

STAFF REQUIRED TO MEET SAFEGUARD POLICY REVIEW REQUIREMENTS

1. During the Safeguard Policy Statement (SPS) consultation stages in ADB, many raised concerns that the new SPS might put pressure on human resources to deliver results. This would arise from an increase in workload associated with monitoring resettlement and environmental management plans, together with providing support to country safeguard systems (CSS) and financial intermediary (FI)-classified loans. Two estimates on required staff resources were made during the consultation period. The first was during the initial draft safeguard policy update (SPU) stage and it estimated incremental staff resources to implement the proposed safeguard policies to be around 400 additional staff-weeks. This equates to a modest increase of 10 staff. The estimate was based on the annual average number of projects approved in 2005–2007, on the basis of which the workload for 2010–2012 was projected. At a later stage, when the SPS was presented for final approval as a policy paper (R-paper), a second estimate used more accurate data based on the actual number of projects from the ADB's project processing information system (PPIS) for 2011 at the time. This second estimate also factored in the context of the fifth general capital increase (GCI V) and the need for more staff due to the new Indigenous Peoples (IP) consultation requirements. There were also revised assumptions about the number of safeguard-related review missions: two missions per category A project, instead of only one, which was the assumption used for the working paper (W-paper). This second estimate produced a range of projections, from 1,253 to 1,749 staff-weeks (including both professional staff and national officers),¹ which translated to an increase of 40-45 staff.

A. Original Estimates

2. The Independent Evaluation Department (IED) conducted interviews of various safeguard specialists in the regional departments' front offices and in sector divisions. Many of them mentioned that they were overloaded and constantly on mission, and these observations were echoed by division managers (i.e., directors). Analysis of a staff survey (discussed in Appendix 1, Linked Document C) supports this. Safeguard specialists are overloaded with reviewing and editing resettlement plans (RPs) and environmental management plans (EMPs) submitted from the government and cannot spare much time for actual impact assessment on the ground.² This chapter discusses how ADB is coping with the staffing requirements within regional departments.

1. First Estimate (Based on 2005–2007 Portfolio)

3. Several assumptions were made to calculate the additional staff resources for the SPU at the time. It used two staff surveys conducted in 2006 and 2007, which provided the basis for staff number coefficients of core-safeguards task input per project per year with a number of assumptions and scenarios. This first estimate did not include projects processed by the Private Sector Operations Department (PSOD) (as the number of projects under PSOD at the time was still very few per year). Safeguard staff surveys undertaken in 2006 and 2007 revealed that a member of staff's time allocation to project-cycle-related safeguard work ranged from 56% to 88%. To estimate the amount of staff resources available for project-related safeguards tasks, an average time ratio of 60% was multiplied by the number of environment safeguard specialist staff positions in operations departments, while an average time allocation rate of 75% was multiplied by the number of social safeguard specialist staff positions. This meant that environment staff had to spare 15% more time on non-safeguard

¹ From 2011, these position categories were changed to International Staff (IS) and National Staff (NS).

² Operations staff mentioned that it is important to realize that both the ADB Environment Policy 2002 and the SPS specify the borrower as responsible for preparing safeguard documentation. The borrower has its own safeguard requirements and is unlikely to adjust its systems because of ADB projects. The borrower is also often unable to develop the safeguard due diligence required by the SPS. The SPS introduced a number of new requirements, so DMCs have to catch up, particularly for the environment. As a result, ADB staff assume the responsibility for the safeguard work to meet SPS requirements. Consultants are engaged because of limitations of staff time and resources. Reviewing documents is necessary to complement the field work.

(environment) tasks compared with social safeguard staff. In other words, it was assumed that environment staff had more non-safeguard tasks to perform than social safeguard staff (the latter can concentrate more of their time on core safeguards tasks). Another assumption made was that the average lifespan of an ADB project was 7–9 years: 1.4–3 years for project preparation, about 5–6 years for implementation, and 0.5 years for project closing. Based on these assumptions,³ the estimate came up with the figure that (i) staff resources for environment safeguards tasks were adequate, and (ii) there was a gap of 280.5 staff-weeks of social development expertise per year, equivalent to about 6.4 staff. The paper also added the new Free, Prior and Informed Consent (FPIC) requirement as part of IP, for the medium term (2010–2012) this would require about eight staff positions (four professional staff positions and four local staff positions in resident missions) for project-related safeguard review work. All eight positions were required for social safeguard review tasks (i.e., tasks involving involuntary resettlement [IR] and IP requirements). This showed that 10 additional staff were required for social safeguards while there sufficient environment specialists.

2. Second Estimate (Based on Pipeline Projects, 2010–2012)

4. The second round of projections took into consideration the additional resources from GCI V. In this estimate, the following were taken into consideration: (i) adaptation to the FPIC requirement for IPs, (ii) mandatory participation of safeguard specialists in project implementation review missions of category A projects, and (iii) use and strengthening of CSS to include additional tasks to conduct equivalence and capacity assessments. Also, in this calculation, an estimate for PSOD staff was made, using a rough assumption that the number of nonsovereign loans would be equal to 41% of projects funded by the ordinary capital resources (OCR). This estimate used the number of expected new loans for 2011 in the PPIIS processing schedule database (i.e., the number of projects for 2011 in the pipeline on 17 April 2009). The average number of staff-week inputs were calculated for environment, IR and IP on a by-project basis for category A and B. The most area most in need is category A for IR, which was estimated at 23.8 staff weeks per project, whereas the lowest was 7.5 weeks for a category B environment safeguard project. Table 1 shows the number of staff-days required (per project) for each category; this was used by the Regional and Sustainable Development Department (RSDD) during the second estimate.

Table 1: Average Number of Staff-Week Inputs for Safeguard Work Per Project to Implement Current and Proposed Safeguard Policies

Safeguards Area	Staff Coefficients						Total
	Current Policies ^a			SPS ^b			
	Project Processing	Project Administration ^c	Subtotal	Project Processing	Project Administration	Subtotal	
Environment:							
Category A	8.6	3.1	11.7		3.0	3.0	17.5
Category B	5.2	2.3	7.5				7.5
Involuntary Resettlement:							
Category A	8.2	7.1	15.3		3.0	30	23.8
Category B	7.9	6.3	14.2				14.2
Indigenous Peoples:							
Category A	4.1	5.7	9.8	2.5	2.5	7.5	21.7
Category B	3.9	5.0	8.9	2.5	2.0	4.5	13.4

ADB = Asian Development Bank, RSDD = Regional and Sustainable Development Department, SPS = Safeguards Policy Statement.

^a Staff surveys in 2006 and 2007.

^b Staff estimates on the amount of staff input required to ascertain free, prior and informed consent of IP communities, and mandatory participation of safeguards specialists in project implementation review missions for category A projects.

^c Project implementation and closing.

Source: RSDD's 2009 Technical Note on the Staff Resource Implications of ADB's Safeguards Policies.

³ At the time, the operations departments (excluding PSOD) had 15 environmental and 11 social safeguard international staff plus corresponding national staff.

5. Again, the basic assumption was that environment safeguard staff would use 60% of their time for core safeguard work, whereas social safeguard staff would use 75%. There was a second scenario in this exercise that both environment and social safeguards would allot 90% of their time for core safeguard work. The latter assumption was used to derive the final figure for staff-weeks for environment staff. The conclusion was that the amount of environmental safeguard staff resources was again sufficient to implement the new SPS policy (i.e., there was no need for additional staff). However, there was a shortfall of between 176 staff-weeks per year for IR (provided that safeguard staff allot 75% of their time to core safeguards), and 52 staff-weeks for IP (provided safeguard staff allot 90% of their time to core safeguards). Depending on the 60% or 90% for core-time ratio, the environment staff incremental need was 0 to 317 staff-weeks, and social safeguard expertise incremental need was 1,253 to 1,432 staff-weeks. The range reflects the different scenarios, where social safeguards staff can use 90% or 75% of their time for core-safeguards tasks on a daily basis. It was noted that the figures did not address other dimensions sufficiently, including work requirements for category C and FI projects, and for complex lending modalities, such as multitranches financing facilities (MFFs).

B. Current Safeguard Staff Resources

1. Staff Resources by Department (2009–2014)

6. As of May 2014, the Southeast Asia Department (SERD) and South Asia Department (SARD) had the most safeguard staff. SERD had 23 and SARD 22. The staff number spread is compatible with their portfolios, as the two departments are also two of the biggest in terms of the number of projects approved per year. SERD has averaged about 23 projects a year since 2007, with fewer than half of its projects categorized as A or B for environment and IR. From 2010 to 2012 however, it had the highest number (an average of eight) of IP category A and B projects. SARD meanwhile consistently had the most projects approved (except in 2012), with the most (more than 60%) categorized as A or B for environment and IR. Since 2010, it has processed fewer projects with IP concerns (an average of five). It should be noted, however, that for this operational review, IED was not able to obtain data on the extensive use of technical assistance (TA) consultants in the operations departments, as there is no centralized data system within ADB, with exception of retired ADB staff hired as consultants, as they have to go through pre-screening by the Budget, Personnel, and Management Systems Department (BPMSD). Even at department level, none of the departments has a centralized system to monitor the number of TA consultants hired to perform safeguard tasks at headquarters or in resident missions. Consultants are administered by division, and the hiring process is charged against each project or per division.

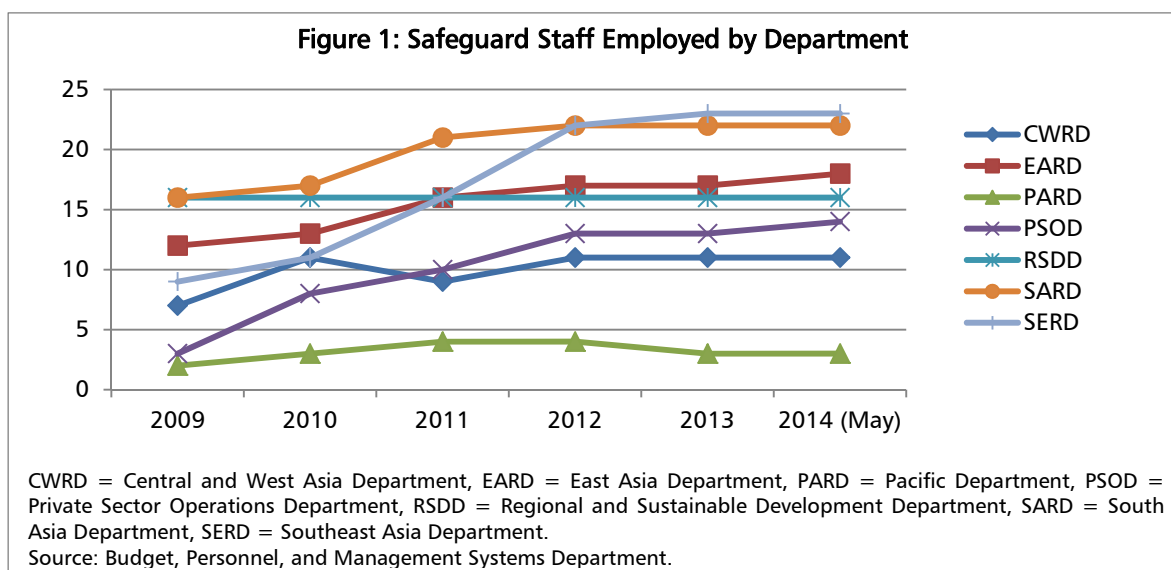
Table 2: Safeguard Staff Positions by Department, 2009–2014

Department	2009		2010		2011		2012		2013		2014 (May)		% Increase 09 vs 14
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
CWRD	7	11	11	14	9	10	11	10	11	10	11	10	57
EARD	12	18	13	16	16	17	17	16	17	16	18	17	50
PARD	2	3	3	4	4	4	4	4	3	3	3	3	50
PSOD	3	5	8	10	10	11	13	12	13	12	14	13	367
RSDD	16	25	16	20	16	17	16	15	16	15	16	15	0
SARD	16	25	17	22	21	23	22	21	22	21	22	21	38
SERD	9	14	11	14	16	17	22	21	23	22	23	21	156
Total	65	100	79	100	92	100	105	100	105	100	107	100	

CWRD = Central and West Asia Department, EARD = East Asia Department, PARD = Pacific Department, PSOD = Private Sector Operations Department, RSDD = Regional and Sustainable Development Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Note: Based on positions allocated to each department; including unfilled posts.

Source: Budget, Personnel, and Management Systems Department.



7. For the Central and West Asia Department (CWRD), the safeguard staff allocation was almost unchanged after an increase to 11 in 2010 from 7 in 2009. This was despite an increasing number of category A and B projects for environment (nine in 2009 to 10 in 2013) and involuntary resettlement (four in 2009 to nine in 2013). Since the increase in 2011, the number of staff in the East Asia Department (EARD) remained almost the same. It retained an average share of 17% of the safeguard staff positions since 2009. In the Pacific Department (PARD), safeguard staff positions remained small (three in 2013), with a share of 3%–4% of the positions since 2009. Both registered a 50% increase in 2014 from their numbers in 2009.

8. PSOD showed the highest increase in number of safeguard staff. Its number quadrupled from three in 2009 to 14 in 2014. The number of projects with safeguard implications it processed varies from year to year, from around eight in 2009 to 22 in 2013. RSDD's safeguards staff allocation in terms of number has not changed since 2009. However, its staff share compared to the total has decreased from 25% in 2009 to 15% in 2013.

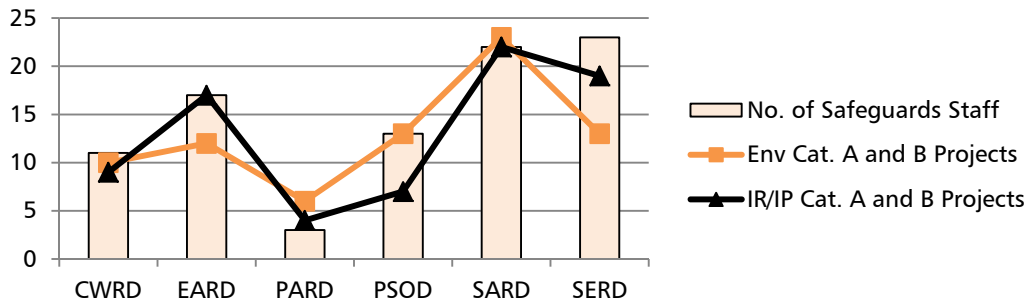
Table 3: 2013 Number of Staff in Operational Departments Vis-à-Vis Category A and B Ratings (Environment and Social Safeguards) for Projects Approved in 2013

Department	Staff		Cat. A and B (ENV)		Cat. A and B (SOC)	
	No.	%	No.	%	No.	%
CWRD	11	12	10	13	9	12
EARD	17	19	12	16	17	22
PARD	3	3	6	8	4	5
PSOD	13	15	13	17	7	9
SARD	22	25	23	30	22	28
SERD	23	26	13	17	19	24
Total	89	100	77	100	78	100

CWRD = Central and West Asia Department, EARD = East Asia Department, ENV = environment, PARD = Pacific Department, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department, SOC = social.

Source: Budget, Personnel, and Management Systems Department, and RSES database.

Figure 2: Number of Staff in Operational Departments Vis-à-Vis Category A and B Ratings (Environment and Social Safeguards) for Projects Approved in 2013



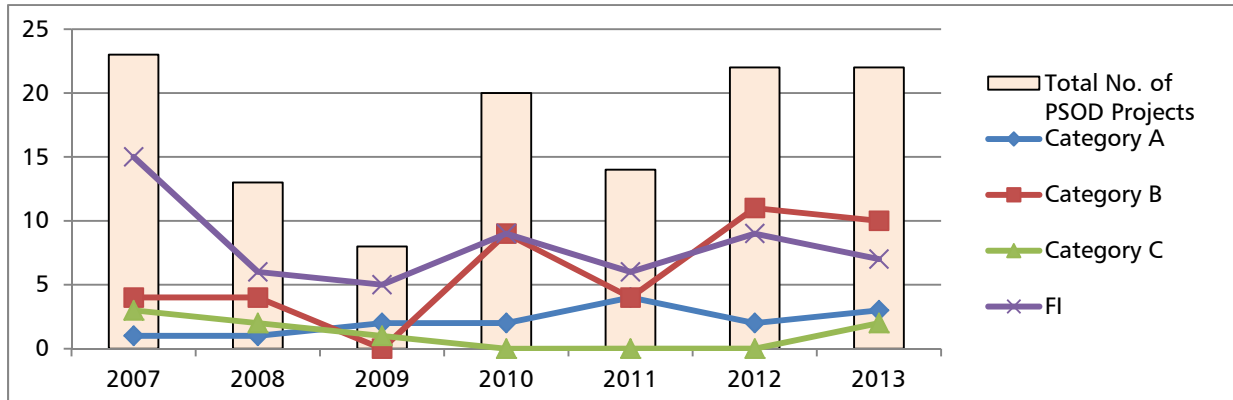
CWRD = Central and West Asia Department, EARD = East Asia Department, ENV = environment, IR = involuntary resettlement, IP = indigenous peoples, PARD = Pacific Department, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Source: Budget, Personnel, and Management Systems Department, and RSES database.

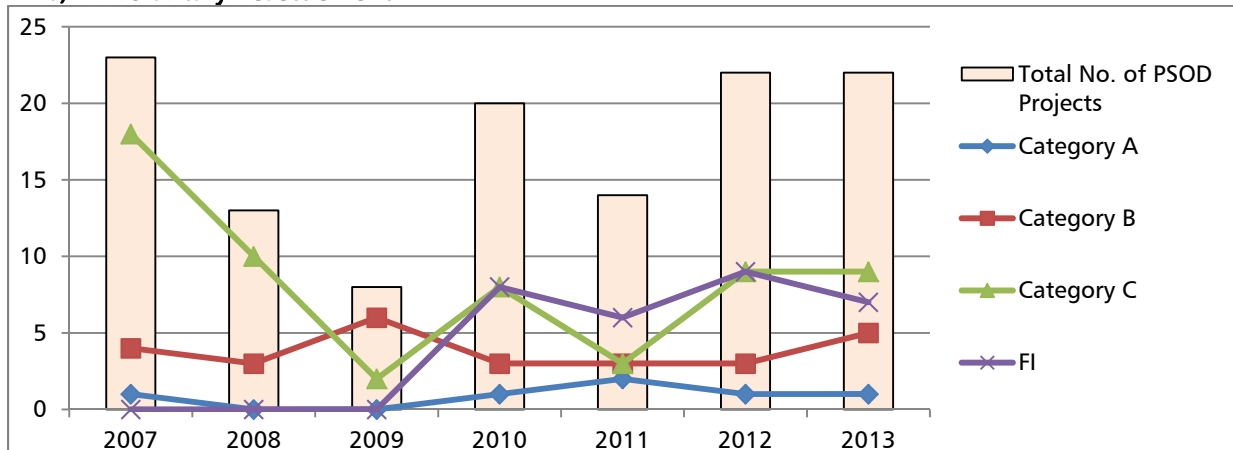
9. In 2013, PSOD had 13 category A and B projects for the environment, and 7 for social safeguards (both IR and IP). If we include the number of projects under the FI category, the increase in the number of staff corresponds with the increase in the number of FI projects.

Figure 3: Safeguard Category of Projects in the Private Sector Operations Department, 2007–2013

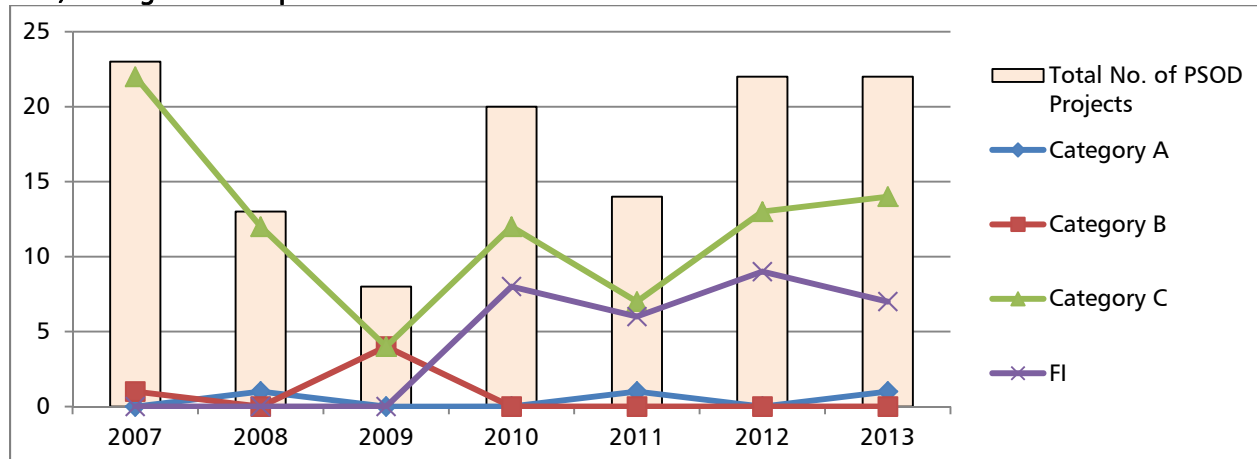
a) Environment



b) Involuntary Resettlement



c) Indigenous Peoples



PSOD = Private Sector Operations Department, RSES = Regional and Sustainable Development Department, Environment and Safeguards Division.

Source: RSES database.

2. Profile of Safeguard Staff Resources (2013 and 2014 [May])

10. Among the departments, CWRD and PSOD practice a more centralized approach in safeguard implementation. Eight of the 11 safeguard staff in CWRD are in the front office, CWOD. All safeguard staff in PSOD are located in its Operations Coordination Division, PSOD (PSOC). Safeguard staff in EARD, SARD, SERD, and PARD are more devolved in sector divisions at headquarters. EARD has safeguard staff in the front office, sector divisions, and in two resident missions. SARD has 50% of its safeguard staff located in its resident missions, and the other half spread almost evenly in the sector divisions at headquarters; only one member of staff is in the front office (as a “mini-RSES”). SERD has no safeguard staff in its front office. They are located either in the sector divisions or in its resident missions. For PARD, the staff are with its Transport, Energy and Natural Resources Division, PARD (PATE)⁴ and at the Pacific Subregional Office in Suva, Fiji (SPSO). Safeguard staff in RSDD are with the Environment and Safeguards Division, RSDD (RSES).

11. Since most departments implement more projects with expected environmental impacts than social safeguard impacts, a greater percentage of their safeguard staff specializes in environmental safeguard matters, except for SERD, which has more social safeguard experts, since this department handles a good number of IR and IP projects categorized as A and B. As of May 2014, the number of safeguard staff employed by ADB reached 107, representing a 65% increase from the number in 2009. However, of these 107 positions, 11 (about 10%) are unfilled.

⁴ The only social safeguard member of staff based at headquarters was relocated to the Sydney office in early 2014.

Table 4: Profile of Safeguard Staff Resources (2013 and 2014 [May])

Dept/Div	2013 Total No.	2014 (May) Total No.	ENV		SOC		Unspecified	
			No.	%	No.	%	No.	%
CWRD	11 (2)	11 (1)	3	27%	5 (1)	45%	3	27%
Front Office	8 (1)	8 (1)	3	38%	5 (1)	63%		0%
Resident Mission	3 (1)	3		0%		0%	3	100%
EARD	17 (1)	18 (2)	8 (1)	44%	6	33%	4 (1)	22%
Energy	1	1	1	100%		0%		0%
Agriculture and Environment	3	3	2	67%	1	33%		0%
Front Office	3	3 (1)	1	33%	1	33%	1 (1)	33%
Social Sectors	4 (1)	4	1	25%	2	50%	1	25%
Transport and Communications	2	2	1	50%		0%	1	50%
Resident Mission	4	5 (1)	2 (1)	40%	2	40%	1	20%
PARD	3	3	1	33%	0	0%	2	67%
Transport and Energy	2	2	1	50%		0%	1	50%
Subregional Office	1	1		0%		0%	1	100%
PSOD	13 (1)	14 (2)	1	7%	2	14%	11 (2)	79%
Operations Coordination	13 (1)	14 (2)	1	7%	2	14%	11 (2)	79%
RSDD	16 (3)	16 (2)	8	50%	5(1)	31%	3 (1)	19%
Environment and Safeguards	16 (3)	16 (2)	8	50%	5 (1)	31%	3 (1)	19%
SARD	22 (2)	22 (2)	9 (1)	41%	7 (1)	32%	6	27%
Resident Mission	11	11	4	36%	3	27%	4	36%
Energy	2	2	1	50%	1	50%		0%
Agriculture and Environment	3 (1)	2 (1)	1	50%	1 (1)	50%		0%
Front Office	2	2	1	50%		0%	1	50%
Transport and Communications	3 (1)	3	1	33%	2	67%		0%
Urban Development and Water	1	2 (1)	1 (1)	50%		0%	1	50%
SERD	23 (1)	23 (2)	8	35%	11	48%	4 (2)	17%
Resident Mission	7 (1)	7 (1)	1	14%	4	57%	2 (1)	29%
Energy	3	3	1	33%	2	67%		0%
Agriculture and Environment	6	6 (1)	3	50%	2	33%	1 (1)	17%
Transport and Communications	4	4	2	50%	1	25%	1	25%
Urban Development and Water	3	3	1	33%	2	67%		0%
Grand Total	105	107	38 (2)	36%	36 (3)	34%	33 (6)	31%
Filled (Vacant)	95 (10)	96 (11)						

CWRD = Central and West Asia Department, EARD = East Asia Department, PARD = Pacific Department, PSOD = Private Sector Operations Department, RSDD = Regional and Sustainable Development Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Note: Number in parenthesis means vacant post.

Source: Budget, Personnel, and Management Systems Department.

C. Analysis on 2009 Staff Increase Projection against Actual Post-General Capital Increase

12. IED attempted to review how the methodology and projections conducted in 2009 at the time of SPS approval compared with the actual project processing workload and the actual increase in the number of staff. This was done in two stages: the first used project spread across different project categories, and the second used the workload coefficient per project and the amount of time safeguard specialists could spare on core safeguards tasks (the 60%, 75%, and 90% assumptions described above).

13. Table 5 shows the distribution share of categories using 2011 PPIS projections, in comparison with the actual number of project categories.

Table 5: Distribution Share of Categories using 2011 PPIS Projections and Actual Projects, 2011–2013

Category	No. of Projects (2011 PPIS=166) No	Ave. Distribution 2005–2008 (%) %	2011		2012		2013		Ave No. of Projects (2011–2013) No	Ave. Distribution 2011–2013 (%) %
			No	%	No	%	No	%		
ENV										
A	27	16%	18	17%	15	13%	16	15%	16	15%
B	63	38%	66	61%	61	54%	61	58%	63	57%
C	45	27%	11	10%	26	23%	17	16%	18	16%
FI	32	19%	13	12%	12	11%	12	11%	12	11%
Total	166	100%	108	100%	114	100%	106	100%	109	100%
IR										
A	45	27%	25	23%	25	22%	21	20%	24	22%
B	38	23%	37	34%	33	29%	37	35%	36	33%
C	83	50%	33	31%	44	39%	36	34%	38	34%
FI			13	12%	12	11%	12	11%	12	11%
Total	166	100%	108	100%	114	100%	106	100%	109	100%
IP										
A	15	9%	6	6%	1	1%	5	5%	4	4%
B	33	20%	13	12%	11	10%	15	14%	13	12%
C	115	69%	76	70%	90	79%	74	70%	80	73%
FI			13	12%	12	11%	12	11%	12	11%
No Category	3	2%								
Total	166	100%	108	100%	114	100%	106	100%	109	100%

ENV = environment, FI = financial intermediary, IR = involuntary resettlement, IP = indigenous peoples, PPIS = project processing information system, RSDD = Regional and Sustainable Development Department, RSES = Environment and Safeguards Division, RSDD.

Note: Not all projects under processing are approved. Number of projects in 2011 to 2013 are based on actual approvals.

Source: RSDD's 2009 Technical Note on the Staff Resource Implications of ADB's Safeguard Policies, and RSES database.

14. At the time of the projection round in 2009, there was no FI category for IR and IP. The projection used 166 projects per year as the average number of projects to be processed, and applied the category distribution using the average spread from 2005 to 2008. There was another assumption: PSOD project numbers would be 41% of OCR (sovereign loan) projects. In terms of the overall number of projects processed, the actual number turned to be substantially lower at 106 to 114 per year, compared with the projection of 166. However, RSDD takes the position that this gap is acceptable, as the workload is in line with the number of projects that are being processed, and some of them would end up being cancelled or not pursued before they went for Board consideration. However, IED was not able to obtain the number of pipeline projects that were dropped or cancelled before approval.

15. On the PSOD project ratio, the 41% was an overestimation, as PSOD project numbers ranged from 20% to 29% of OCR projects. On this issue, RSDD argues that a difference of 10% or so was acceptable, as the 2009 projection of staff resources needed did not consider the workload of FI projects; it assumed the workload for these would be negligible, or the same as category C projects.

Table 6: Distribution Share of Categories using 2011 PPIS Projections and Actual Projects, 2011–2013

Item	2011 Projected	2011 Actual	2012 Actual	2013 Actual
Total	166	108	114	106
Loans	126	94	92	101
OCR		99	62	50
ADF		27	32	52
Private Sector Operations	40	14	22	22
Using assumption: No. of OCR projects x 41%	40.6	25.4	20.5	28.7

ADF = Asian Development Fund, OCR = ordinary capital resources, PPIS = project processing information system, RSDD = RSDD = Regional and Sustainable Development Department, RSES = Environment and Safeguards Division, RSDD.

Source: RSDD's 2009 Technical Note on the Staff Resource Implications of ADB's Safeguard Policies, and RSES database.

16. The second stage of the projection was calculated using the assumptions described in para 4. Table 7 shows the results of IED tracing the actual number of projects per department, against the two groups of assumptions made during the 2009 exercise. If IED uses the 60% time share for the environment and 75% for IR and IP (not 90%), the number of staff needed in total in all operations departments (including PSOD) would be 105.9 (i.e., 106). The actual total number of staff as of May 2014 is 107 (11 of the positions are vacant).

Table 7: Computation of Staff Requirements based on Actual Projects, 2011–2013

Department and Safeguards Category	No. of Projects					No. of Required Staff (/40wks) (BPMSD)	No. of Required Staff (60-75%) (RSES)	No. of Required Staff (90%) (RSES)	Actual No. of Staff Positions (May 2014)	No. of Vacant Posts (May 2014)
	2010	2011	2012	2013	Ave. (2010–2013)					
CWRD	19	18	16	16	17.2	7.6	8.7	6.5	11.0	1
ENV						3.5	4.5	3.0		
SOC						4.2	4.3	3.5		
EARD	13	14	14	15	14.0	10.3	11.6	8.8	18.0	2
ENV						3.8	4.9	3.2		
SOC						6.5	6.7	5.6		
PARD	6	8	6	6	6.5	2.2	2.5	1.9	3.0	0
ENV						0.9	1.1	0.8		
SOC						1.3	1.4	1.1		
PSOD	20	14	22	22	19.5	4.0	4.6	3.4	14.0	2
ENV						2.2	2.8	1.8		
SOC						1.8	1.9	1.6		
SARD	32	30	25	27	28.5	15.9	17.7	13.6	22.0	2
ENV						5.5	7.0	4.7		
SOC						10.4	10.7	8.9		
SERD	25	24	31	20	25.0	11.3	12.3	9.6	23.0	2
ENV						3.0	3.8	2.6		
SOC						8.3	8.5	7.1		
Subtotal	115	108	114	106	110.8	51.3	57.4	43.8	91.0	
RSES						16.0	16.0	16.0	16.0	2
					Total No. of Staff:	67.3	73.4	59.8	107.0	11
					If we proxy inputs for FI projects with no. for Category B projects, we add:	28.8	32.5	24.6		
					Revised Total No. of Staff:	96.1	105.9	84.5	107.0	11

BPMSD = Budget, Personnel, and Management Systems Department, CWRD = Central and West Asia Department, EARD = East Asia Department, FI = financial intermediary, PARD = Pacific Department, PSOD = Private Sector Operations Department, RSES = Regional and Sustainable Development Department, Environment and Safeguards Division, SARD = South Asia Department, SERD = Southeast Asia Department.

Note: Methodology in computing required staff inputs was based on RSDD's 2009 Technical Note on the Staff Resource Implications of ADB's Safeguard Policies. Average number of approved projects for 2010–2013 was used in the computation.

Source: RSDD's 2009 Technical Note on the Staff Resource Implications of ADB's Safeguard Policies, and RSES database.

17. This means that, based on a rough estimate, the 2009 assumptions were nearly perfect in terms of projecting the total staff needed. Two other projections were also made: (i) a BPMSD projection using roughly a coefficient of 40 weeks per year led to an estimate of 96 staff (the BPMSD projection is discussed in the next section), and (ii) another RSDD projection with a lower staff number of 85 staff (using 90% for the core-time share figure). If we look at staff spread per department, the projections (using 2009 assumptions) versus actual (given in parentheses) are: CWRD 9 (11), EARD 12 (18), PARD 3 (3), PSOD 5 (14), SARD 18 (22), and SERD 12 (23). It must be stressed that the projected 106 positions incorporate the IED-made assumptions that FI projects will require nearly the same workload as category B projects. This explains the huge difference in the PSOD staff numbers (a projection of 5 against 14 actual). In addition, PSOD argues that, unlike sovereign operations, PSOD does not have project preparatory technical assistance (PPTA) grant resources to prepare or appraise

projects. PSOD therefore has to spend far more time assessing the project proposal readiness and due diligence as part of its core business, which in many cases does not translate into approved loans. This whole workload therefore implies a need for more staff than might be assumed by the eventual number of loans that are approved.⁵ It may be noted though, though, that the SERD staff number of 23 is higher than any projections in other departments, and this may be due to SERD's uniqueness in that staff are fully dispersed in sector divisions, with no central coordination function in the front office. It has been argued, including by BPMSD, that this approach may offset some of the efficiency gains achieved in other departments, where staff resources are more centralized.

D. ADB-wide Staff Monitoring and Use of Time Management Data

18. Based on the safeguard staff resource estimate, IED discussed the challenges and constraints in carrying out the analysis with BPMSD, including the impact of the GCI V and the introduction of the time management system (TMS) in 2011. According to BPMSD, GCI V was timely in terms of resource allocation because the additional total 500 staff employed as a result of GCI V included the 38 new safeguard staff needed. If not for the GCI, ADB would have found it difficult to find sufficient resources to fund an additional 38 safeguard staff. The additional 38 staff comprise international and national staff, with national staff mostly in PSOD and resident missions. Before GCI V, there were only 65 safeguard specialists. After the GCI, there were 105 safeguards specialists,⁶ with a net increase of 38 staff (mostly based in resident missions). Out of the 500 additional staff, safeguard posts were among the biggest group added, together with private sector and implementation and procurement staff, mainly at resident missions. The 500 positions were split into 180 international staff, 170 national staff, and 150 administrative staff. Procurement, private sector, and safeguards were the three top groups for new recruits within the 500 new positions.

19. BPMSD also explained that it is very difficult to estimate the precise number of staff resources required, as pipeline projects change. For example, all estimations for the PRC are based on the previous year's pipeline. The current portfolio is geared more toward remote provinces that would require more safeguard staff (reviewing and monitoring) as government capacity tends to be weaker in central and western regions, and the work is more time-consuming. In addition, the recent portfolio contains more urban projects (transport, water and multisector) which do add complexities, even for smaller impacts. Also, they tend to include multiple subprojects and multiple implementing agencies, many of which are new to ADB.

20. In principle, regional departments have a free hand to determine their organizational structure (with respect to safeguards), depending on what they think would work best for them. BPMSD monitors, reviews, and approves proposals for structural changes, as necessary. For example, CWRD covers 10 countries (with large, medium-sized, and small resident missions) and it would be difficult to assign a safeguard member of staff for each; the most practical arrangement would be to centralize the set-up. Operational departments should know best how to predict and allocate resources as they know best what they need. Safeguard staff are more strictly monitored by BPMSD because this is a policy-driven requirement. With the current plan for zero additional staff (no net increase in the total number of ADB staff), BPMSD will usually not accommodate a request for more safeguard staff but departments can opt to transfer existing available positions from non-safeguards to safeguards. BPMSD monitors the organizational structure and the workload of safeguard staff, in coordination with RSES. Staffing needs come from the annual work plan and budget framework exercise (WPBF). Departments submit their staffing requests and these are reflected in the WPBF; the reports from 2010 to 2013 include a section on how positions are filled up. There is a section on safeguards in these reports. Regional departments often complain about a resource gap but departments themselves sometimes re-designate and convert safeguard staff to sector staff. BPMSD suggests and advises on department

⁵ BPMSD also said that it is very difficult to estimate the future staff resources requirement for PSOD, as the pipeline for this department is not known in advance.

⁶ There were two more safeguard staff (conversion from other categories – no genuine increase), which makes the total to 105.

staffing but it does not impose. The department management is still in direct charge of its staffing composition. In some recent cases, the final approval to convert a safeguard member of staff into a sector specialist took more than 6 months; career prospects always play a big part in these changes.

21. BPMSD recognizes that, in many cases, safeguard staff want to change their career stream and apply for more senior sector specialist positions or try to become mission leaders, since there is a prevalent notion that they lack career prospects, particularly in terms of ascending to management positions. This is why some staff try to shift out of safeguards. However, national staff with safeguard expertise in resident missions tend to have better prospects. They also work independently. There is a sizeable group of national safeguard staff in resident missions who are more senior and have promotion opportunities (although some resident mission safeguard staff may not fully agree with this as career prospects in resident missions are often said to be slim). Or as one department commented: some resident mission staff are concerned with career progression as well and options are limited unless officers in resident missions can gain experience in other DMCs.

22. On the quality of safeguard staff, there is growing competition outside ADB since good safeguard staff are also needed by other institutions. Safeguard staff openings for external applicants are levels 3 and 4 because higher levels are usually reserved for promotion of existing staff. However, the lower staff levels are not attractive for high-quality, more experienced safeguard applicants from other institutions. Safeguard staff, most of whom join ADB in entry level posts, also face a learning curve of more than a year—as they need to familiarize themselves with ADB processes and operations.

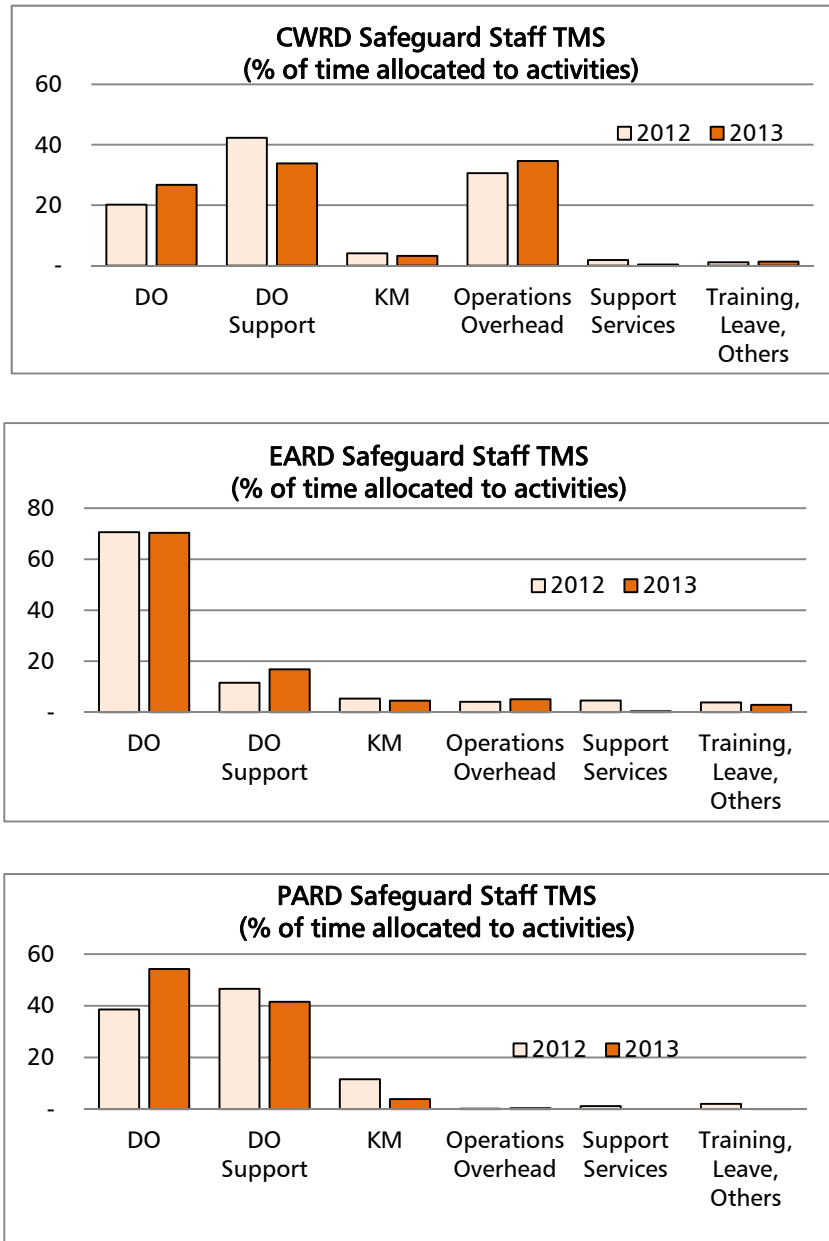
23. **TMS data for safeguard-related work.** In April 2011, ADB piloted the TMS in the five regional departments, Controller's Department, the Economics and Research Department, RSDD, and OGC. The TMS is intended to analyze how ADB's staff resources are utilized. The piloted staff were provided with a first generation list which consisted of a long list of activities, including an activity on "safeguards policy compliance." Staff members referred to this list when logging their time. The list was used until early 2013 when it was replaced by a second generation list (currently posted online) as a result of a feedback survey in 2012. The new list is shorter and no longer contains an activity "safeguards policy compliance." Thus it is difficult to look into the time trend for safeguard-related work across the 3 years that the TMS has been in effect.

24. **Comparison of TMS data among safeguard staff from 2012 to 2013.** Based on the current list of activities, safeguard-related activities appear under two main activity groups: (i) "direct operation" and (ii) "direct operational support." Activities under direct operation are: country/regional strategy and programming, portfolio management (relating to sovereign, nonsovereign, and TA administration), and project processing (includes new project opportunities for sovereign, nonsovereign and TA). Direct operational support includes: portfolio management (relating mostly to general portfolio management, provision of operational support, including safeguard policy compliance) and project processing (relating mostly to operational support for processing of sovereign and nonsovereign loans, and TA projects, also including safeguard policy compliance). This is also evident in the actual time inputs recorded by safeguard staff aggregated by department as shown in the figures below. Since IED-obtained TMS data are only for safeguard staff, most of their time inputs fall under the two main activity groups. This is especially true for CWRD, PARD, and PSOD. On the other hand, safeguard staff in EARD, SARD, and SERD have noticeably more time involvement in direct operation activities (i.e., they spend more time on pre-approval project preparation and country partnership strategy [CPS] matters).

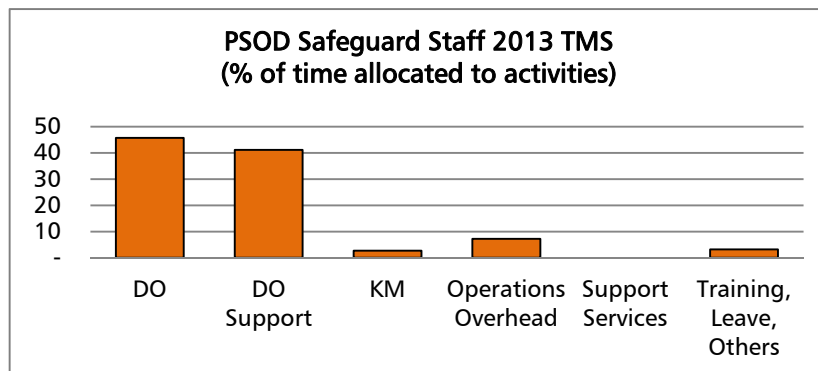
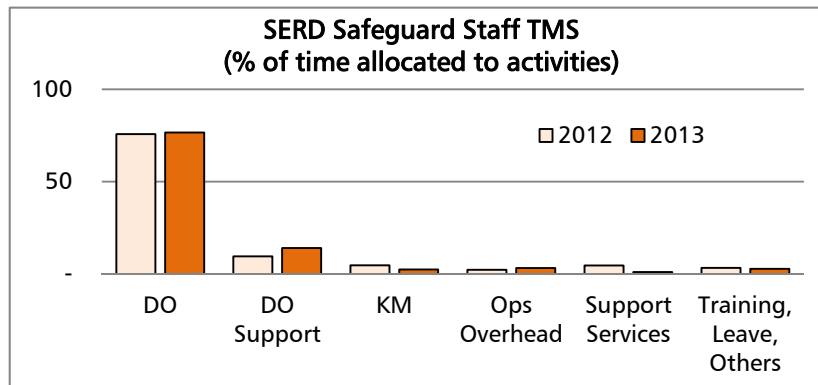
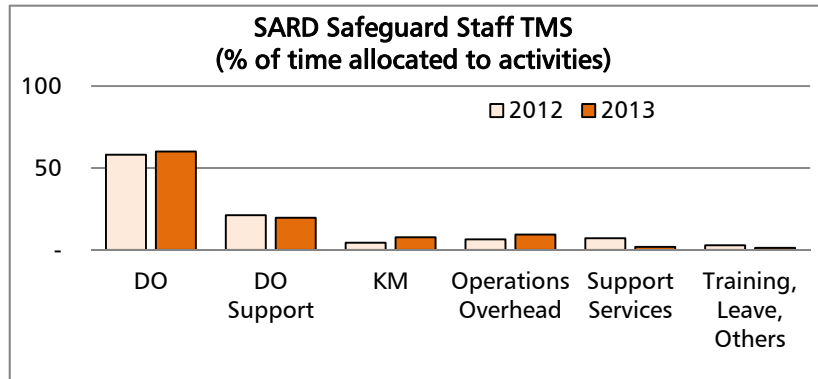
25. The difference could be due to the different organizational setups of each department and the roles that the safeguards staff are assigned to. The first group of departments (CWRD, PARD, and PSOD) have a more centralized safeguards setup, i.e., safeguards staff are concentrated in one division (or, in the case of PARD, limited to three members of staff) while the second group (EARD, SARD, and SERD) have a more decentralized setup, which could be why more time is provided for direct operation. However, TMS is still in the pilot phase, and different departments are defining and categorizing types

of work in different ways. As such, BPMSD emphasizes the analysis must be interpreted with caution, and IED agrees that the nature and quality of the data does not enable an accurate assessment. Had the TMS been used and piloted in a more coherent way across the departments, it would have been a strong tool that could be used to analyze and discuss the workload and staff resources requirement for ADB management. This is a case of a missed or lost opportunity. The Independent Evaluation Group at the World Bank was able to use World Bank's TMS equivalent data in its evaluation of safeguard policy effectiveness in 2010,⁷ as the World Bank adopts a matrix system and budget-based HR system, which requires rigorous application of such a tool. ADB uses a head-count-based budgeting system, with operational or administrative budget allocated on the basis of staff number per division or unit.

Figure 4: Time Management System Data on Safeguard Staff, By Department, 2012–2013



⁷ IEG. 2010. *Safeguards and Sustainability Policies in a Changing World*. An Independent Evaluation of World Bank Group Experience. Washington, DC: World Bank.



CWRD = Central and West Asia Department, DO = direct operation, EARD = East Asia Department, KM= knowledge management, PARD = Pacific Department, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department, TMS = Time Management System.

Source: Budget, Personnel, and Management Systems Department.

E. Mission Data

26. IED obtained mission data generated by the eTrip system of all safeguard specialists (aggregated by department) from 2010 to 2013. However, it should be noted that the eTrip roll out was completed for headquarters in early 2011, and, for resident missions, the roll-out was staggered throughout 2012.

27. **By department.** SERD safeguard staff made the most number of missions and with the most mission days from 2011 to 2013. Their missions (number and length) in 2013 accounted for about a third of all missions made by ADB safeguard staff in that year.

Table 8: Number and Duration of Safeguard Staff Missions by Department, 2011–2013

Dept	2011				2012				2013			
	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)
CWRD	43	8	214	11	85	8	278	8	146	9	398	9
EARD	95	18	379	20	217	20	759	22	250	15	812	17
PARD	6	1	42	2	32	3	143	4	33	2	210	4
PSOD	41	8	107	6	92	8	273	8	104	6	270	6
RSDD	82	15	261	14	101	9	340	10	81	5	245	5
SARD	91	17	276	14	271	24	811	23	458	27	1271	27
SERD	180	33	647	34	309	28	921	26	607	36	1476	32
Total	538	100	1,927	100	1,107	100	3,525	100	1,679	100	4,682	100

CWRD = Central and West Asia Department, EARD = East Asia Department, PARD = Pacific Department, PSOD = Private Sector Operations Department, RSDD = Regional and Sustainable Development Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Note: The "number of missions" refers to how many missions a staff made to a particular country for a specific year. "Duration" is the number of days.

Source: OIST (from eTrip).

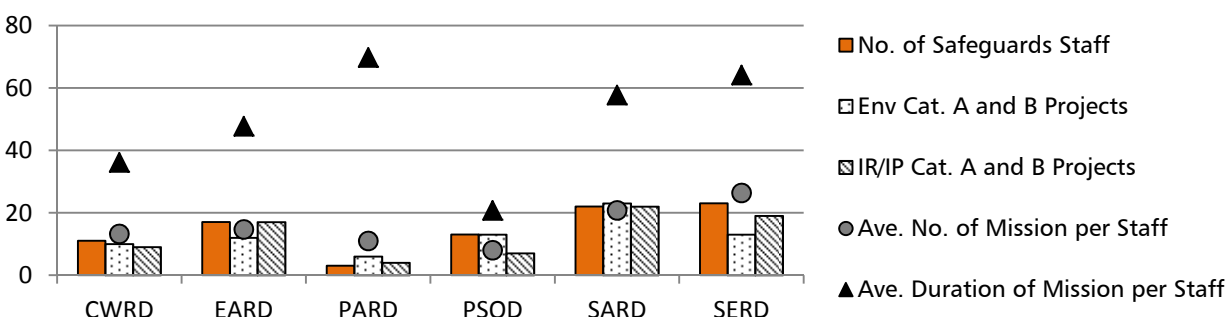
28. PARD has the highest number of category A and B projects per safeguard specialist (ratio of 3:1), followed by SARD (2:1). Meanwhile, the number of missions of SERD for category A and B projects is the highest, constituting more than 70% of the average number of missions; this is followed by PSOD, CWRD and EARD at around 60%.

Table 9: Safeguard Staff Missions by Department, 2011–2013 vis-à-vis Staff Number and Category A and B Ratings for 2013

Dept	No. of Staff (2013)	No. of Cat. A and B Ratings (2013)	Staff to Cat. A and B Ratings Ratio	No. of Mission	Days of Mission	Ave. No. of Mission/Staff	Ave. Days of Mission/Staff	Ave. No. of Mission/Cat A and B Projects	Ave. Days of Mission/Cat A and B Projects
CWRD	11	19	1.73	146	398	13	36	8	21
EARD	17	29	1.71	250	812	15	48	9	28
PARD	3	10	3.33	33	210	11	70	3	21
PSOD	13	20	1.54	104	270	8	21	5	14
SARD	22	45	2.05	458	1,271	21	58	10	28
SERD	23	32	1.39	607	1,476	26	64	19	46
Total	89	155		1,679	4,682				

CWRD = Central and West Asia Department, EARD = East Asia Department, PARD = Pacific Department, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Source: OIST (from eTrip) and this study.

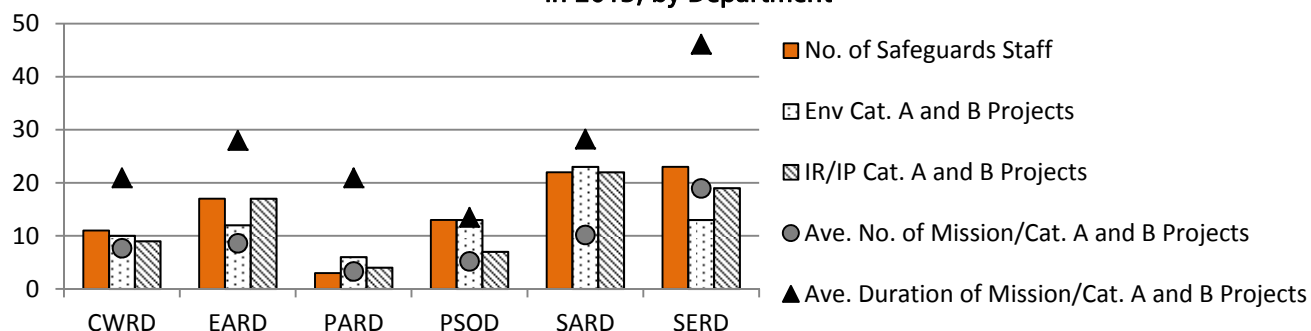
Figure 5: Average Mission Data (2011–2013) per Safeguard Member of Staff in 2013, by Department

CWRD = Central and West Asia Department, EARD = East Asia Department, ENV = environment, IR = involuntary resettlement, IP = indigenous peoples, PARD = Pacific Department, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Source: eTrip and this study.

29. Linking mission data with the number of category A and B projects per department, it appears that SERD safeguard staff undertook the greatest number of missions with the longest duration of missions for each category A and B projects, followed by SARD and EARD, then CWRD and PARD.

Figure 6: Average Mission Data (2011–2013) per Category A and B Ratings in 2013, by Department



CWRD = Central and West Asia Department, EARD = East Asia Department, ENV = environment, IR = involuntary resettlement, IP = indigenous peoples, PARD = Pacific Department, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department.

Source: OIST (from eTrip) and this study.

30. **By safeguard classification.** In 2011, across ADB there were more missions and mission days devoted to social safeguards than to environmental safeguards. From 2012 to 2013, more missions were devoted to environmental safeguards. However, for SERD, their social safeguard staff went on more missions and spent more time on missions than their environmental safeguards counterparts from 2011 to 2013.

Table 10: Number and Duration of Missions by Safeguard Staff Designation, 2011–2013

Item	2011				2012				2013			
	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)
ENV	196	36%	666	35%	457	41%	1,552	44%	658	39%	1,954	42%
SOC	252	47%	952	49%	398	36%	1,172	33%	645	38%	1,608	34%
Unspecified	90	17%	309	16%	252	23%	801	23%	376	22%	1,120	24%
Total	538	100%	1,927	100%	1,107	100%	3,525	100%	1,679	100%	4,682	100%

ENV = environment, SOC = social.

Source: OIST (from eTrip).

31. **By mission type.** About a third of the missions conducted were for loan review and loan fact-finding. There is no type of mission specifically for safeguards. Safeguard missions may fall under several mission types.

Table 11: Number and Duration of Missions by Mission Type, 2011–2013

Mission Type	2011				2012				2013			
	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)
Loan Review	116	22%	437	23%	270	24%	704	20%	563	34%	1218	26%
Loan Fact-Finding	63	12%	254	13%	120	11%	509	14%	145	9%	541	12%
TA Review	51	9%	169	9%	132	12%	343	10%	128	8%	415	9%
Project Specific												
Contact/Consultation Country	46	9%	167	9%	61	6%	214	6%	89	5%	234	5%
Contact/Consultation Midterm Project	25	5%	87	5%	41	4%	146	4%	78	5%	282	6%
Review	8	1%	56	3%	28	3%	112	3%	69	4%	154	3%

Mission Type	2011				2012				2013			
	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)
Conferences, Seminars and Meetings	34	6%	116	6%	43	4%	142	4%	65	4%	176	4%
TA Inception	19	4%	81	4%	31	3%	117	3%	53	3%	157	3%
Investment Administration	10	2%	19	1%	38	3%	75	2%	49	3%	134	3%
Investment Appraisal	23	4%	53	3%	34	3%	123	3%	40	2%	118	3%
Other Grants Project Administration	12	2%	68	4%	13	1%	51	1%	38	2%	148	3%
Special Loan Administration	12	2%	41	2%	70	6%	178	5%	38	2%	74	2%
Special TA Administration	3	1%	12	1%	11	1%	41	1%	38	2%	82	2%
Loan Inception	14	3%	42	2%	21	2%	77	2%	33	2%	106	2%
TA Reconnaissance	11	2%	28	1%	21	2%	71	2%	28	2%	94	2%
Coordination	20	4%	62	3%	32	3%	119	3%	27	2%	82	2%
Other missions	71	13%	234	12%	141	13%	504	14%	198	12%	667	14%
Total	538	100%	1927	100%	1107	100%	3525	100%	1679	100%	4682	100%

TA = technical assistance.
Source: OIST (from eTrip).

32. **By country.** The top three destinations of safeguard staff were: Viet Nam, the PRC, and India.

Table 12: Number and Duration of Missions by DMC, 2011–2013

DMC	2011				2012				2013			
	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)	No.	% (No.)	Days	% (Days)
Viet Nam	65	12%	207	11%	126	11%	328	9%	313	19%	739	16%
PRC	92	17%	331	17%	215	19%	709	20%	241	14%	757	16%
India	89	17%	253	13%	124	11%	392	11%	203	12%	577	12%
Nepal	3	1%	14	1%	96	9%	192	5%	119	7%	199	4%
Indonesia	21	4%	74	4%	53	5%	164	5%	102	6%	282	6%
Cambodia	47	9%	157	8%	52	5%	194	6%	97	6%	201	4%
Sri Lanka	24	4%	63	3%	31	3%	105	3%	82	5%	185	4%
Bangladesh	21	4%	74	4%	49	4%	140	4%	69	4%	194	4%
Pakistan	6	1%	17	1%	21	2%	59	2%	68	4%	147	3%
Philippines	14	3%	29	2%	27	2%	82	2%	58	3%	241	5%
Lao PDR	33	6%	145	8%	47	4%	155	4%	49	3%	114	2%
Other DMCs	123	23%	561	29%	266	24%	1005	29%	278	17%	1046	22%
Total	538	100%	1927	100%	1107	100%	3525	100%	1679	100%	4682	100%

DMC = developing member country, Lao PDR = Lao People's Democratic Republic, PRC = People's Republic of China.

Note: Mission to Philippines and other DMCs may also include staff development missions.

Source: OIST (from eTrip).

F. Accountability Mechanism in ADB Projects

33. The problem-solving function, led by the Special Project Facilitator (SPF), focuses on problem solving and finding satisfactory solutions to problems caused by ADB-assisted projects. The compliance review function, composed of the independent Compliance Review Panel (CRP), focuses on ADB's accountability with regard to whether it has or has not complied with its operational policies and procedures that directly, materially, and adversely affect local people. While in this Operational Review IED was unable to look at the quality of appraisal works (this is planned for next year's full SPS review), the occurrence of these cases can be one of proxy indicator for quality of works during project preparation.

34. **Problem-solving mechanism: OSPF.** The registry records complaints received and registered by the Office of the Special Project Facilitator (OSPF). Below are details of the complaints registry. From 2007 to 2014, the OSPF registered 38 complaints. Of these, 15 were received before the SPS and 23 after. Of the 38 complaints filed with the OSPF during this period, 10 met the OSPF's eligibility criteria (five pre-SPS and another five under SPS).

Table 13: Complaints Registry, 2007–2014

Year	DMC	Name of Project	Eligibility of Complaint
2007	CAM	Phnom Penh to Ho Chi Minh City Highway Project	Eligible
2009	KAZ	CAREC Transport Corridor I Investment Program	Eligible
2009	PAK	Rawalpindi Environmental Improvement Project (Sewage Treatment Plant Component)	Eligible
2009	PAK	Southern Punjab Basic Urban Services Project	Eligible
2009	PRC	Fuzhou Environmental Improvement Project	Eligible
2010	TAJ	Education Sector Reform Project	Eligible
2010	KGZ	CAREC Transport Corridor 1 (Bishkek-Torugart Road) Project 2	Eligible
2011	PHI	Visayas Base-Load Power Project	Eligible
2011	INO	Integrated Citarum Water Resources Management Investment Program	Eligible
2011	CAM	Rehabilitation of the Railway in Cambodia Project	Eligible
2007	NEP	Urban and Environmental Improvement Project	Not eligible
2009	INO	Integrated Citarum Water Resources Management Investment Program	Not eligible
2009	SRI	National Highways Sector Project	Not eligible
2009	AZE	Multitranchise Financing Facility Road Network Development Program	Not eligible
2009	AZE	East-West Highway Improvement Project	Not eligible
2009	PAK	Rawalpindi Environmental Improvement Project (Water Supply Component)	Not eligible
2009	PAK	National Trade Corridor Highway Investment Program	Not eligible
2009	PAK	National Trade Corridor Highway Investment Program	Not eligible
2009	PAK	North-West Frontier Province Road Development Sector and Subregional Connectivity	Not eligible
2009	IND	Himachal Pradesh Clean Energy Development Investment Program	Not eligible
2010	GEO	Sustainable Urban Transport Investment Program	Not eligible
2010	KGZ	Southern Agriculture Area Development Project	Not eligible
2010	KGZ	Technical Assistance: Regional Economic Integration in Central Asia – Stocktaking and Experience Sharing	Not eligible
2010	PHI	Power Sector Development Program	Not eligible
2010	KAZ	CAREC Transport Corridor I Investment Program	Not eligible
2011	KAZ	CAREC Transport Corridor I Investment Program	Not eligible
2011	IND	Kerala Sustainable Urban Development Project	Not eligible
2011	PAK	Proposed MFF National Trade Corridor Highway Investment Program - Hasanabdal-Havelian Section (Project 2)	Not eligible
2011	IND	North Eastern Region Capital Cities Development Investment Program	Not eligible
2012	IND	Kerala Sustainable Urban Development Project	Not eligible
2012	CAM	Rehabilitation of the Railway in Cambodia Project	Not eligible
2013	PAK	Emergency Reconstruction Project	Not eligible
2013	ARM	Zvartnots Airport Expansion Project (Phase 2)	Not eligible
2013	KGZ	CAREC Corridor 1 (Bishkek-Torugart Road) Project 3	Not eligible
2013	ARM	Zvartnots Airport Expansion Project (Phase 2)	Not eligible
2013	CAM	Rehabilitation of the Railway in Cambodia Project	Not eligible
2013	CAM	Rehabilitation of the Railway in Cambodia Project	Not eligible
2014	NEP	Secondary Towns Integrated Urban Environmental Improvement Project	Not eligible

ARM = Armenia, AZE = Azerbaijan, CAM = Cambodia, CAREC = Central Asia Regional Economic Cooperation, DMC = developing member country, GEO = Georgia, IND = India, INO = Indonesia, KAZ = Kazakhstan, KGZ = Kyrgyz Republic, MFF = multitranchise financing facility, NEP = Nepal, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, SRI = Sri Lanka, TAJ = Tajikistan.
Note: As of July 2014.

Source: <http://www.adb.org/site/accountability-mechanism/problem-solving-function/complaint-registry-year>

35. **Projects with eligible complaints filed with OSPF, 2007–2014.** The eligible complaints received involved projects on transport and ICT, water supply and sanitation, energy, education and multi-sector. Five were from CWRD countries (Pakistan, Tajikistan, Kyrgyz Republic and Kazakhstan), three

from SERD (Cambodia and Indonesia), and one each for PSOD (Philippines) and EARD (PRC). Complaints revolved around resettlement, information and consultation, compensation and land acquisition issues.

Table 14: Projects with Eligible Complaints, 2007–2014

Year	DMC	Dept	Sector	Name of Project
2007	CAM	SERD	Transport and ICT	Phnom Penh to Ho Chi Minh City Highway Project
2009	KAZ	CWRD	Transport and ICT	CAREC Transport Corridor I Investment Program
2009	PAK	CWRD	WOMIS	Rawalpindi Environmental Improvement Project (Sewage Treatment Plant Component)
2009	PAK	CWRD	WOMIS	Southern Punjab Basic Urban Services Project
2009	PRC	EARD	WOMIS	Fuzhou Environmental Improvement Project
2010	KGZ	CWRD	Transport and ICT	CAREC Transport Corridor 1 (Bishkek-Torugart Road) Project 2
2010	TAJ	CWRD	Education	Education Sector Reform Project
2011	CAM	SERD	Transport and ICT	Rehabilitation of the Railway in Cambodia Project
2011	INO	SERD	Multisector	Integrated Citarum Water Resources Management Investment Program
2011	PHI	PSOD	Energy	Visayas Base-Load Power Project

CAM = Cambodia, CAREC = Central Asia Regional Economic Cooperation, CWRD = Central and West Asia Department, DMC = developing member country, EARD = East Asia Department, ICT = information and communications technology, INO = Indonesia, KAZ = Kazakhstan, KGZ = Kyrgyz Republic, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, PSOD = Private Sector Operations Department, SERD = Southeast Asia Department, TAJ = Tajikistan, WOMIS = Water supply and other municipal infrastructure and services. Note: As of July 2014.

Source: <http://www.adb.org/site/accountability-mechanism/problem-solving-function/complaint-registry-year>

Table 15: Issues among Eligible Complaints

Issues of Complaint	No.
Resettlement	4
Compensation	2
Information	2
Consultation	1
Land acquisition	1
Total	10

Source: <http://www.adb.org/site/accountability-mechanism/problem-solving-function/complaint-registry-year>

36. **Compliance Review Panel cases.** Since 2007, only six projects received complaints under compliance review. These were projects on: transport and ICT in Cambodia, Kyrgyz Republic and Sri Lanka; on water supply and sanitation in the PRC and Nepal; on energy in India and Philippines; and a multisector project in Indonesia.

Table 16: Compliance Review Registry of Complaints, 2004–2014

Date received*	DMC	Dept	Sector	Project name
02-Dec-04	SRI	SARD	Transport and ICT	Southern Transport Development Project - Loan 1711-SRI (SF)
06-Dec-04	NEP	SARD	WOMIS	Melamchi Water Supply Project - Loan 1820-NEP(SF)
03-Jun-09	PRC	EARD	WOMIS	Fuzhou Environmental Improvement Project - Loan 2176-PRC
23-May-11	KGZ	CWRD	Transport and ICT	CAREC Transport Corridor I (Bishkek-Torugart Road) Project 1 - Grant 0123-KGZ
25-May-11	PHI	PSOD	Energy	Visayas Base-Load Power Development Project - Loan No. 2612-PHI
30-Jan-12	INO	SERD	Multisector	Integrated Citarum Water Resources Management Investment Program - Project 1 - Loans 2500 and 2501(SF)-INO
28-Aug-12	CAM	SERD	Transport and ICT	Rehabilitation of the Railway in Cambodia Project - Loan 2288 and Loan 2602/Grant 0187 (Supplementary)
17-Oct-13	IND	PSOD	Energy	Mundra Ultra Mega Power Project - Loan 2419-IND

CAM = Cambodia, CAREC = Central Asia Regional Economic Cooperation, CWRD = Central and West Asia Department, DMC = developing member country, EARD = East Asia Department, ICT = information and communications technology, IND = India, INO = Indonesia, KGZ = Kyrgyz Republic, NEP = Nepal, PHI = Philippines, PRC = People's Republic of China, PSOD = Private Sector Operations Department, SARD = South Asia Department, SERD = Southeast Asia Department, SF = Special Fund, SRI = Sri Lanka, WOMIS = Water supply and other municipal infrastructure and services.

Source: <http://compliance.adb.org/dir0035p.nsf/alldocs/BDAO-7XGAWN?OpenDocument>