About the Event
To mark its 10th anniversary, Independent Evaluation at the Asian Development Bank (ADB) will host a learning event from 9 to 10 September 2014. The event will explore and facilitate the vital links involving evaluation, learning, innovation, and change in the context of key development challenges facing Asia and the Pacific—inequality and environmental sustainability.

A recent study from Independent Evaluation highlighted that given the complexity of these challenges, innovation and risk taking in addressing them must be encouraged, and evaluation, while ensuring rigor, needs to reinforce this. For this reason, it is important that development practitioners (including from evaluation), policy makers, and representatives from the corporate sector and academia have opportunities to share lessons and successful approaches relating to topics like inclusive growth and jobs, climate change and disaster resilience, governance, knowledge sharing, and innovation. The learning event provides such an opportunity.

Objectives
Participants will gain an understanding of the challenges and opportunities associated with using evaluation as an instrument to promote organizational learning, innovation, and change. There will also be many opportunities to share good practices and lessons learned from within the development community, the corporate sector, and academia.
### PROGRAM AT A GLANCE

#### DAY 1  ■  9 September  ■  Auditoriums C-D

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<td>9:00–10:30</td>
<td><strong>INNOVATION AND CHANGE IN ASIA</strong></td>
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<td><strong>Opening Remarks and Moderator</strong></td>
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<td><strong>Vinod Thomas</strong>, Director General, Independent Evaluation at the Asian Development Bank (ADB)</td>
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<td><strong>Sanjay Pradhan</strong>, Vice President, Leadership, Learning and Innovation, World Bank Group</td>
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<td><strong>Alexia Latortue</strong>, Deputy Assistant Secretary, International Development Policy, US Treasury</td>
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<td><strong>COFFEE BREAK</strong></td>
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<td><strong>Bart Édes</strong>, Director, Poverty Reduction, Social Development, and Governance, ADB</td>
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<td><strong>Kouqing Li</strong>, Director General, Asia-Pacific Finance and Development Center, Ministry of Finance, People's Republic of China</td>
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<td><strong>Rogier van den Brink</strong>, Lead Economist, Poverty Reduction and Economic Management Department, World Bank</td>
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<td>1:00–2:30</td>
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<td>2:30–4:30</td>
<td><strong>EVALUATION AND INNOVATION IN ASIA</strong></td>
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<td><strong>Book Launch: Evaluation for Better Results</strong></td>
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<td><strong>Rachel Meghir</strong>, Director, Evaluation Department, Council of Europe Development Bank</td>
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<td><strong>Robert Picciotto</strong>, Visiting Professor, International Development Institute, King’s College London, United Kingdom</td>
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<td><strong>Keiichi Muraoka</strong>, Director General, Evaluation Department, Japan International Cooperation Agency</td>
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<td><strong>Joseph Eichenberger</strong>, Chief Evaluator, European Bank for Reconstruction and Development</td>
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<td>5:00–6:30</td>
<td><strong>COCKTAIL RECEPTION (Executive Dining Room)</strong></td>
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## DAY 2  ■  10 September  ■  Auditoriums C-D

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<td>9:00–10:00</td>
<td><strong>REGISTRATION</strong> <em>(morning snacks available)</em></td>
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| 10:00–12:00 | **NATURAL HAZARDS AND CLIMATE CHANGE**  
*Moderator*  
Karen Davila, Broadcast Journalist, ABS-CBN, Philippines  
*Expert Speakers (Panel)*  
Mohan Munasinghe, Founding Chairman of the Munasinghe Institute of Development, Sri Lanka  
Loren Legarda, Senator, Republic of the Philippines  
Jose Ramon Villarin, President, Ateneo de Manila University, Philippines  
Brahma Chellaney, Professor of Strategic Studies, Center for Policy Research, India |
| 12:00–1:30 | **LUNCH** *(Executive Dining Room)*                                                          |
| 1:30–3:30 | **INNOVATIONS IN GOVERNANCE**  
*Moderator*  
Solita Monsod, Professor Emerita, University of the Philippines and former Secretary of Socioeconomic Planning, Philippines  
*Expert Speakers (Panel)*  
Tony Kwok, Former Deputy Commissioner, Hong Kong Independent Commission Against Corruption and International Anticorruption Specialist  
Orchibat Chuluunbat, Vice Minister of Economic Development, Mongolia  
Vinay Bhargava, Chief Technical Advisor, Partnership for Transparency Fund, USA  
Bruno Carrasco, Director, Public Management, Financial Sector, and Trade Division, South Asia Department, ADB |
| 3:30–4:00 | **COFFEE BREAK**                                                                             |
| 4:00–5:00 | **AWARD CEREMONY FOR RECOGNIZING SELF-EVALUATION REPORTS**  
*Presenter*  
Zhongjing Wang, Chair, Development Effectiveness Committee, ADB  
**VOTE OF THANKS** |

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Innovation and Learning in a Changing Asia
Innovation and Learning in a Changing Asia
Innovation and Change in Asia

Asia and the Pacific are confronted with increasingly complex development challenges. Responding to those challenges calls for innovation, a willingness to take risks, and learning from past experiences through evaluation. To highlight the role of innovation and learning, Independent Evaluation at the Asian Development Bank (ADB) will host an international forum featuring a range of distinguished speakers and participants from the development community, governments, academe, and the private sector. The invited speakers will share their thoughts on the importance of innovation and learning across a number of topics, including the role of the private sector in promoting inclusive growth; new approaches to knowledge sharing; increasing the region’s resilience to natural hazards and climate change; and innovative approaches to governance.

The first session sets the stage for the two-day Independent Evaluation event. It features enormous experience and thoughts on Asia, multilateral development banks, and ADB. Drawing on their experience in innovation and learning, the three speakers will talk on what characterizes a learning organization and steps that might promote a learning culture.

The objective of the session is to gain an understanding of the challenges and opportunities of using evaluation as an instrument to promote organizational learning, innovation, and change, and to share good practices and lessons learned from within the development community, the corporate sector, and the academia. The session will be guided by some key questions:

- Asia has been experiencing a historic economic transformation over the past four decades, but is also facing daunting challenges. What have been some of the key driving forces behind Asia’s success? What has been the role of innovation? Also, how can learning and knowledge sharing be related to the results agenda, evaluation, and actually getting better results on the ground?

- How can ADB best partner with countries in the region to move the agenda forward on innovation in problem solving? Are there useful lessons across the regions of the world and across multilateral banks like the World Bank and ADB?

- How can evaluation contribute to establishing a learning culture and how can this make a real difference to development effectiveness? What are the key characteristics of a learning organization?
In Asia and the Pacific, eradicating poverty remains a huge challenge despite stellar economic growth performance. Amid high growth, the region remains home to about 70%–80% of the world’s poor in the late 2000s. Income inequality has also been rising in many Asian countries. Inequality is detrimental to stability, investment, and growth. Sustained growth requires that the poor share in and benefit from the growth process. Productive employment and other income opportunities provide the main way out of poverty and a means to improve living standards. The private sector, which provides some 90% of jobs in developing countries, is at the core of any effort to create jobs.

The learning session will examine the conceptual and operational underpinnings of the linkage between employment and inclusive growth, and what governments and international financial institutions can do to promote the creation of economic opportunities and quality jobs, particularly for the poor.

Specifically, the session will examine the following key questions:

- What is inclusive growth and why does it matter? Is there a need to rethink economic growth models?
- What are the key components of inclusive growth strategies?
- What is the role of productive employment for inclusive growth?
- How should labor market policies be designed to support both growth and more inclusion? How can the private sector be tapped to help generate employment opportunities particularly for the poor and vulnerable?

**Date and Time**
9 September 2014
11:00 a.m. – 1:00 p.m.

**Expert Speakers (Panel)**
Ravi Kanbur
Professor, Cornell University, USA

Kouqing Li
Director General, Asia-Pacific Finance and Development Center, Ministry of Finance, People’s Republic of China

Rogier van den Brink
Lead Economist, Poverty Reduction and Economic Management Department, World Bank

Hyun Son
Principal Evaluation Specialist, Independent Evaluation at ADB

**Moderator**
Bart Édes
Director, Poverty Reduction, Social Development, and Governance, ADB

**Recent Evaluations**

Download
adb.org/documents/adbs-support-inclusive-growth

Download
adb.org/documents/thematic-evaluation-study-adb-private-sector-operations-contributions-inclusive-and-enviro
Evaluation and Innovation in Asia

This session will have two main activities: (i) the launch of the book on Evaluation for Better Results to celebrate 10 years of independent evaluation at ADB and (ii) an expert panel discussion on evaluation and innovation in Asia.

Independent Evaluation at ADB will introduce the book, which offers a collection of papers from distinguished development practitioners and evaluators around the world on evaluation-related challenges, approaches, and capacity development. It highlights that evaluation for better results requires connecting with development challenges in a changing development context, focusing on and measuring outcomes, and proposing lessons and solutions to improve results. The book also shares the journey to organizational and financial independence of evaluation at ADB and the transformation in evaluation approaches to support accountability and learning.

The second activity—an expert panel discussion on evaluation and innovation in Asia—will tackle the need for encouraging innovation in an increasingly dynamic and complex development context. Past development problems, such as income inequality, groundwater depletion, and quality of education, remain intractable. Old solutions no longer suffice. New challenges have also emerged such as rapid urbanization, climate change, and rising incidence of non-communicable diseases, to name a few.

Innovation involves encouraging new ideas and putting promising concepts to the test. Venturing into the new and unknown is risky and the payoff is rarely immediate. While the goals of innovation might be well defined, the path to achieving them is less clear. Little is known about what will work, where, under what conditions, how, and with whom. Value comes from activities that are able to make breakthroughs, as well as from learning from failures and successes. Taking risks and accepting missteps are part of experimenting with innovations. Also important is the critical role that country, institutional, and policy contexts play in shaping the impact of innovation on society.

Many traditional evaluation methods, however, tend to inhibit rather than encourage innovation. Evaluation approaches based mainly on assessing the extent to which programs have achieved...
predetermined objectives can penalize those that fall short of achieving these objectives. The result is a disincentive to innovate to find solutions to development problems. How to deal with this issue is the subject of the panel discussion.

- Given a dynamic and complex development context, how can the role of evaluation in learning and accountability motivate/not motivate greater innovation in operations?

- What evaluation techniques are suited for assessing innovation in operations? In this regard, what can the experiences of multilateral and bilateral organizations offer in encouraging innovation in public and private sector operations?

- In what ways can evaluators fill the role of a strategic learning partner in innovative programs and projects?
Over the past 3 decades, the number of disasters worldwide triggered by extreme natural events has been increasing dramatically. Disasters such as floods and storms have accounted for the bulk of the increase, less so disasters with geophysical causes, such as earthquakes and volcanic eruptions. Thus the global incidence of major floods tripled from about 50 per year in the 1980s to 150 per year in the 2000s. Two major drivers account for much of the increase: one is population growth combined with lagging economic growth, manifested in increasing population densities in low lying areas vulnerable to hazards, poorly managed urbanization and rural land use, and deforestation on hill slopes leading to erosion and faster runoff. The other driver is global warming, with a slowly rising sea level and increased frequency of extreme events such as heat waves, storms, rain spells and droughts, with higher risks of landslides, floods, fires, and pests.

Asia and the Pacific generated almost 25% of the world’s gross domestic product (GDP) during 1980–2009, but it accounted for 38% of global economic losses due to natural disasters during this period. People living in the Asia-Pacific region are now four times more likely to be affected by natural disasters than those living in Africa, and 25 times more likely than those living in Europe or North America.

Policy makers, governments, and communities need to recognize that natural disasters are becoming more and more endemic in Asia and the Pacific and can derail economic growth and development. A two-pronged approach is needed, calling for systematic disaster prevention, preparedness, and climate change mitigation measures together with strengthened capacity for efficient disaster recovery. Disaster prevention and mitigation are highly cost-effective; one estimate is that $1 invested today in disaster risk reduction saves $4 or more in relief and rehabilitation costs in the future.

The session will explore experiences and approaches on the current situation surrounding climate finance that remains tilted toward supporting greenhouse gas mitigation. Increasing scientific concerns and empirical evidence point to the need for greater attention towards climate change adaptation, disaster risk management, and management of environmental degradation.

The session will tackle the following:

- Whether or not it is important to balance concerns for, and address trade-offs and synergies between economic development and climate change management
- Whether or not addressing adaptation deficit from observed climate variability and change and other
natural hazards (traditionally in the realm of disaster risk management), ought to be prioritized over adaptation deficit from likely anticipated future climate change

- What policies, regulations, and institutions are required to manage increased frequency and intensity of natural disasters?

- What efforts are required to ascertain that adequate resources are available and can be used effectively to manage natural disasters, whether or not caused by climate variability and change? (Note that financial resources could come from a mix of climate funds, disaster risk management trust funds, internal budgets of governments, bilateral and multilateral sources, private sector)

- What mechanisms are required to monitor and track expenditures on managing natural disasters, whether or not caused by climate variability and change?

- What mechanisms are required to monitor effectiveness in dealing with managing natural disasters, whether or not caused by climate variability and change?
Innovation and Learning in a Changing Asia

Innovations in Governance

Governance lies at the heart of numerous challenges and opportunities in Asia and the Pacific. Rapid growth has lifted millions out of poverty, and yet many countries face governance deficits that hold back their economies and citizens from reaching their full development potential. Strengthening core government functions is particularly difficult in small-island and fragile and conflict-affected states. Meanwhile, among the growing number of middle income countries, improved service delivery and more inclusive growth are now key policy and governance challenges. Alongside these issues are efforts to curb corruption, improve enabling environments for private sector development, maximize use of information and communication technology (ICT), and better engage civil society.

Governments, nongovernmental organizations, and ordinary citizens across the globe are experimenting with and applying a range of new approaches, instruments, and technologies to strengthen various aspects of governance and change the way governments and citizens interact, to improve development effectiveness.

Against this background, the session will explore, through the perspectives of panelists and through open discussion, experiences and approaches to innovating governance, including in the areas of anticorruption, private sector development, civil society, and ICT and e-Government. Some important questions will guide the session:

- What innovative approaches can be taken to improve accountability and control corruption?
- How can ICT be leveraged for better governance and improved service delivery?
- How are governments innovating to improve enabling environments for private enterprise, investment, and development?
- How can civil society play a stronger role in demanding and supporting better governance?
- What is the role of international financial institutions like ADB in fostering these innovations?

Date and Time
1:30 p.m. – 3:30 p.m.
10 September 2014

Expert Speakers (Panel)
Tony Kwok
Former Deputy Commissioner, Hong Kong Independent Commission Against Corruption and International Anticorruption Specialist

Orchibat Chuluunbat
Vice Minister of Economic Development, Mongolia

Vinay Bhargava
Chief Technical Advisor, Partnership for Transparency Fund, USA

Bruno Carrasco
Director, Public Management, Financial Sector, and Trade Division, South Asia Department, ADB

Moderator
Solita Monsod
Professor Emerita, University of the Philippines School of Economics and former Secretary of Socioeconomic Planning, Philippines
Quality self-evaluations can be an important feedback mechanism for operational departments to help strengthen ADB’s future projects and programs. In recognition, Independent Evaluation at ADB will award well-prepared project completion reports (PCRs) for sovereign projects and extended annual review reports (XARRs) for nonsovereign projects in key operational sectors.

Candidates for the awards are drawn from the PCRs and XARRs that were validated independently in 2012 and 2013. These cover 126 PCRs from ADB’s five regional departments and 23 XARRs prepared by its Private Sector Operations Department.

There will be five PCR Awards and two XARR awards. Winners are determined based on

- quality of presentation
- quality of evidence, analysis, and assignment of ratings
- quality of lessons and recommendations
**Takehiko Nakao** is the President of ADB and the Chair of ADB’s Board of Directors. He assumed office in April 2013. Before joining ADB, he was the Vice Minister of Finance for International Affairs at the Ministry of Finance of Japan. In a career spanning more than 3 decades, Mr. Nakao has gained extensive experience in international finance and development. He joined Japan’s Ministry of Finance in 1978. From 1994 to 1997, he served as Economist and Advisor at the International Monetary Fund. He was assigned as Minister at the Embassy of Japan in Washington, DC between 2005 and 2007. In 2010 and 2011, he was a visiting professor at the University of Tokyo. He has published books and numerous papers on financial and economic issues.

**Sanjay Pradhan** leads the leadership, learning and innovation for development agenda of the World Bank Group. He played a leading role in the recent change process at the World Bank Group. He is also a member of the President’s Senior Management Team. Previously, Mr. Pradhan was the Vice President leading the World Bank Institute where he championed the open development agenda centered around knowledge and learning, collaboration, and innovation. He is a recognized authority on governance and anticorruption issues, having served as the World Bank’s Director for Governance. Mr. Pradhan has a distinguished research record with extensive experience working in South Asia, Europe and Central Asia, and East and West Africa. He has authored numerous publications and was a principal author of the 1997 World Development Report, *The State in a Changing World*. He has addressed major high-level forums including the European Parliament, the British House of Commons, the BBC World Debate, and TED.

**Alexia Latortue** is the Deputy Assistant Secretary for International Development Policy at the US Treasury. Previously, she was Deputy CEO of the Consultative Group to Assist the Poor (CGAP), housed at the World Bank and dedicated to advancing financial inclusion to improve the lives of the poor. At CGAP since 2002, she moved to Washington, DC after spending four years running CGAP’s Paris office. From Europe, she led CGAP’s aid effectiveness work with a diversity of donors and investors, including multilateral development banks. Prior to that Ms. Latortue served in several development-related positions including director of a technical assistance program in Haiti. She grew up in West Africa and Austria, and she has worked in developing countries around the world.

**Vinod Thomas** is Director General of Independent Evaluation at ADB. Reporting to ADB’s Board of Directors, he leads the team that assesses ADB’s development effectiveness and provides lessons to inform actions. He is responsible for evaluating policies, programs, projects, and technical assistance as well as thematic issues at the regional, country, and sector levels. Prior to this, he was the Director General and Senior Vice-President of the Independent Evaluation Group at the World Bank. Among his numerous publications are *Multilateral Banks and the Development Process: Vital Links in the Results Chain* (with Xubei Luo), *The Quality of Growth, Development Imperatives for the Asian Century* (with Peter Petri), and *Climate-Related Disasters in Asia and the Pacific* (with Jose Ramon Albert and Rosa Perez).
**Ravi Kanbur** is ranked in the top 0.5% of academic economists in the world. He is T. H. Lee Professor of World Affairs at Cornell University. He has served on the senior staff of the World Bank, including as Resident Representative in Ghana, Chief Economist of the African region, and Principal Adviser to the Chief Economist of the World Bank. He has also served as Director of the World Bank’s World Development Report. His vita lists over 250 publications and he has published in the leading economics journals such as *American Economic Review, Journal of Political Economy, Review of Economic Studies, Journal of Economic Theory,* and *Economic Journal.* His latest book is *International Development: Ideas, Experience and Prospects.* The honors he has received include an Honorary Professorship at the University of Warwick. He is the current President of the Society for the Study of Economic Inequality.

**Kouqing Li** is the President of the Shanghai National Accounting Institute (SNAI). He is also the Director General of the Asia–Pacific Finance and Development Center (AFDC), which promotes evaluation capacity building for the international community through training workshops, academic research, and network building. Prior to this, he became Vice President of SNAI in 2003, and Executive Deputy Director General of AFDC in 2007. He started teaching in 1988 at the Department of Economics and Trade of the Shanghai University of Finance and Economics and earned his professorship in 2000. Among his numerous publications are *Customer Value Advantage Theory* and *Economic History of New China.* In 2012, Li translated *The Road to Results* into Chinese (with the AFDC team)—the first book on development evaluation in the People’s Republic of China.

**Rogier van den Brink** is Lead Economist in the Poverty Reduction and Economic Management Department, East Asia and Pacific Region of the World Bank. He is currently the Lead Economist for the Philippines. He has been with the World Bank since 1992. Before joining the East Asia Region, he worked in various positions in the Africa region, including as Senior Country Economist in South Africa, Deputy Resident Representative in Zimbabwe, and Special Assistant to the Vice Presidents. His academic article, “The Economics of Cain and Abel” about the eternal conflict between herders and farmers in *The Journal of Development Studies,* February 1995, was awarded the Dudley Seers Memorial Prize for the best written article in the *Journal of Development Studies* of the year.

**Hyun H. Son** is currently a Principal Evaluation Specialist at Independent Evaluation at ADB. Prior to joining ADB in 2007, she was a Poverty Economist/Specialist at the United Nations Development Programme. She also worked for the World Bank in Washington, DC and held an academic position at Macquarie University in Sydney, Australia. She has published extensively on poverty, inequality, pro-poor growth, inclusive growth, education and health, and public policies. In particular, her proposed measures of pro-poor growth published in *Economics Letters* and *Review of Income and Wealth* are widely applied by policymakers and researchers. Similarly, her proposed measure of aggregating growth rates, published in *Oxford Bulletin of Economics and Statistics,* is widely cited by practitioners in this field. She was also a guest editor of the special issue on transitional economies for the *Journal of Asian Economics.* She has recently written a book, *Equity and Well-Being: Measurement and Policy Practice,* published by Routledge of the Taylor & Francis Group.
Bart W. Édes is Director of ADB’s Poverty Reduction, Social Development, and Governance Division, and Chair of ADB’s Social Development and Poverty Community of Practice. In previous ADB assignments, Mr. Édes also oversaw ADB work promoting women’s empowerment in operations and led the development of ADB’s Public Communications Policy. Between 1994 and 2000, Mr. Édes managed communications at SIGMA, a joint initiative of the European Union and the OECD providing support on public governance reform to countries in transition. In earlier roles, Mr. Édes has worked as a journalist, policy analyst, and specialist on international trade and foreign direct investment.

Zhongjing Wang is Executive Director for the People’s Republic of China at ADB and Chair of the Development Effectiveness Committee since October 2012. Under his leadership, the committee assists the Board of Directors to carry out its responsibility of ensuring that ADB’s programs and activities achieve development effectiveness. Prior to this, he was Deputy Director General at the International Department of the Ministry of Finance and worked in the State Administration Taxation of the People’s Republic of China.

Robert Picciotto, former Vice President of Corporate Planning and Budgeting and former Director General of the Independent Evaluation Group at the World Bank, is currently Visiting Professor at the International Development Institute (King’s College London). He is a member of the Academy of Social Sciences. A former member of the United Kingdom Independent Advisory Committee on Development Impact (2006–2010), he currently serves on the boards of the United Kingdom Evaluation Society and the European Evaluation Society. Among his publications are Global Development and Human Security (2010, with Funmi Olonisakin and Michael Clarke) and Impact of Rich Countries’ Policies on Poor Countries (2004, with Rachel Weaving).

Rakesh Nangia is a Vice President and the Evaluator General of Independent Development Evaluation at the African Development Bank (AfDB). Since his appointment in January 2012 as Evaluator General, he has led the formulation and implementation of the independent evaluation strategy, which seeks to strengthen the evaluation function at AfDB, enhance outreach to stakeholders, and promote the use of evaluation to inform policy development and programming. Mr. Nangia has more than 25 years of experience in development work. Prior to joining the AfDB, he was the Director of Strategy and Operations for the Human Development Network at the World Bank. At the World Bank, he served in many different capacities including Acting Vice President for the World Bank Institute (2007–2009) and Manager, Portfolio and Country Operations, in Vietnam (2001–2006). Before moving to Vietnam, Mr. Nangia was based in Tanzania (1998–2001).
Keiichi Muraoka is the Director General of the Evaluation Department of the Japan International Cooperation Agency (JICA). He joined JICA in 1980 and has been appointed to numerous management positions in the agency, serving as Director General of the JICA Kyshu International Center and Deputy Director General of the Public Policy and Administration Department prior to his current post. He also served as First Secretary in the Permanent Mission of Japan to the United Nations and Second Secretary in the Embassy of Japan in Egypt.

Joseph Eichenberger was appointed Chief Evaluator of the European Bank for Reconstruction and Development in January 2011. From 2006 until 2009 he was Vice President of Regional and Country Operations and Policy at the African Development Bank in Tunis, covering country strategies, the Bank’s network of field offices, operational policy issues, quality and results management, and operational procurement. Previously he was Vice President for Operations at the Asian Development Bank in Manila, Philippines. He was responsible for strategy and operations delivery in 27 Asian countries, including China, Indonesia and Central Asia, and bankwide operational procurement. Mr. Eichenberger joined the Asian Development Bank from the U.S. Treasury Department, where he started as an International Economist in 1982. He was Director of the Office of Multilateral Development Banks between 1994 and 2001.

Rachel Meghir was appointed Director of the Evaluation Department of the Council of Europe Development Bank in 2009. She joined the bank in 1992 as Country Manager, gaining operational and field experience in project design, appraisal, and supervision. Prior to this, she worked for 5 years at the Development Centre of the Organisation for Economic Co-operation and Development, where she was in charge of the Research Programme “Financing of Development.” She contributed to international workshops and conferences, published several articles, and co-authored the general synthesis of the case studies, Financial systems and Development: What Role for the Formal and Informal Financial Sectors? (OECD Development Centre Studies, Paris 1991).

Mohan Munasinghe is the Founder Chairman of the Munasinghe Institute of Development in Colombo, Sri Lanka. He served as Vice Chair of the Intergovernmental Panel on Climate Change, which received the 2007 Nobel Peace Prize. He is also KIVA Guest Professor of Sustainable Development, Darmstadt University, Germany; Visiting Professor at the Vale Sustainable Development Institute, Federal University of Para, Brazil; and Distinguished Guest Professor, Peking University, China. He served as Senior Energy Advisor to President of Sri Lanka; Advisor to United States President's Council on Environmental Quality; Senior Advisor/Manager, World Bank; Director-General, Sustainable Consumption Institute, Manchester University, UK; and Chancellor, International Water Academy, Oslo. He has won many international research awards, and authored 97 books and about 400 technical papers.
**Loren Legarda** is a Senator of the Philippines. She is the author and sponsor of landmark laws on environmental protection, disaster risk management, and climate change, such as the Clean Air Act, Solid Waste Management Act, Disaster Risk Reduction and Management Act, Climate Change Act, and People’s Survival Fund Law. In 2000, the World Economic Forum named her as among the Global Leaders for Tomorrow. She is a United Nations Environment Programme Laureate and named in the Global 500 Roll of Honor for 2001. In 2008, the UN Office for Disaster Risk Reduction appointed her as disaster risk reduction and climate change adaptation champion for Asia-Pacific. She is the only Senator who has received both the Ten Outstanding Young Men of the Philippines and The Outstanding Women in the Nation’s Service awards.

**Jose Ramon Villarin** is the President of Ateneo de Manila University in the Philippines. He is currently the Chair of the Manila Observatory, a scientific research institute, and a member of the Advisory Board and the National Panel of Technical Experts of the Philippine government’s Climate Change Commission. He was a member of the Intergovernmental Panel on Climate Change (IPCC), which received a Nobel Peace Prize in 2007. In 2002, his book *Disturbing Climate* was given an Outstanding Book Award and in 2000, he was declared a National Outstanding Young Scientist, both by the National Academy of Science and Technology, Philippines.

**Brahma Chellaney** is a geostrategist on international affairs. He is presently a Professor of Strategic Studies at the independent Center for Policy Research in New Delhi; a Fellow of the Robert Bosch Stiftung in Berlin; and an affiliate with the International Centre for the Study of Radicalization at King’s College London. He has served as a member of the Policy Advisory Group headed by the foreign minister of India. He has held appointments at Harvard University, the Brookings Institution, the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University, and the Australian National University. His latest books focus on the geopolitics of natural resources, especially water. These include *Water, Peace, and War: Confronting the Global Water Crisis* (Rowman & Littlefield); and *Water: Asia’s New Battleground* (Georgetown University Press). He received the Bernard Schwartz Award in 2013 at the Asia Society, New York.
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Tony Kwok is former Deputy Commissioner and Head of Operation of Hong Kong’s Independent Commission Against Corruption (ICAC) and is an international anticorruption specialist. He joined ICAC shortly after its inception in 1975, and hence had participated in the successful battle in transforming Hong Kong from a most corrupt place to one of the cleanest. Since his retirement, he has been invited to 25 countries as an anticorruption expert. He served as the Chief Advisor to the EU’s 3M Euro Corruption Prevention Project in the Philippines in 2005–2007; ADB Lead Consultant for a Country Governance Assessment in Mongolia in 2008; and International Expert appointed by ADB to review the ADB–OECD Anticorruption Initiative for the Asia Pacific in 2009. In 2003, he launched the world’s first international postgraduate certificate course in corruption studies at the University of Hong Kong, as its Honorary Course Director and Adjunct Professor.

Orchibat Chuluubat has been a part of the Government of Mongolia since 2000. He is the Vice Minister of Economic Development in Mongolia, having been appointed to the position in 2012. He has also served as a Member of Parliament, Member of the National Security and Foreign Policy Standing Committee, and Member and Head of the Fiscal Policy Standing Committee from 2008-2012. Prior to this, he worked as a trader at Sales Capital Market Enterprise, New York, from 1996 to 2000 and was the First Deputy Governor of the Bank of Mongolia. He was also affiliated with the International Bank of Moscow, Russian Federation as Senior Advisor and Senior Dealer from 1987 to 1990.
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Bruno Carrasco first joined ADB in 1993 as a Young Professional. In 2003, he served as Principal Financial Economist in the South Asia Department. He became Director of Country Coordination and Regional Cooperation in 2008. Two years later he was appointed Director of Public Management, Financial Sector, and Trade Division. During 2000–2003, he was on leave and worked as Senior Economist at the European Central Bank. Mr. Carrasco is currently Co-chair of ADB’s Governance Community of Practice.

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About the Asian Development Bank

ADB’s vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region’s many successes, it remains home to approximately two-thirds of the world’s poor: 1.6 billion people who live on less than $2 a day, with 733 million struggling on less than $1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

About Independent Evaluation at the Asian Development Bank

The Independent Evaluation Department evaluates the policies, strategies, operations, and special concerns of ADB relating to organizational and operational effectiveness. It contributes to development effectiveness by providing feedback on performance and through evaluation lessons.