

**Consultations with Stakeholders from Singapore, Brunei Darussalam and  
Hong Kong, China on “Road to 2030”: ADB’s New Strategy  
Note-to-File**

**A. Introduction**

1. ADB’s Strategy and Policy Department (SPD) conducted a series of consultations with government officials from Singapore, Brunei Darussalam and Hong Kong, China during 16 November to 7 December 2016 to discuss ADB’s preliminary thinking on its new strategy.<sup>1</sup> Participants supported the broad directions of the proposed strategy, and appreciated ADB’s efforts to seek feedback from stakeholders during the early stage of the strategy formulation process. Participants’ key comments are summarized below.

**B. Main Inputs from Stakeholders**

2. **ADB’s strategic agendas, value addition and engagement principles.** The three strategic agendas supporting ADB’s future vision—particularly inclusiveness and resilience—already seem to be incorporated in ADB’s current work. The new strategy should concretely spell out how these agendas will be pursued going forward, including what ADB will do on ensuring financial and social inclusion.

3. ADB should appreciate the value of its brand equity. ADB can make the best use of it when catalyzing private financing for development, facilitating transfer of knowledge and technology across the region, and supporting regional cooperation and integration (RCI).

4. While many DMCs have achieved considerable progress in poverty reduction and infrastructure development, ADB should still help these DMCs address vulnerabilities and enhance resilience. ADB should support DMCs on disaster risk management, development of physical assets, and improvements in policies and institutional capacities as they are all required to enhance DMCs’ resilience.

5. There remains a huge infrastructure gap in the region and there is clear funding need from the demand side. What is lacking is the intermediation between supply and demand for infrastructure—and this is where ADB could play a bigger role. Catalyzing and mobilizing financing should be pursued in this area.

6. Infrastructure finance in Asia is still dominated by the public sector. ADB should help DMCs change this norm, and highlight the role of private sector in infrastructure finance. Singapore, as a financial center of Asia, could partner with ADB in this regard.

7. ADB has correctly pointed out the key drivers underpinning the development landscape of Asia. For instance, the growing diversity of countries is recognized and ADB’s plan to have a more differentiated approach to supporting these countries is very appropriate.

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<sup>1</sup> SPD consulted with (i) Singapore officials on 16 November 2016 in Singapore, (ii) Brunei Darussalam officials on 6 December in Manila (via teleconference), and (iii) Hong Kong, China officials on 7 December 2016 in Manila (via teleconference). SPD Director General Indu Bhushan led the meeting with Brunei Darussalam, and Deputy Director General Tomoyuki Kimura led the discussions with Singapore and Hong Kong, China. Other SPD team members who participated in the meetings were Masayuki Tachiiri, Senior Strategy and Policy Specialist, and Jane Barcenas-Bisufa, Strategy and Policy Officer.

8. ADB's role in brokering RCI in Asia is very important and much appreciated. It should continue to play this role to further advance collaboration among countries in the region.
9. DMCs are facing more complicated development challenges, including urbanization. These challenges require assistance that uses thematic approach covering multiple sectors. ADB could play an important role in brokering regional experiences and lessons; and could add value by interpreting such experiences and tailoring them in the specific country contexts. Singapore would be interested to contribute to discussions on addressing Asia's challenges particularly urbanization.
10. Instead of defining core and non-core sectors of operations, ADB should respond to challenges that are affecting each DMC. However, ADB also needs to focus on areas of comparative advantage to maximize efficiency of its operations.
11. **Policies, business processes, products and organization.** ADB's plan to revise its graduation policy is a good step forward. While many countries have achieved higher income status, some of them continue to be vulnerable and are still faced with various development challenges. Introducing flexibility on the graduation policy will be useful for these countries.
12. ADB has been a good and reliable partner for its client countries. However, ADB should build up and strengthen its internal capacity to be able to meet the changing needs of its clients and facilitate knowledge transfer. It should also consider more flexibility in implementing technical assistance, i.e., allowing countries to decide on consultant selection.
13. Countries being able to use their own capabilities and systems could contribute to successful delivery of projects. ADB should then continue to strengthen countries' capacities so that they could eventually use their own systems.
14. Collaboration among development partners is very important. ADB will not be able to address all the needs and challenges of countries so its efforts should be complemented with those of other partners.
15. For the new corporate results framework, ADB should ensure that indicators are kept simple, easy to monitor, and they should clearly assess outcomes across all areas of operations (including RCI) to gauge whether ADB's resources have been well-allocated. ADB should also need to preserve some of the existing indicators in the current results framework to ensure continuity of the results.

## **List of Persons Consulted**

### **Singapore**

1. Mr. Alvin Lim, Director, International Directorate, Ministry of Finance
2. Ms. Serene Ong, Head, International Directorate, Ministry of Finance
3. Mr. Edmund Ng, Associate, International Directorate, Ministry of Finance
4. Mr. Tan Shuo Xian, Manager, Project Development Division, Ecosystem Development Group, International Enterprise Singapore

### **Brunei Darussalam**

1. Mr. Nizam Ismi, Director, Research and International Division, Ministry of Finance
2. Ms. Nadiah Bakar, Finance Officer, Research and International Division, Ministry of Finance
3. Ms. Atiqah Yassin, Finance Officer, Research and International Division, Ministry of Finance

### **Hong Kong, China**

1. Ms. Kyle Hung, Head (External), Hong Kong Monetary Authority
2. Ms. Melissa Chan, Manager (External), Hong Kong Monetary Authority
3. Ms. Georgina K.C. Lok, Senior Manager (External), Hong Kong Monetary Authority