

ADB INSTITUTE

THE 2003 YEAR IN REVIEW

A Report to Our Stakeholders

April 2004

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Things started quietly for ADB Institute in early 2003. We needed to spend some time reassessing the general directions of our work, the way we did our work inside ADBI, and our staffing arrangements. The first months of the year were a time of transition as some people left, and we began the process of recruiting their replacements.

We also needed sufficient time to reflect upon and prepare a new strategy paper to guide us in the coming years. We discussed an early version of "New Directions" with the ADBI Advisory Council in April, but it took another four months until August before a revised version ("ADBI Plans: The Period Ahead") was discussed at an informal ADB Board seminar in Manila. That was an important step. It helped build confidence that ADBI was thinking carefully about the period ahead. Also, early in the year, we started a weekly internal newsletter about staff activities, which has been very useful.

We began to have some new staff arrivals by the middle of 2003. Building on the new arrivals, we were able to make plans to recruit more staff later in the year. In addition, the e-Newsline and CD-ROM review programs got underway, and our CBT program began to gather strength. In the Research area we recruited some external research workers, and laid down plans for seminars and conferences later in the year. Around August, we began work on the Three Year Rolling Work Program.

Activities in the ADBI really began to pick up towards the end of the year. There were quite a few workshops and conferences, and many of us were busy working on these. We can be happy with the work that the ADBI did in this area. Many people -- almost everybody -- got involved in helping run these events. The ADBI and its support staff is really very good at organizing workshops and conferences.

In December, an important event was the anniversary conference opened by President Chino. The president was clearly very interested in the topic of the conference, microfinance, and prepared a detailed paper which reflected his close attention to the issue. The following week several of us went to Manila to meet the ADB Board of Directors to present the Three Year Rolling Work Program and Budget for 2004. This was well received, our budget was approved, and all Board members made comments on the work of the ADBI.

Looking ahead, there is still a good deal to do. There are a number of issues -- such things as strategy, implementation of programs, staffing and work arrangements, and so on -- that need attention. During 2004, along with the Directors I will try to pay increasing attention to these things.

Finally, it is important that our working environment and conditions continue to be as good as possible for all ADBI staff. An important goal is to have an ADBI where everybody enjoys work and where all staff feel that what we do is important and worthwhile.

April 2004 Peter McCawley
Dean

I. INSTITUTE ACHIEVEMENTS IN 2003

- Microfinance and Development year-end conference
- Policy seminars and research papers on international competitiveness of Pakistan
- Comparative development research at LAEBA conference
- Midyear research seminar on Infrastructure and Poverty Reduction
- CD-ROM review project successfully launched on website

- Network of Asian River Basin Organizations set up at conferences sponsored by ADBI and cofinanced with the Japan Water Agency
- E-newsline online news summary and analysis conceived and successfully piloted
- Strong cooperation with Mekong Subregion agencies on their training needs, including Asian Institute of Technology, Bangkok
- UNDP cofinancing of CBT anti-poverty seminars for Uzbekistan and Kazakhstan
- 6 new professional research and CBT staff recruited

II. ABDI PEOPLE

Management Team

Peter McCawley has been the Dean of the ADB Institute since early 2003. He had previously served as Australia's Executive Director to the ADB and is a long-time student of Indonesia. Peter has served for many years in the Australian official aid agency, AusAid. He has also taught economics at Australian and Indonesian universities.

John Weiss is Director of Research and interested in poverty intervention and issues of international competitiveness. Before coming to Tokyo John was the head of the Development and Project Planning Center, University of Bradford, where he worked on many international financial institutions' consulting projects.

Ray Renfro is Director of Capacity Building and Training on secondment from ADB HQ in Manila, where over the last 10 years he worked on projects in Viet Nam, Pakistan, Indonesia, Malaysia, Nepal and Lao PDR. He is interested in e-learning related to poverty reduction, governance and institution-building. Ray was with USAID for many years and has lived in Pakistan, Bangladesh, India, and Yemen.

Toshiki Kanamori is Director, Administration, Management and Coordination. During his government career he has served with Japan's Ministries of Finance and of Foreign Affairs and was an Alternate Director at ADB HQ. Before joining the Institute he was a Visiting Fellow at the China Business Center, Hong Kong Polytechnic.

Professionals

Toru Tatara is the Special Adviser to the Dean and concurrently Editor of the CD-ROM review program. He is an expert on the Mekong countries and regional cooperation and also served as the ADB HQ liaison for the Institute during its first year of operations.

Sang-Woo Nam is a Senior Research Fellow, currently specializing in governance. He was formerly with the Korea Development Institute and has written extensively on chaebol reforms and family-controlled businesses.

Grant Stillman has been the Institute's legal adviser since its establishment and also currently heads the special units producing *e-Newsline* and the journalism awards. He frequently serves as managing editor for ADBI publications, including the paradigms and Afghanistan books.

Kazuo Kojima is the Senior Administrative Officer in charge of finance, budgets and accounts. He is seconded from the Ministry of Finance of Japan and prior to joining the Institute served as the Deputy Director at the Financial Services Agency of Japan.

Heather Montgomery is a Research Fellow and specialist on bank reform in Asia. She is coordinating the Latin America/Caribbean and Asia/Pacific Economics and Business Association work of the Institute with the IADB.

Penelope Price is the Institute's webmaster and a Senior Communications Specialist in CBT. She is on secondment from ADB HQ, where she supervised the Bank's website redevelopment. This is her second tour of duty with the Institute.

Sununtar Setboonsarng is a Senior Research Fellow on secondment from ADB HQ in Manila. She is an expert on poverty reduction and before joining ADB also had experience as a journalist in Thailand.

Jeoung-Keun Lee is a Senior CBT Specialist and is supervising the Institute's new initiatives in ICT, e-learning and training. He was also seconded from ADB HQ where he has served in many positions during a 10-year career.

Newin Sinsiri on secondment from ADB HQ is a CBT Specialist handling projects in the fields of governance and private sector development. He is an expert on financial markets.

Departures

Senior CBT professionals, **Dieter Bucher** and **Terry Morrison**, retired, and researchers **Li-Gang Liu** and **Sayuri Shirai** returned to full-time academic posts.

Administrators and Associates

Throughout 2003, 12 full-time administrative assistants and 8 associates served at the Institute. Additionally, 5 interns from the FASID-GRIPS program and 2 onsite technicians from outside contractors assisted our work.

ADBI Advisory Council 2002 – 2004

Name	Country
Magnus Blomström	Sweden
Ronald Duncan	Australia
William P. Fuller	United States
Yujiro Hayami	Japan
N.C. Saxena	India
Zhang Xiao Qiang	PRC
Ifzal Ali	ADB Chief Economist

III. 2003 ACTIVITIES HIGHLIGHTS

Overall Strategic Directions

The broad strategic elements of ADBI's programs as they stood in mid 2003 were outlined in the paper *ADBI Plans: The Period Ahead* presented at an informal ADB Board meeting in Manila on 6 August 2003. The paper set out eight main principles that would guide the ADBI's work during the next few years (Box 1) and noted that a demand-led rather than supply-driven approach to the ADBI's activities was appropriate.

An important niche for ADBI is as a network institution that looks for ways to strengthen links between the many existing public and private suppliers of research, knowledge and training products, and potential consumers, especially in developing member countries (DMCs). Emphasis was given, consistent with the work of the Knowledge Management Committee, to the need for ADBI to actively explore ways of embracing the many new opportunities offered by information and communication technologies (ICTs).

Much of the demand for ADBI's services comes from ADB. As a subsidiary of ADB, ADBI undertakes activities that support ADB's overarching goal of poverty reduction and that are consistent with other ADB initiatives set out in the ADB's *Long-Term Strategic Framework*. ADBI's goal is to ensure that its planned activities are closely tied in to the framework. ADBI can contribute to this by strengthening capacity, skills, and knowledge in areas related to poverty reduction and in areas that impact long-run growth and competitiveness.

Over the medium term, planned ADBI initiatives can be grouped under four headings: (i) poverty reduction, (ii) regional cooperation, (iii) private sector development, and (iv) governance. These initiatives encompass a variety of activities covering applied research, policy seminars designed to disseminate thinking about the best practices, and a range of capacity building and training (CBT) initiatives.

Principles Guiding ADBI's Work

- 1. Responsiveness.** The ADB Institute (ADBI) should respond positively to appropriate requests for assistance and cooperation in joint activities from institutions in Asian Development Bank (ADB) member countries and international organizations.
- 2. Relevance.** ADBI's work should emphasize policy relevance in research, training, and other activities.
- 3. Focus.** ADBI should focus on selected niche activities.
- 4. ADB.** ADBI should increase its efforts to align its activities with ADB's work and to support ADB's poverty reduction strategy.
- 5. Midlevel Managers.** ADBI should look for ways to assist midlevel managers in ADB's developing member countries to improve their work.
- 6. Leverage.** ADBI should increase the effective outreach of its work, particularly through strengthening partnerships with other institutions and through the use of information and communication technology.
- 7. Knowledge.** ADBI should pay increasing attention to the emerging international knowledge agenda.
- 8. Area Coverage.** ADBI should broaden the area coverage of its activities.

Against this background—and as an approach designed to improve the strategic management of ADBI's activities—the current rolling work program for 2003–2005 places an emphasis on outputs. ADBI's main outputs under categories of (i) research, (ii) CBT, and (iii) other Institute-wide activities, (e.g., the inaugural Development Asia Journalism Awards), have been more clearly defined and are being monitored. Details of outputs are listed (in Appendix 1) under the three headings of (i) activities completed in 2003, (ii) activities in progress, and (iii) planned forward pipeline. Looking ahead, a clearer identification of expected outputs should improve transparency, planning, and accountability. ADBI's stakeholders will be able to more easily see the overall approach that ADBI is following and will be better able to comment on the work of the Institute.

Approach to Work in 2003

During 2003, which was a transition year, overall ADBI activities were conducted with an eye to the principles listed in Box 1. Considerable effort was made during the year to respond positively to appropriate requests for assistance and cooperation, especially those received from ADB. The relevance of new activities for stakeholders was an important yardstick that helped set ADBI priorities. In an effort to improve focus, increased effort was made to integrate work within the four strategic themes chosen to guide ADBI work in the coming years. Considerable emphasis was given to the need to design activities to strengthen ADBI work with ICT linkages in line with the work of the Knowledge Management Committee, and in a range of other ways efforts were made to align ADBI work with ADB's overall priorities (Box 2).

Major Joint Activities with ADB During 2003

Research

- large conference on Infrastructure and Poverty Reduction,
- background paper for the Task Force on the Poverty Reduction strategy,
- Afghanistan post-conflict country economic study, and
- joint work with the Inter-American Development Bank on Latin America/ Caribbean and Asia Pacific under a memorandum of understanding (LAEBA);

Capacity Building and Training

- development management: participation in government and civil society in the Greater Mekong Subregion,
- a poverty reduction strategy course for Uzbekistan,
- a case study of the best practices in local governance and service delivery to the poor,
- a workshop on accelerating rural cooperation, and
- an international conference on rural development in Kazakhstan; and

Other Activities

- support for Asian Development Fund IX negotiations,
- Pakistan policy seminar organized with ADB resident mission,
- an inception workshop for Network of Asian River Basin Organizations (NARBO); and
- assistance to prepare a public policy training program in Viet Nam.

Consistent with the principle of broadening the coverage of ADBI activities, steps were taken during 2003 to extend ADBI work to include a wider cross section of countries. New activities included:

- (i) the preparation and publication of a major book on Afghanistan's post-conflict economy (and launched at Berlin Donors' Meeting for Afghanistan);
- (ii) a Making Markets Work for the Poor project in Cambodia and the Lao People's Democratic Republic, in collaboration with ADB and the Department for International Development, U.K.;
- (iii) a large-scale research project on poverty targeting included studies and participants from People's Republic of China (PRC), India, Indonesia, Philippines, and Thailand; and
- (iv) other research projects that comprised teams from a number of regional countries.

Capacity building and training (CBT) also expanded in coverage. Activities were supported, for example, in Kazakhstan and Uzbekistan, and the current pipeline of learning activities under development includes plans for activities in the five subregions of ADB's focus: South Asia, East and Central Asia, Mekong, Southeast Asia, and the Pacific. Furthermore, ADBI is developing new activities using ICTs to provide services that will be available across the entire Asia-Pacific region.

Two new products accessible on ADBI's web site were successfully launched in 2003: a daily electronic news service (e-Newsline) and a CD-ROM review program. In addition, work has started on a redesign of ADBI's web site, which is to be launched mid-2004. The new site will be easier to use and provide an expanding range of interactive ADBI products.

Asia–Latin America Comparative Work under LAEBA

ADBI is the implementing agency for the ADB-Inter-American Development Bank (IADB) agreement on the LAEBA. One main activity will be support for comparative research on the two regions. As part of its LAEBA work, in 2003 ADBI organized and hosted conferences on the theme of the comparative development of Asia-Latin America and supported networking by researchers with an interest in this area. In the coming years, where appropriate, ADBI will aim to ensure that part of the output of its own research projects reflects a comparative emphasis.

Visiting Researchers Program

In addition to carrying on its own major projects, ADBI supports the work of individual researchers (principally drawn from within the region) who spend some time at ADBI on a visiting basis. Visiting researchers usually carry on work under one of the four themes. In the coming years, this work will sometimes be an integral part of the eight major projects, while sometimes it will complement activities carried out under these projects. This new program commenced in the fourth quarter of the year and about 6 visiting researchers are expected to come to the Institute over the period 2003 to 2004.

Outreach Knowledge Management with e-Newsline

In cooperation with the Institute's administration group, research staff and visitors are contributing to the production of a **daily Internet e-newsletter on development**, including analyses and précis of new research work (latest edition at www.adbi.org/e-newsline/index.html). The editions are made available to subscribers in either an HTML or plain text version.

Launch of Developing Asia Journalism Awards

On 3 December 2003, the Institute announced a new series of journalism awards at a launch event in The Foreign Correspondents' Club of Japan. During its inaugural year, the Developing Asia Journalism Awards will acknowledge Asian and Pacific print journalists, who cover development trends and the impact these have on the countries and people of the region. Prizes in 10 categories will be judged by an independent panel and awarded at a ceremony to be held in Tokyo on 7 April 2004 (full details and application forms are available at www.adbi.org/journalismawards.html).

High-Profile Research

Research activities during 2003 focused on three priority areas of (i) poverty reduction, (ii) private sector development, and (iii) governance. A major initiative in the area of **poverty reduction** was the launch of country studies on the effectiveness of poverty targeting measures in five selected countries (PRC, India, Indonesia, Philippines, and Thailand) of the region. Preliminary results from this work appeared at the end of 2003. In addition, a midyear conference entitled "Infrastructure Investment for Poverty Reduction: what do we know?" attended by participants from various countries, was held in Tokyo (a summary of the proceedings is provided at www.adbi.org/Forum/forum.htm).

In the area of **corporate governance**, ADBI has supported a considerable amount of work in recent years. During 2003, further studies were undertaken on this crucial topic. A series of country studies through firm-level surveys for Indonesia, Korea, Malaysia, and Thailand, on the current state of corporate governance in the region were launched. The implications of the state of corporate governance for enterprise efficiency are being closely examined. Results from this work were delivered before the end of 2003. In addition, earlier work on the governance of banks in the PRC was completed.

The role of foreign direct investment as a driver of growth in the region has been extensively studied by ADB and others. A timely ADBI project that commenced in 2003 examines the particular issue of whether foreign direct investment flows to the PRC are at the expense of other economies in the region. Some of the results from this work were discussed at a conference held in July 2003 at Beijing (see further www.adbi.org/Forum/cf030728/sched.htm).

A major conference was held in Tokyo in late September exploring issues of comparative economic development in Asia and Latin America (see summary provided at www.adbi.org/Forum/laeba/survey.htm) This was a collaborative event organized in cooperation with the Inter-American Development Bank as part of the Latin America/Caribbean and Asia Pacific (LAEBA) program.

The annual research conference was successfully held on the theme of microfinance in December 2003 and was attended by ADB President Chino who delivered the keynote address.

Capacity Building and Training

Operational activities in CBT were hampered in the first half of 2003 by a combination of factors: staffing levels were unusually low, since the position of Director CBT had become vacant during 2002, and two of the remaining three professional staff departed early in the year. In addition, the outbreak of the Severe Acute Respiratory Syndrome (SARS) epidemic led to the cancellation or postponement of several planned activities. By midyear, however, CBT activities were picking up. Two new CBT staff members had been recruited and they were joined in September by two more staff who were selected for secondment from ADB headquarters.

A total of 7 CBT course activities took place in 2003 and all were conducted in close cooperation with ADB's regional departments, knowledge committees and resident missions. Some of the major outputs of these activities included: better-trained DMC officials; draft poverty reduction strategy for Uzbekistan; draft charter and by-laws for NARBO, and draft CD-ROMs for all activities.

In 2003, a series of steps were taken to expand the **use of ICTs in CBT** activities. During the period 2001 to 2003, CD-ROMs had steadily become the main ICT media used at the Institute. It is expected that starting in 2004 a significant program of cooperation with the World Bank's Global Development Learning Network (GDLN), financed by the Government of Japan, will be developed.

CBT's outputs in the area of **poverty reduction** continued with (i) a course in government and civil society participation in the development efforts of the Greater Mekong Subregion, in partnership with the Asian Institute of Technology; and (ii) a course in developing a poverty reduction strategy for Uzbekistan. Based on demand and popularity, CBT plans are to develop these and future courses, workshops, and seminars, into suitable CD-ROMs and/or video recordings.

CBT's outputs in **governance** in 2003 included (i) a course in making and managing policy, and (ii) a case study of best practices in local governance and the delivery of urban services to the poor. In addition, many of the external CD-ROM reviews and publications on ADBI's website (www.adbi.org) as well as internal CD-ROM development focus on issues of governance.

Major outputs in **private sector development** in 2003 have included (i) the annual tax conference for government officials from 26 countries, including Afghanistan and, for the first time, Timor-Leste, and (ii) a course on upgrading accounting and auditing skills for mid-level government officials and private sector participants from capital markets, both with ADB cofinancing.

Major conferences on **regional cooperation** in 2003 included (i) a workshop on accelerating regional cooperation, with an emphasis on trade and cross-border investment issues, (ii) an international conference on rural development issues and strategies for Kazakhstan, and (iii) an international inception workshop for the Network of Asian River Basin Organizations.

IV. ANNUAL FINANCIAL STATEMENTS

ADB Institute Special Fund

The costs for operating the ADBI are met from the ADB Institute Special Fund administered by ADB in accordance with the Statute of ADB Institute. Japan made its eighth contribution in the amount of 1.4 billion yen (equivalent to US\$11.8 million) in June 2003.

As of 31 December 2003, cumulative commitments amounted to 10.1 billion yen (equivalent to around \$83 million), excluding translation adjustments. Of the total contributions received, almost \$70 million had been used as of 31 December 2003, mainly for research and capacity-building activities, including organizing symposiums and training; preparing research reports, publications and web sites; and associated administrative expenses.

As of 31 December 2003, the balance of net current assets (excluding property, furniture, and equipment) available for future projects and programs was about \$13.3 million.

Approved Budget for 2004

The approved 2004 budget is \$13.046 million, a slight increase from last year. The budget comprises (i) program expenses of \$3.650 million, and (ii) internal administrative expenses (IAE) of \$9.396 million. The program expenses budget of \$3.650 million consists of \$2.350 million for research and \$1.300 million for CBT. Office rental and facilities and furniture maintenance continue to be the main expenditures of the IAE category. As a result of decreases in office rental costs, the budget for office occupancy has been reduced.

Human Resources

As of 31 December 2003, 12 professional staff posts were filled. In accordance with the usual budget practice, the 2004 budget includes provisions for expected staff and salary movements. Full personnel list for year-end is given at Appendix 2.

The aggregate numbers for visiting fellows and research assistants (including on-site, part-time and off-site) and sponsored interns for 2004 are expected to be maintained at the same level as in 2003. The anticipated need for staff consultants mainly allows for ICT specialists in connection with ADBI's expanding online and e-learning activities.

Type of Output	Date	Activity Details	Name	Comment
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COMPLETED ACTIVITIES

Research - Completed

Main ADBI Conferences (papers shown for the conferences are published **electronically** on ADBI web site)

12-13 June	Infrastructure and poverty (<i>Conference Papers</i>)	Infrastructure for poverty reduction: what is the connection? Public infrastructure investments and poverty reduction: evidence from India and China How infrastructure investments can reduce poverty: assessing the mechanisms Can infrastructure investments be classified as poverty reduction interventions? DFID experiences with designing infrastructure projects for poverty reduction Making mainline infrastructure institutions more pro-poor Operational constraints on poverty reduction: road and rail projects in PRC Links between transport and energy projects and poverty reduction: Thailand, PRC, India Do infrastructure investments help reduce poverty?: Sri Lanka Evaluation Poverty targeting in Asia: country experiences of Indonesia Poverty targeting in Asia: country experiences of the Philippines	Weiss Pernia Fan Londero Prakesh Lucas Willoughby Curry Cook Sawada Maxwell Balisican	In Tokyo
22-25 Sept	LAIBA panel, FIELAC conference		Montgomery	in Osaka
29-30 Sept	Economic development and integration in Asia and Latin America (<i>Conference Papers</i>)	Differences in the economic development of Latin American and East Asian countries Industrialization in an age of globalization: Asia and Latin America comparisons Differences in income distribution in Latin America and East Asia Growth and adjustment in East Asia and Latin America Domestic capital markets in Latin America and East Asia: an alternative to foreign capital? Democratizing effects of economic regionalism: NAFTA, MERCOSUR and AFTA Regional economic integration in Asia and the role of Japan The political economy of regional integration: a framework Comparison of welfare states in newly industrializing countries: Asia and Latin America Explaining the real exchange rate during sudden stop and inflow periods The Korea-Chile FTA: comparing approaches to trans-pacific inter-regionalism	Montgomery Aquino Weiss Shixue Lee Stallings Matsushita Goto Saavedra- Rivano Usami Hagiwara Kim	in Tokyo, with IADB
9 June	Workshop -- Review of corporate governance reform in post-crisis asia		Nam	In Tokyo
28 July	Workshop -- FDI and PRC		Liu, Weiss	In Beijing
13 Oct	Workshop -- Corporate governance and banking sector reform in PRC		Weiss, Ferri	In Beijing, with DRC

Research Publications (hard copy publications)

Jan	The role of foreign banks in post-crisis Asia: the importance of method of entry	Montgomery	ADBI Research Paper 51
Jan	Future role of foreign banks in Asia	Montgomery	ADBI Rsch Policy Brief No. 6
Apr	Employees in Asian enterprises: their potential role in corporate governance	Nam	ADBI Research Paper 52
March	Post-crisis development paradigms in Asia	Yoshitomi (ed. Stillman)	ISBN 4-89974-002-6
June	Infrastructure investment for poverty reduction: a survey of key issues	Weiss	ADBI Rsch Policy Brief No. 5
Sept	Potential role of corporate governance by employees of Asian enterprises	Nam	ADBI Rsch Policy Brief No. 7

(Discussion Papers: **electronic publications** on ADBI web site)

Are the more educated receiving more training?	Ariga/Brunello
Bank restructuring in Asia: crisis management - Korea	Ito/Hashimoto
Bank restructuring in Asia: crisis management - Malaysia	Ito/Hashimoto
The Chinese software industry: a strategy of creating products for the domestic market	Tschang
Is private school premium spurious? The role of private schools in the Philippines	Yamauchi/Abrenica
Measuring technological upgrading in the Indian software industry	Tschang
A post-crisis paradigm of development for East-Asia: governance, markets, and institutions	Park
Parental schooling, endowment and the accumulation of specific human capital - Thailand	Yamauchi, Ariga and Paopongsakorn
Regionalism and globalism: East and Southeast Asian trade after China's WTO accession	Roland-Holst, Azis, Liu
Summary and implications: findings from the research project on education and training	Ariga
Why do schooling returns differ so much? Puzzles from Thailand and the Philippines	Yamauchi
Determinants of international commercial bank loans to developing countries	Liu
Employees in Asian enterprises: their potential role in corporate governance	Nam
Global study networks and multilateral trade linkages: a structural analysis of East Asia	Roland-Holst
A methodological framework for the economic analysis of sub-regional projects	Adhikari/Weiss
Technology and quality of labor: evidence from the Philippines and Thailand	Abrenica
What determines returns to firm-level training in developing countries? Evidence from Thailand	Yamauchi/Paopongsakorn
The dynamics of post-crisis reform in Korea	Lim/Mo
East Asian patterns of comparative advantage	Roland-Holst
Restructuring of Indonesian banks post 1997-1998 crisis	Pangestu/Habir
Corporate governance in banking and economic performance - Future options for PRC	Ferri

Seminars and Lectures

External				
March	Training needs in developing countries (for World Bank seminar)	McCawley	Video lecture sent to Berlin	

Type of Output	Date	Activity Details	Name	Comment
	23 May	Economic policy in Indonesia during the Soeharto era	McCawley	Hitotsubashi University
	23 June	The global knowledge agenda: training needs in Asia	McCawley	UN Statistics Institute
	4 July	Foreign aid issues in Asia	McCawley	Toyo University, Tokyo
	26 Sep	Good governance issues in the Pacific	McCawley	Video sent to Suva, Fiji
	Sep-Dec	Legal aspects, governance and other issues of NGOs (course of 10 lectures)	Stillman	Temple University, Tokyo
	1 Oct	Poverty and regional cooperation	Weiss, Sok	Hakone conference
Internal				
	9 May	The role of multilateral development banks in economic development	Kawai	
	6 June	Microfinance: survey of issues in Asia	Morduch	
	18 July	Family farms and plantations in tropical agriculture	Hayami	
	25 Sept	Economics of FDI Incentives	Blomstrom	
Brown bag lunches				
	15 May	Asia and the Washington Consensus	McCawley	
	20 June	Afghanistan: current economic problems	Fujimura	
	25 July	Pakistan and international competitiveness	Lall	
	26 Aug	The PRC's FDI: roundtripping issues	Geng	
	12 Sep	Micro credit: lessons from Bangladesh	Rutherford	
Policy Advice				
	7 Oct	Trade and Investment report, UNCTAD	Weiss	Geneva
Media				
	Feb	PRC FDI	Roland-Holst	
	Mar	Business news on ADBI	McCawley	
	May	Pakistan economy	Weiss	
	May	Interview: global development issues, World Affairs Monthly (on line)	McCawley	www.worldaffairsmoonthly.com
	Oct	Considerable press coverage of ADBI conference in Beijing, 13 October	Ferri, etc	with PRC participants
	3 Dec	Press launch for Developing Asia Journalism Awards	McCawley	The Foreign Correspondents' Club of Japan
CBT - Completed				
Training (courses, workshops, etc)				
Governance				
	Jan	Making and managing policy	Morrison	Singapore: 32 govt. officials
Private Sector				
	Oct	13th tax conference	Renfro	Tokyo 100 govt. officials
External CD-ROM reviews				
	Aug	Dialogue on river basin development and civil society in the Mekong	Dornsife	Reviews are commissioned
	Aug	Mekong River awareness kit	Atkinson	from independent, external
	Sep	Rice knowledge bank	Amerasinghe	reviewers. Completed
	Sep	Basic program on derivatives	Russell	reviews, after editing, are
	Sep	English language programs for large-scale training applications	Guthrie	published on the ADBI
	Oct	Social atlas of the Lower Mekong Basin	Dornsife	website
Network Support				
	Ongoing	Network of Asian River Basin Organizations	Tatara	Secretariat space in ADBI
Other Activities - Completed				
ADB Support				
	July	Advice on poverty reduction strategy	Weiss	Input into evaluation of
	Apr	Chair of ADF VIII mid term review in Washington DC	McCawley	Poverty Reduction Strategy
	Oct-Dec	Afghanistan country economic report	Fujimura	Part of ADF VIII process
	Ongoing	Advisory committee: making markets work for the poor	Weiss	Field work visit, September
	Ongoing	Knowledge management committee	Weiss	First meeting, Oct 2003
	Ongoing	Vice chair of ADF IX meeting in Copenhagen	McCawley	Various meetings in 2003
				Part of ADF IX process
ADBI Web Page				
	Ongoing	Various new items in 2003; planning for new web page under way	Price	New design in mid 2004
E-Newsline				
	Ongoing	Over 100 produced from July to Dec 2003	Stillman	Produced daily
Asia Journalism Awards				
	Ongoing	Planning and inaugural event has been proceeding during 2003	Stillman	Award ceremony expected earl
Conference Facilities				
	26 Feb	ADB business opportunities seminar	ADB staff	Used by JRO
	17-18 Jun	Mekong Department (ADB)	ADB staff	For official meetings
	26 Aug	Clear Air Initiative for Asian cities	ADB staff	CAI Asia secretariat, ADB
	19, 20 Sept	Japan study group	Blomstrom	Used by EIJS
	18-19 Sept	NBER/CEPR/CIRJE/EIJS Japan Project Meeting (in ADBI)	Blomstrom	Academic conference
	31 Oct	ADB-Japan: Policy dialogue on the Philippines	ADB staff	Used by ADB and MOF
	11-21 Nov	Tokyo Seminar on Securities Market Regulations 2003	FSA of Japan	With OECD and ADBI
	19-20 Nov	OECD 5th Round Table; Capital Market Reform in Asia	Grenville	Annual event
	20 Nov	OECD: launch of Corporate governance in Asia report	Nam	Asian launch of report

Type of Output	Date	Activity Details	Name	Comment
Advisory Council Meetings				
	Apr	Year-to-date program report	Stillman	ADB, Tokyo
	Oct	Draft work program review	Stillman	ADB HQ, Manila
ACTIVITIES IN PROGRESS				
Research - In progress				
Main ADBI Conferences				
	7 Nov	Poverty targeting in Asia (PRC, India, Indonesia, Philippines, Thailand)	Weiss	Country studies
	10 Nov	Corporate governance reform in post-crisis asia (Indonesia, Korea, Malaysia, Thailand)	Nam	Country studies
	5 Dec	Microfinance (Annual ADBI anniversary conference)	Montgomery	Annual event
Research in Progress				
	2003-04	Effectiveness of poverty targeting in Asia: 5 country studies	Weiss	
	2003-05	FDI in the region: the China effect	Weiss, Geng	
	2003-05	Corporate governance of enterprises: four country studies	Nam	
	Ongoing	Foreign banks in the region	Montgomery	
	2003-05	International competitiveness of Pakistan, Cambodia, etc.	Weiss, Lall	
	Ongoing	Comparative industrialization: Asia and Latin America	Weiss, Jalilian	LAEBA paper
	2003-05	Making markets work for the poor	Weiss, Setboonsarng	
Seminars and Lectures				
External				
	17-20 Nov	Industrial competitiveness in Pakistan: policy seminars	Weiss	with Lall and Brimble
	26-27 Nov	Regulatory Impact Assessment conference	Weiss	Manchester University, UK
	3 Dec	Regional development in the Philippines	Weiss	Inception workshop, at ADB
	17-19 Nov	New tools and approaches for implementing training in post-conflict countries' (UNITAR)	McCawley	Hiroshima
	Feb 2004	Economic policy in Indonesia during the Soeharto era (ICSEAD seminar)	McCawley	Kitakyushu
Policy Advice				
	17-20 Nov	Industrial competitiveness in Pakistan: policy seminars	Weiss	with Lall and Brimble
CBT - In progress				
Training (courses, workshops, etc)				
Governance				
	Oct 03	Local governance & service delivery to the poor (Case Study)	Renfro	Seminar, Feb. 2004
Poverty Reduction				
	Dec 03	Strategy for improving living standards : the case of Uzbekistan	Renfro	in Tokyo, for 15-20
	Dec 03	Development management: participation in government and civil society (Course)	Renfro	with AIT, Thailand
Private Sector				
	Nov 03	Upgrading accounting and auditing skills (regional workshop)	Tatara	In Tokyo, for 50 or more
Regional Cooperation				
	Oct 03	Int'l conference on rural social and economic issues in Kazakhstan	Renfro	250 participants
	Dec 03	Accelerating regional cooperation (regional workshop, modules 1 and 2)	Tatara	In Tokyo, for 50 or more
External CD-ROM Reviews				
		Several external CD-ROMs currently under review	Tatara	
Internal CD-ROM Development				
		VPEM, VLL, etc.	Renfro	
Other Activities - In progress				
ADB Support				
		Public policy training in Mekong countries	Hashimoto	For ADB
		Afghanistan post-conflict economy book	Fujimura (ed. Stillman)	ISBN 4-89974-003-4
		ADF IX negotiations	McCawley	As vice chair of ADF
ADB Web Page				
		Redesign underway	Price	New site by mid-2004
E-Newsline				
		6-month series underway, started Oct. 2003	Stillman	Awards ceremony April 2004
Asia Journalism Awards				
		in implementation	Stillman	
ACTIVITIES PLANNED				
Research: 2004 Core activities				
Research Themes				

Type of Output	Date	Activity Details	Name	Comment
Poverty Interventions				
		Micro finance for poverty reduction	Montgomery	In cooperation with ADB
		Effectiveness of poverty targeting measures	Weiss	Continuation of 2003 work
		Making markets work for the poor (Cambodia, Lao PDR)	Weiss	Country studies
Governance				
		Corporate governance of banks and SOEs	Nam	Continuation of 2003 work
		Regulation of infrastructure investment	Nam	New activity in 2004
Regional Cooperation				
		Cross border infrastructure projects	Weiss	New activity in 2004
Private Sector Development				
		Productivity and FDI	Weiss	With Visiting Researcher
		FDI country studies	Weiss	New activity in 2004
		Regional development under globalization: Philippine case	Balisacan/ Hill	
		Regional development under globalization: the PRC case	Weiss	Work with DRC, Beijing
		International competitiveness: country cases	Weiss	Continuation of 2003 work
Latin America/Caribbean and Asia Pacific				
		Comparative studies: Asia-Latin America	Montgomery	Cooperation with IADB
Visiting Fellow Program				
		New visitors to be selected		
Seminars and Lectures				
				Pipeline to be arranged during 2004
Policy Advice				
		As requested		In response to demand
Media				
		As appropriate, reflecting ongoing events and work		In cooperation with OER
Research: 2005 Core activities				
		The following reflect ongoing activities from 2004:		
		Micro finance for poverty reduction	Montgomery	Poverty targeting work
		Effectiveness of poverty targeting measures	Weiss	Country cases to be selected
		Making markets work for the poor	Weiss	Lao PDR and Cambodia
		Corporate governance of banks and SOEs	Nam	With country cases
		Regulation of infrastructure investment	Nam	With country cases
		Cross border infrastructure projects	Weiss	With Mekong case studies
		Regional development under globalization: Philippine case	Balisacan/Hill	Conference book on completion
		Regional development under globalization: the PRC case	Weiss	Links to policy advice work
		International competitiveness: country cases	Weiss	With in-country seminars
		Comparative studies: Asia-Latin America	Montgomery	With IADB
CBT: 2004 Core activities				
Training (workshops, etc)				
Governance				
		Local governance and service delivery to the poor	Sinsiri	Regional seminar by ADB/ADBI
		ICT and public administration management	Sinsiri	Course based on distance learning techniques
		Development management for senior executives	Sinsiri	
		Anti-money laundering and terrorism	Sinsiri	Course for senior government counterparts in Tokyo
Poverty Reduction				
		Poverty reduction targeting thru infrastructure and financial assistance	Lee	Regional seminar
		Sustainable microfinance delivery	Lee	Regional seminar in Tokyo
Private Sector				
		ICT and public expenditure management	Lee	Course based on distance learning techniques
Regional Cooperation				
		Tax conference	Tatara	14th in the series in Tokyo
		Upgrading accounting and auditing skills	Tatara	Course in Tokyo
		River basin water resource management	Tatara	Regional workshop in Indonesia
		Accelerating regional cooperation: shared expertise and experience	Tatara	Regional workshop in Tokyo (modules 3-4)
Special Studies				
		CBT needs assessment in selected DMCs	Renfro	Conducted in PRC, India, Indonesia, and Pakistan
Internal CD-ROM Development				
		Local governance and service delivery to the poor, VPPEM, VLL, etc.	Renfro	Development and dissemination of internal CD-ROMs
External CD-ROM Review				
		About 30 external CD-ROMs	Tatara	Review of external CDs and publication on web site

Type of Output	Date	Activity Details	Name	Comment
Capacity Building of Partner Institutions				
		IASIA, AIT, AIM, Mekong Institute, MOF/I, PAIs (PRC, India, Pakistan, Viet Nam), USP	Renfro	
CBT: 2004 Standby Activities				
Training (workshops, etc)				
		Contingency for high priority training	Renfro	Unspecified training
Internal CD-ROM Development				
			Renfro	Development and dissemination of internal CD-ROMs
External CD-ROM Review				
		About 20 external CD ROMs	Price	Review of external CD-ROMs and publication on web site
Capacity Building of Partner Institutions				
		IASIA, AIT, AIM, Mekong Institute, MOF/I, PAIs (PRC, India, Pakistan, Viet Nam), USP	Renfro	
CBT: 2005 Core activities				
Training (workshops, etc)				
Governance		Anti-money laundering & regulatory bodies ICT and good governance	Sinsiri Sinsiri	Regional seminar Course based on distance learning
		ICT and public administration management	Sinsiri	Course based on distance learning techniques
		Development management for senior executives	Sinsiri	Course for senior government counterparts in Tokyo
Poverty Reduction		ICT and education	Lee	Course based on distance learning
		Increasing stakeholder participation in development	Lee	Regional seminar
		Sustainable microfinance delivery	Lee	Regional seminar in Tokyo
Private Sector		Tax conference	Tatara	15th in the series in Tokyo
		Strengthening regulatory and supervisory institutions	Price	Course for Pacific subregion
Regional Cooperation		Upgrading accounting and activity skills	Tatara	Course in Tokyo
		Development management	Sinsiri	Broad course targeting midlevel officials
		Network of Asian River Basin Organizations	Tatara	Regional workshop
		Accelerating regional cooperation - shared expertise and experience	Tatara	Regional workshop in Tokyo (Module 5)
Special Studies		Evaluation of CBT impact and effectiveness	Renfro	Conducted in 5 major subregions
Internal CD-ROM Development				
			Price	Development and dissemination of internal CD-ROMs
External CD-ROM Review				
		About 30 external CD-ROMs	Tatara/Price	Review of external CD-ROMs and publication on web site
Capacity Building of Partner Institutions				
		IASIA, AIT, AIM, Mekong Institute, MOF/I, PAIs (PRC, India, Pakistan, Viet Nam), USP	Renfro	
CBT: 2005 Standby Activities				
Training (workshops, etc)				
		Contingency for high priority training	Renfro	Unspecified training
Internal CD-ROM Development				
			Renfro	Development and dissemination of internal CD-ROMs
External CD-ROM Review				
		About 20 external CD-ROMs	Tatara/Price	Review of external CD-ROMs and publication on web site
Capacity Building of Partner Institutions				
		IASIA, AIT, AIM, Mekong Institute, MOF/I, PAIs (PRC, India, Pakistan, Viet Nam), USP	Renfro	
Other Activities - Planned				
ADB Support		As arranged, depending on requests from ADB		

Type of Output	Date	Activity Details	Name	Comment
ADBI Web Page		To be evaluated	Price	
E-Newsline		To be evaluated	Stillman	
Asia Journalism Awar		To be evaluated	Stillman	
Conference Facilities		As arranged, in response to demand		

Personnel as of 31 December 2003 (alphabetical)

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