
<td></td>
</tr>
<tr>
<td>David Finlay Murchison</td>
<td>Jan Willem Van Den Wall Bake</td>
<td>Theo Larsen</td>
<td></td>
</tr>
<tr>
<td>Robert M. Orr</td>
<td>Michael Strauss*</td>
<td>Christopher McCoy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Halliday Hart</td>
<td></td>
</tr>
<tr>
<td>Muhammad Sami Saeed*</td>
<td>Gaudencio Hernandez Jr.</td>
<td>Christine Sanchez</td>
<td></td>
</tr>
<tr>
<td>Zhongjing Wang</td>
<td>Wenxing Pan</td>
<td>Xue Hu</td>
<td></td>
</tr>
<tr>
<td>Bhimantara Widyajala</td>
<td>Dominic Walton-France</td>
<td>Oscar Malielegaoi</td>
<td></td>
</tr>
<tr>
<td>Anthony Baker</td>
<td>Richard Sisson</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Also listed as Delegate
<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Takehiko Nakao</td>
</tr>
<tr>
<td>Vice-President</td>
<td>Bindu Lohani</td>
</tr>
<tr>
<td></td>
<td>Lakshmi Venkatachalal</td>
</tr>
<tr>
<td></td>
<td>Stephen Groff</td>
</tr>
<tr>
<td></td>
<td>Thierry Letouze De Longuemar</td>
</tr>
<tr>
<td></td>
<td>Bruce Lawrence Davis</td>
</tr>
<tr>
<td></td>
<td>Wencai Zhang</td>
</tr>
<tr>
<td>The Secretary</td>
<td>Woochong Um</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Pierre Van Peteghem</td>
</tr>
<tr>
<td>Chief Economist</td>
<td>Shang-Jin Wei</td>
</tr>
<tr>
<td>General Counsel</td>
<td>Christopher Stephens</td>
</tr>
<tr>
<td>Managing Director General</td>
<td>Juan Miranda</td>
</tr>
<tr>
<td>Director General, Budget, Personnel, and Management Systems Department</td>
<td>Yasushi Kanzaki</td>
</tr>
<tr>
<td>Director General, Central and West Asia Department</td>
<td>Klauss Gerhaeusser</td>
</tr>
<tr>
<td>Director General, East Asia Department</td>
<td>Ayumin Konishi</td>
</tr>
<tr>
<td>Director General, Independent Evaluation Department</td>
<td>Vinod Thomas</td>
</tr>
<tr>
<td>Director General, Pacific Department</td>
<td>Xianbin Yao</td>
</tr>
<tr>
<td>Director General, Private Sector Operations Department</td>
<td>Todd Freeland</td>
</tr>
<tr>
<td>Director General, South Asia Department</td>
<td>Hun Kim</td>
</tr>
<tr>
<td>Director General, Southeast Asia Department</td>
<td>James Arthur Nugent</td>
</tr>
<tr>
<td>Director General, Strategy and Policy Department</td>
<td>Indu Bhushan</td>
</tr>
<tr>
<td>Director General, Sustainable Development and Climate Change Department</td>
<td>Maria Carmela Locsin</td>
</tr>
<tr>
<td>Director General, Operations Services and Financial Management Department</td>
<td>Sean O’Sullivan</td>
</tr>
</tbody>
</table>
Head, Office of Anticorruption and Integrity
Choo Lian Clare Wee

Head, Office of Cofinancing Operations
Rune Stroem

Principal Director, Department of External Relations
Satinder Bindra

Deputy Director General, Pacific Department
Noriko Ogawa

Deputy Director General, Southeast Asia Department
Ramesh Subramaniam

Deputy Director General, East Asia Department
Amy S.P. Leung

Deputy Director General, Private Sector Operations Department
Michael Barrow

Deputy Chief Economist and Deputy Director General, Economic Research and Regional Cooperation Department
Juzhong Zhuang

Deputy Director General, Sustainable Development and Climate Change Department
Nessim Ahmad

Deputy Director General, South Asia Department
Diwesh Nath Sharan

Deputy Treasurer
Kazuki Fukunaga

Director, Economic Analysis and Operational Support Division
Cynyoung Park

Director, Regional Cooperation and Operations Coordination Division
Vicky Castillo Tan

Director, Social Development, Governance and Gender Division
Bart Edes

Director, Infrastructure Finance Division 2
Christopher Thieme

Director, Department of External Relations
Omana Nair

Director, Office of Cofinancing Operations
Sujata Gupta

Director, Infrastructure Finance Division 1
Donald Joseph Purka

Director, Regional Cooperation and Integration Division
Arjun Goswami

Director, Public Management, Financial Sector, and Regional Cooperation Division
Ying Qian

Director, Infrastructure Finance Division 1
Christine Annette Engstrom

Director, Operational Planning and Coordination
Sirpa Jarvenpa

Director, Office of Public-Private Partnership
Takeo Koike

Country Director, Azerbaijan Resident Mission
Olly Norojono
Country Director, Viet Nam Resident Mission
Tomoyuki Kimura

Assistant Secretary
Leah Gutierrez

Assistant General Counsel
Ashraf Mohammed

Assistant Treasurer
Maria Aurora Gregoria Lomotan

Chief Advisor to the President
Naoya Jinda

Advisor and Head, Portfolio, Results, Safeguards and Social Sector
Zhijia Teng

Head, Results Management Unit and Advisor, Strategy and Policy Department
Xiaoqin Fan

Dean, ADB Institute
Naoyuki Yoshino

Deputy Dean, ADB Institute
Bokhwan Yu

Chair, Compliance Review Panel
Dingding Tang

Special Project Facilitator
Jitendra Shah