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Asian Development Bank Institute
Three-Year Rolling Work Program 2007-2009
and Budget for 2007

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ADBI	–	Asian Development Bank Institute
APEC	–	Asia-Pacific Economic Cooperation
CBT	–	capacity building and training
CDM	–	Clean Development Mechanism
DAJA	–	Developing Asia Journalism Awards
DMC	–	developing member country
ERD	–	Economics and Research Department
FDI	–	foreign direct investment
IAE	–	internal administrative expenses
ICT	–	information and communication technology
IADB	–	Inter-American Development Bank
IfRC	--	Infrastructure for Regional Cooperation
IWRM	–	integrated water resource management
JWA	–	Japan Water Agency
LAEBA	–	Latin America/Caribbean and Asia Pacific Economics & Business Association of IADB and ADB
Lao PDR	–	Lao People's Democratic Republic
NARBO	–	Network of Asian River Basin Organizations
NGO	–	nongovernment organization
OECD	–	Organisation for Economic Co-operation and Development
OREI	–	Office of Regional Economic Integration
PRC	–	People's Republic of China
UNCTAD	–	United Nations Conference on Trade and Development
UNDCP	–	United Nations Drug Control Programme
UNDP	–	United Nations Development Programme
UNESCAP	–	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	–	United Nations Educational, Scientific, and Cultural Organization
WTO	–	World Trade Organization

NOTE

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. Pursuant to Article V(3)(a) of the Statute of the Asian Development Bank Institute (ADBI), this paper presents a 3-year rolling work program for 2007–2009, including the budget for 2007, for the consideration of the Board of Directors of the Asian Development Bank (ADB).

2. The work program takes into account the current and future procedures of ADB's knowledge management framework. During 2006, ADBI was actively involved in strengthening this framework with ADB's knowledge departments.¹ Looking ahead, ADBI will actively pursue opportunities for coordinated knowledge management and dissemination between ADB and ADBI, within the new arrangements established during 2006, to improve coordination of activities between the four knowledge departments of ADB and ADBI.

3. This paper incorporates guidance from ADB Management, members of the Board, and ADBI's Advisory Council (which reviewed the work program on 6 November 2006); comments from ADBI staff; consultations with senior ADB staff; and comments from concerned ADB departments.

II. STRATEGIC APPROACH

4. The objectives of ADBI are "to identify effective development strategies and to improve the capacity for sound development management of the agencies and organizations in the Developing Member Countries."² The main strategic approach underpinning the current rolling work program is an increased emphasis on quality. This is reflected in two aspects of the proposed ADBI program, both of which build on initiatives approved by the Board in 2005.³ First, ADBI staff will increase the emphasis on improving quality-control mechanisms in ADBI's work program (Appendix 1). Second, during 2007–2009, ADBI will increase work in its chosen field of specialization, Infrastructure for Regional Cooperation (IfRC) (Box 1).

5. These proposed aspects of the work program are based on ADBI's decision in 2003 to organize its activities under four priority themes: (i) poverty reduction, (ii) regional cooperation, (iii) private sector development, and (iv) governance (Appendix 2). The four themes provide a framework within which ADBI can respond to the many requests it receives for work on particular topics. Requests for support outside these areas are normally declined. Work organized around the four themes has allowed ADBI to be more focused and selective.

6. Within this context, the rolling work program for 2007–2009 proposes to emphasize quality at the strategic level through the two approaches mentioned (para. 4). At the operational level, the rolling work program stresses measurable outputs and impacts. ADBI's main outputs under the categories of (i) research, (ii) capacity building and training (CBT), and (iii) other ADBI-wide activities involving knowledge management have been defined more clearly and are being monitored (Appendix 3).

¹ Formally, ADBI was a subsidiary body of ADB rather than a department or office of ADB.

² Article II of the Statute of the ADB Institute (2004).

³ ADB. 2005. *Asian Development Bank Institute Three-Year Rolling Work Program 2006–2008 and Budget for 2006*. Manila.

Box 1: ADB Institute's specialization on Infrastructure for Regional Cooperation

ADB I has four priority theme areas: (i) poverty reduction, (ii) regional cooperation, (iii) private sector development, and (iv) governance. However, the ADB Board, ADB I Advisory Council, and others have suggested that greater focus in ADB I's work would be desirable. In response, ADB I considered a wide range of options. It subsequently chose Infrastructure for Regional Cooperation (IfRC) as an appropriate specialization, bringing together two key areas of ADB work.

The focus on IfRC will be implemented in the following ways:

- (i) Work on IfRC will not replace the four priority themes approved by the Board. Rather, a crosscutting approach is being adopted. For example, a link between IfRC and governance studies would allow for work on governance issues that pertain to infrastructure. IfRC work is expected to account for 30–40% of ADB I resources.
- (ii) Publications will be issued and other activities undertaken to support the IfRC work.
- (iii) Links with regional activities will be an important part of the work plan. For example, comparative policy studies across several developing member countries (DMCs) facing similar policy issues might be undertaken to facilitate the sharing of knowledge between ADB DMCs.
- (iv) An emphasis on IfRC will be introduced into capacity-building and training activities.
- (v) Visiting researchers and visiting fellows will be encouraged to work on IfRC topics.
- (vi) A flagship study on regional infrastructure issues will be prepared to set the theme for the 10th ADB I Anniversary conference in Tokyo in 2007. This study will be prepared in cooperation with the other ADB knowledge departments.

An emphasis on IfRC has important operational advantages for ADB I. Such an emphasis responds to the priorities of ADB DMCs, many of which now give priority to strengthening infrastructure sectors; helps strengthen the professionalism of ADB I work; and allows ADB I to develop a reputation in the area of IfRC - a niche that presents major challenges across the Asia and Pacific region. Additional details can be found on the ADB I website at www.adbi.org/infrastructure.regional.cooperation/.

III. ACTIVITIES DURING 2006

A. Approach to Work in 2006

7. During 2006, ADBI worked hard to respond positively to appropriate requests for assistance and cooperation, especially those received from ADB and its resident missions (Box 2). The relevance of new activities for stakeholders was an important yardstick for ADBI priorities.

Box 2: Examples of Joint Activities with ADB in 2006

Research

- Workshop on Economic Analysis of Projects and Contract Farming, in collaboration with the Asian Development Bank (ADB) Lao Resident Mission
- Distance Learning Course on Microfinance Training of Trainers, in collaboration with ADB's South Asia Department
- Publication of *Mekong Region: Foreign Direct Investment*, in collaboration with ADB's Southeast Asia Department
- Joint workshop in the Phnom Penh Plan Training Program on Trade Policy Development in Greater Mekong Subregion
- Joint work with the Latin America/Caribbean and Asia Pacific Economics and Business Association of the Inter-American Development Bank (IADB), under the ADB-IADB memorandum of understanding

Capacity Building and Training

- Organized three workshops with ADB: (i) Tax Conference 2006: Tax Reform and IT Infrastructure, (ii) Network of Asian River Basin Organizations 2nd General Meeting & Integrated Water Resources Management Workshop 2006,, and (iii) Local Government Resource Management.
- Invited 8 ADB staff as resource speakers for workshops and seminars.
- Received assistance from ADB headquarters and resident missions in organizing workshops and seminars in Bangkok, Colombo, Hanoi, Manila, and Phnom Penh.
- Consulted regional departments of ADB for selecting courses, participants, and resource speakers.
- Provided concept papers drafted by course participants to regional departments of ADB for building loan and technical assistance pipelines.

Other Activities

- ADBI website expanded; upgraded web server and search engine introduced with support from ADB headquarters
- New visual branding for ADBI created in close cooperation with Department of External Relations (DER) of ADB
- Close cooperation with DER and resident missions during the Developing Asia Journalism Awards in Manila

B. Research

8. Research activities in 2006 were largely focused on IfRC. Some also aimed to consolidate and complete ongoing work, principally under the four ADBI priority themes: (i) poverty reduction, (ii) regional cooperation, (iii) private sector development, and (iv) governance. This section reviews some of the major accomplishments.

9. IfRC projects account for 30–40% of ADBI's research activities. One IfRC project examines the role of infrastructure in reducing trade costs. Another focuses on infrastructure development, transport costs, and income distribution in the Greater Mekong Subregion. As part of this project, a study has been published. A third project uses data from ADB's Agrarian Reform Community Project to (i) assess the impact of rural roads on income distribution, (ii) identify winners and losers following the construction of new roads, and (iii) generate recommendations for further inclusion of the poor. These crosscutting projects also incorporate ADBI's priority themes.

10. A major output under the poverty reduction theme was the publication of the second in a series of joint ADBI-Edward Elgar publications, *Poverty Strategies in Asia*. The papers from this volume were an important component of the 2005 ADBI annual conference. The volume includes the results from a poverty impact study on microfinance lending in Pakistan. A third edited volume has been prepared from the Regional Development in the Philippines project; it is in press. Other poverty reduction research is underway. One project focuses on contract farming and market facilitation for the poor. Another investigates the contribution of organic agriculture to achieving the Millennium Development Goals.

11. In 2006, research on regional cooperation explored progress in the Greater Mekong Subregion. One published study examined cross-border infrastructure, the trade–foreign direct investment (FDI) nexus, and benefit distribution in the subregion. Another concentrated on FDI in the subregion. A study underway is exploring the impact of the growth of the People's Republic of China (PRC) on its neighbors' terms of trade.

12. ADBI's research on private sector development and governance (combining two themes) was published in a 2-volume set on comparative corporate governance in the banking sector. A separate volume on yuan revaluation was also produced.

13. An important part of ADBI's research program involves comparative economic development in Asia and Latin America. This work is conducted with the Inter-American Development Bank (IADB) under the Latin America/Caribbean and Asia Pacific Economics & Business Association (LAEBA) of IADB and ADB. Initiatives in 2006 focused on the role of infrastructure in regional cooperation and integration. A regional conference on this theme was held in Seoul, Republic of Korea in November 2006. The outputs will contribute to ADBI's flagship study on IfRC.

14. During 2006, ADBI continued to focus on the need to strengthen networking. The ADBI Visiting Researcher Program enabled 10 researchers from the region to spend up to six months each at ADBI, working on topics of mutual interest (Table 1). Six more senior Visiting Fellows spent extended periods at ADBI or off-site, while working closely with ADBI staff. A revised and updated version of ADBI's popular *Pocket Guide to Asian Economic Think Tanks* will be published in 2007.

Table 1: Visiting Researcher and Fellow, 2006

Visiting Researcher	Institution
Akram Esanov	University of Toronto
Liu Feng	Development Research Center of State Council PRC
Chow Kwok Ping	University of Macau
Dilip K. Roy	Bangladesh Institute of Development Studies
Pravakar Sahoo	Delhi University Enclave
Tracy Yang	Australian National University
Erniel B. Barrios	University of the Philippines Diliman
Zaure Chulanova	Institute of World Economy and Policy at the First Kazakhstan President Foundation
Melanie S. Milo	De la Salle University, Manila
Visiting Fellow	
Jisoon Lee	Seoul National University
PingSun Leung	University of Hawaii
Wang Xiaolu	National Economic Research Institute, China Reform Foundation
Sisira Jayasuriya	University of Melbourne
Zhao Zhijun	Institute of Economics, Chinese Academy of Social Sciences
David L. Hummels	Purdue University
Hal Hill	Australian National University
Arsenio Balisacan	University of Philippines Diliman
Niels Halberg	Danish Research Center Foulum

C. Capacity Building and Training

15. Twenty courses were conducted in 2006: 6 courses in poverty reduction, 5 in regional cooperation, 4 in private sector development, and 5 in governance. For the first time, 3 distance learning courses were offered as a part of ADBI's CBT activities. As of October 2006, more than 1,600 participants had taken part in courses (Table 2). In addition, 168 resource speakers were mobilized not only to conduct the courses, but also to produce learning products and to update their knowledge and skills through the training of trainers. About 30% of the participants were women. All of the courses were made available to each developing member country (DMC).

Table 2: CBT Participants, 2003–2006

Year	No. of Participants	No. of Resource Speakers	Total Participants	No. of Countries Represented
2003	122	29	151	40
2004	548	131	679	39
2005	728	134	862	46
2006 ^a	1,631	168	1,799 ^a	54
Average	757	115	872	44

^a Estimates as of 2 October 2006 including 1,025 distance learning course participants.

16. As part of knowledge dissemination activities, eight workshop reports were published in collaboration with partner organizations. These reports were distributed worldwide to almost 180 depository libraries of ADB and were posted on the websites of ADBI and partner organizations. More than 60 CD-ROMs based on the courses were produced. As part of knowledge management activities, more than 100 lectures were posted on ADBI's Distance Learning Center website (www.adbi-dlc.org) for downloading and video streaming in 2006. The aim is to provide up-to-date lectures to government officials and interested persons free of charge. Detailed outputs are listed in Appendix 3.

17. The CBT group conducted six workshops under the theme of poverty reduction: (i) Entrepreneurship and E-Business Development for Women; (ii) International Workshop on Developing E-Learning Contents; (iii) Distance Learning Course on Community Information Services; (iv) Pilot Course on E-Learning Policies; (v) Network of Asian River Basin Organizations (NARBO) Conference and Workshops; and (vi) Distance Learning Course on E-Learning Policies. These courses contributed to reducing the digital gap in developing countries and bringing digital opportunities to remote villages.

18. Under the theme of regional cooperation, five workshops were conducted: (i) Managing Regional Public Goods; (ii) 8th Roundtable on Capital Market Reform in Asia; (iii) Promoting E-Governance in Asia-Pacific Cities; (iv) Workforce Development for Implementing Infrastructure Projects; and (v) Information and Communication Technology (ICT) Cluster Development for Regional Cooperation. These courses examined successful cases of two or more countries cooperating to assist one another.

19. To promote private sector development, the Cluster-Based Industrial Development workshop was conducted in Hanoi, Viet Nam, and the distance learning course on E-Business Strategies was pilot tested in Bhutan. It is expected that these courses will help bring profit to enterprises by increasing labor productivity and reducing transaction costs.

20. CBT activities also emphasized public sector governance. The courses in governance included Local Government Resource Management and ICT Infrastructure for Tax Systems. The distance learning course on Public Information Services also provided training to more than 300 government officials in e-governance. The aim of these courses is to improve accountability and transparency in public administration.

21. At the end of each course, the task manager evaluated the course online or by distributing evaluation forms. In addition to the participants, selected resource speakers and external evaluators were requested to submit evaluation reports that addressed the following

points: (i) achievement level of the course objectives; (ii) efficiency of course organization and execution; (iii) selection of participants and their competencies; (iv) competency of resource speakers; (v) effectiveness of course materials and learning products; (vi) strengths and weaknesses of ADBI courses; (vii) overall evaluation of ADBI courses; and (viii) suggestions for improvement.

22. An impact evaluation study was prepared by an independent consultant in late 2005. During the period 2002–2004, the CBT group conducted 27 training courses involving 853 participants. Mainly, three professional staff conducted these courses with assistance from two full time supporting staff. ADBI spent \$2.6 million for 24 training courses for an average cost of \$3,853 per participant for a 5-day training course, excluding the contribution from co-financiers. The post-training evaluation study indicated strong positive feedback from participants. Between 90% and 100% of the participants said the training objectives were achieved. About 70% of participants shared course materials with others and 36% made presentations to colleagues. Participants preferred regional training courses consisting of participants from several countries in the region. About 75% of participants and 74% of supervisors considered the impact of training on their organizations as either “significant” or “very significant.”

23. Lessons from conducting these courses include the following:

- (i) ADBI courses are in high demand among government officials. More than 700 officials registered for each distance learning course.
- (ii) The quality of distance learning courses is equal to that of face-to-face courses. Each course has at least four assignments and tests the participants at the end of the course.
- (iii) Lecture CD-ROMs produced by ADBI are in demand. Many government officials, graduate students, and consultants are requesting them.
- (iv) International organizations are keen to organize courses with ADBI because topics are relevant and materials meet international standards.
- (v) The private sector is keen to send resource speakers to ADBI courses even though firms are not allowed to promote their products during the course period.

D. Outreach and Knowledge Management

24. ADBI’s knowledge and outreach activities have grown significantly over the last four years as staff have increasingly made better use of information and technology tools.

25. The 2006 Developing Asia Journalism Awards (DAJA) for journalists from developing countries was cosponsored with the ADB’s Department of External Relations for the first time in Manila. A field-visit program for the finalists to inspect ADB projects in the Philippines was a new part of the scheme.

26. ADBI’s e-newsletter of development news and analysis was reaching nearly 2,500 subscribers every day in the final quarter of 2006. A new feature on infrastructure stories was introduced.

27. The ADBI website underpins the Institute’s communication strategy. Traffic to the site has grown steadily and in 2006 the ADBI website received international recognition as an outstanding development-related site (Box 3). Also in 2006, an online application form for DAJA applicants was added. As a result of this facility, DAJA applicants increased threefold. Visiting researchers can also now submit applications online. An “event inquiry” form is another 2006

innovation. Online workshop and conference applications have been completed and will be piloted for full implementation in early 2007. The free e-notification service now has nearly 3,000 subscribers who regularly receive electronic updates on new ADBI materials and job opportunities. An online discussion forum feature has been successfully piloted and can be used by researchers and CBT staff. The ADBI website was transferred to a new server in ADB's Office of Information and Technology to comply with ADB's site security policies. The new server also provides faster uploading speeds. ADBI's website is now 100% compliant with level 1 and 97% compliant with level 2, as per the accessibility guidelines recommended by the World Wide Web Consortium.

Box 3: Peer Recognition for ADBI Web Design

In 2006, the website of the Asian Development Bank Institute (ADBI) received an honorable mention in the inaugural Web4Dev international awards.

Web4Dev, short for Web for Development, is an international network of 88 multilateral, bilateral, private, and nongovernment organizations that use the Web to encourage development-related work. The Web4Dev Awards for 2006 were presented in June at a ceremony in Washington. A panel of judges selected three winners and two honorable mentions. Criteria included, among others, quality of content, visual design, layout/navigation, site architecture, and interactivity.

Winners were the International Atomic Energy Agency, ReliefWeb, and the United Nations Volunteers. The World Health Organization and ADBI received honorable mentions.

28. ADBI's unique CD-ROM review program provides access to information on more than 450 development-related CD-ROMs. This database was improved in 2006 by making it possible to search by title and producer. CD-ROMs for review are selected from this library, and independent experts rate the CD-ROMs on content, user-friendliness, navigability, sustainability, and distribution. Almost 90 reviews have been posted. This is the second-most visited section of the ADBI website. As well as providing a helpful service to people in developing countries, ADBI has established strong relationships with development partners. ADB's NGO and Civil Society Center regularly promotes this service to its client base.

IV. ROLLING WORK PROGRAM FOR 2007–2009

A. Research

1. Approach to Research

29. Looking ahead, ADBI plans to conduct research relevant to the broad development strategy of the international community and to contribute to policy debate by focusing on selected issues and generating new ideas (Box 4). Based on earlier suggestions from the ADB Board, Advisory Council, and others, this rolling work plan places increased emphasis on activities related to IfRC (Box 1) during 2007–2009. Work in this area may lead to longer-term specialization, although this would not preclude continued initiatives in other areas. ADBI also intends to maintain a comparative focus of its research, contrasting experiences between countries in the ADB region and across regions (principally comparing the Asia and Pacific region and Latin America).

Box 4: Issues Addressed by ADBI Research

Infrastructure for Regional Cooperation

- Improving infrastructure collaboration in the region
- Regulating private investment in different infrastructure sectors
- Public-private partnerships in infrastructure provision
- Combining microfinance with rural infrastructure to help the poor

Poverty Reduction

- Making markets work for the poor; links between market failure and poverty reduction
- Contract farming and organic agriculture for poor farmers

Regional Cooperation

- Bilateral and regional trade agreements
- Regional cooperation in the contribution of contract farming to achieving the MDG

Private Sector Development and Governance

- Key obstacles to private sector investment in infrastructure and rural poverty reduction
- Stimulating the international competitiveness of local manufacturing enterprises
- Private sector governance and trade facilitation

2. Research 2007–2009

30. In 2007, research will be organized under the themes shown in Box 4. Expected outputs will include research papers, books, and policy advice, often disseminated through policy seminars or briefing booklets in local languages. As appropriate, results of this work may be used in CBT courses and other initiatives. Internal professional research staff will conduct or manage the work, normally in collaboration with visiting fellows, external research consultants, and colleagues from ADB or other international organizations. Efforts will be made to ensure that, as far as possible, national research institutes and individual researchers from the Asia and Pacific region are closely involved in ADBI's collaborative work.

31. IfRC will be the subject of ADBI's flagship study to be presented at the 2007 ADBI Annual Conference. As a crosscutting theme, IfRC can be found in the research plans under each of the themes below. Studies under the LAEBA program that compare the Asia and Pacific region and Latin America will continue. Detailed project activity profiles will depend in part on demand initiatives from ADBI stakeholders as well as on opportunities for collaboration. In 2007, some activities started in 2006 and earlier will be carried over and completed. Individual projects can be identified clearly for 2007 and 2008, though less precisely for 2009 (Appendix 4).

a. Poverty Reduction

32. Studies on poverty reduction have been a key element of ADBI's work since 2003, and some of these will continue. The role of markets in addressing poverty in the Asia and Pacific region, and the impact of market imperfections on the poor, has become particularly relevant following moves towards market liberalization in a number of DMCs. Results from a multicountry study on how the development of organic agriculture can reduce poverty, and contribute to the MDGs will be consolidated and published as a book in 2007. Using data collected in 2006, the study evaluates trade and environment and policy options for addressing impediments in the development of the organic agriculture sector.

33. Separately, ADBI's poverty research work has specialized in microfinance, which was the topic of the ADBI's annual conference in 2003. Since then, several studies have been published, including an in-depth analysis of the poverty impact of microfinance lending by the Khushhali Bank in Pakistan. Established with financial support from ADB, the bank is an important microfinance provider in Pakistan. Using data collected by ADBI in 2005 on Khushhali Bank activities, new studies will be undertaken to (i) investigate the effectiveness of microfinance in agricultural lending; and (ii) assess the joint impact of credit and rural infrastructure (i.e., rural roads, irrigation, electricity) on income and non-income aspects of poverty. A separate study will document innovative microfinance schemes for the capitalization of assets owned by the poor such as the use of organic agriculture certification for collateral.

b. Regional Cooperation

34. As part of its new longer-term focus, ADBI aims to build up its work on regional cooperation. While considerable research has been carried out within the region on trade integration issues, less has been done on questions of joint (i.e., multicountry) infrastructure investments in subregional projects. In 2006, ADBI launched a study to assess the role of infrastructure in reducing trade costs. This work will be extended in 2007 to cover a series of country and sector case studies. The relationship between lower trade costs and higher trade and investment will be assessed. Another study will be conducted jointly with ADB to measure the impact of road improvements on transport costs, and on the incomes of rural and urban households. A computable general equilibrium model will be developed as part of this exercise in 2007.

35. ADBI will launch studies to address selected trade issues. An important empirical question, on which relatively little evidence is available, is the impact of the PRC's rapidly growing import demand for natural resources and primary products on the terms of trade of regional economies. ADBI, among others, has estimated the gains to the PRC's neighbors created by the rapid growth of PRC imports. However, the effect of this strong growth on the import prices paid by neighboring countries is uncertain. A study is underway to address this issue. In addition, the spread of bilateral free trade and investment arrangements in the region will be examined to establish whether these arrangements undermine or support moves towards more general trade and investment liberalization.

36. ADBI is organizing a seminar on "Ageing Asia: A New Challenge for the Region" for the 40th Annual Meeting of ADB Board of Governors in Kyoto, Japan. New research on contract farming and regional cooperation will focus on competition for land between food, biofuel, and land zoning in the Greater Mekong Subregion.

c. Private Sector Development and Governance

37. Infrastructure shortages, partly reflecting the difficulty of attracting private investment in infrastructure, are becoming serious in some ADB DMCs. During 2004, ADBI made preliminary assessments of the obstacles to private sector investment. This topic was the subject of the 2004 annual conference. In 2007, a new study will be launched to assess obstacles to private sector investment, particularly FDI, in infrastructure. Country case studies will be undertaken in collaboration with ADB departments. Issues to be addressed include tariff setting, financing arrangements, risk sharing, and corporate governance.

38. Research on corporate social responsibility in the food sector aims to identify obstacles that prevent the private food sector from working with poor farmers. Various certification schemes, e.g., organic, fair trade, and good agricultural practice, will be reviewed to identify pro-poor best practices. Links to microfinance will also be studied. The Clean Development Mechanism (CDM) has so far excluded the poor. Recognizing the win-win prospect of poverty reduction and environmental restoration, ADBI's research program will collaborate with ADB's project on small-scale rural renewable energy and integrated farming in PRC, to identify policy measures that governments throughout the region could implement to enhance the pro-poor nature of the CDM.

d. Comparative Work on Asia and Latin America

39. ADBI is the implementing agency for the ADB-IADB agreement on the LAEBA, which supports comparative research in the two regions. In line with its new longer-term focus, in 2006, ADBI initiated comparative work on experiences in regional integration and infrastructure development. A number of papers were produced. These papers, together with inputs from ADB's other knowledge departments, will provide the necessary materials for ADBI's flagship study in 2007. Related topics will be pursued in LAEBA conferences and workshops in 2007–2009.

e. Visiting Researchers Program

40. In addition to carrying out its own projects, ADBI supports the work of individual researchers (principally drawn from within the region), who visit ADBI. Visiting researchers usually work on a topic of mutual interest that falls under one of the themes of the work program. This program will continue in 2007–2009, and applications for infrastructure-related topics are being encouraged.

f. Outreach and Knowledge Management

41. In cooperation with the knowledge management unit, research staff will continue to contribute to the production of *e-Newsline*, ADBI's daily Internet e-newsletter on development, including providing analyses and summaries of new research work.

42. A quarterly digest of ADBI activities will also be published in newsletter format to reach stakeholders who do not access information through the Internet.

B. Capacity Building and Training

1. Approach to CBT

43. In 2007–2009, the CBT group will design and deliver programs aimed at senior and middle-level policy makers in DMCs, in coordination with ADB headquarters and resident missions, as well as other partner organizations. The quality of capacity building will be enhanced by reducing the number of training courses, and by involving more co-organization partners and local training institutions in the DMCs. ADBI will use more ICT tools, such as websites, CD-ROMs, and the Global Development Learning Network for longer-term capacity building, when delivering courses and disseminating learning products. ADBI will expand its library of lecture CD-ROMs and case studies based on the input of resource speakers and participants from each course.

44. The CBT group will use a five-stage model to conduct its courses. The five stages are (i) needs analysis of learners, (ii) design of courses and production of learning products, (iii) implementation of courses, (iv) dissemination of learning products, and (v) impact evaluation. This model will be refined further with the development of internal guidelines for conducting courses.

45. In late 2005, an independent consultant carried out a formal training needs assessment by employing a questionnaire and face-to-face interviews with 67 officials. Respondents considered course topics in the current training portfolio to be relevant and up-to-date. Their preferred course objectives were (i) “increase understanding and enhance skills” (97%), (ii) “opportunity to meet people from other countries and expand contacts” (84%), and (iii) “opportunity to travel and see developments in other countries” (57%). The demand for training appeared to be dictated largely by the need to adjust to the imperatives of globalization.

46. Seminars and workshops (3–14 days) is the preferred training format, followed by long-term modular courses. The least preferred format is conferences (1–2 days). Face-to-face training is still the overwhelming choice for training delivery, although a significant proportion of participants would also consider using self-learning modality with CD-ROMs and distance learning techniques. While the largest training gap is at the senior level, all levels require training to strengthen organizational capacity. ADBI will continue to offer core courses face-to-face and in English for DMC officials. Because face-to-face training requires more per capita resources and can reach only a handful of officials, increased attention will be given to distance learning, cost savings, and knowledge sharing modalities.

2. CBT 2007–2009

47. CBT activities during 2007–2009 will be grouped around the themes of (i) poverty reduction, (ii) infrastructure for regional cooperation, (iii) private sector development, and (iv) governance. To promote regional cooperation, multiple country representatives will be invited to courses to share their experiences with other countries. A summary of the proposed activities is in Box 5. Further details are in Appendix 5.

Box 5: CBT Activities, 2007–2009	
Theme	CBT Activities
Poverty reduction	<ol style="list-style-type: none"> 1. Courses on bringing digital opportunities to remote villages and communities through e-community centers 2. Workshops on promoting employability of school graduates 3. Workshops on delivering safe water to community people 4. Distance learning course to train trainers in courseware development for e-community centers
Infrastructure for regional cooperation	<ol style="list-style-type: none"> 5. Workshops on promoting cooperation among countries for resolving cross-border issues of road, watersheds, and utilities 6. Courses on managing infrastructure projects
Private sector development	<ol style="list-style-type: none"> 7. Workshops related to e-business development 8. Courses to promote entrepreneurship 9. Distance learning courses for developing entrepreneurs and knowledge workers
Governance	<ol style="list-style-type: none"> 10. Courses designed for effective public sector management 11. Strategic planning workshops for local governments 12. Distance learning courses for promoting e-governance 13. Conferences to maximize tax administration
Learning product development and dissemination	<ol style="list-style-type: none"> 14. At least 150 titles of lecture CD-ROMs will be developed to share knowledge among the member countries of ADB. 15. About 20 meeting reports will be published and disseminated. Meeting reports and CD-ROMs will be posted on the ADBI website.

a. Poverty Reduction

48. Developing ICT applications with relevance to the poor will be a major focus of ADBI's programs over the next 3 years. Modules on e-learning and e-community centers are being planned. These workshops are relevant to ADBI's work in ICT and distance learning applications as well as to the strategies and development plans of the DMCs.

49. Concern has been increasing over the lack of integrated water resource management (IWRM) at the river basin level in major systems in Asia. Training courses in IWRM and basin planning are scheduled from 2007 to 2009. They will be conducted in cooperation with ADB and the Japan Water Agency (JWA). These participatory courses will introduce IWRM to the NARBO member countries and river basin stakeholders.

b. Infrastructure for Regional Cooperation

50. Drawing on experience from workshops conducted in 2005–2006, ADBI will continue to offer workshops on specialized topics of regional and subregional interest during 2007–2009. A

workshop on regional economic integration and on cross-border infrastructure and trade involving the Mekong and Central Asia will be held in this period.

c. Private Sector Development

51. Building on two entrepreneurship and e-business workshops in 2006, ADBI will continue offering courses on e-business, small- and medium-sized enterprise development, and private sector participation in physical infrastructure. Supporting ICT industries is becoming increasingly important in Asia. Many countries struggle to establish the basic conditions (such as laws, technology, and training) for a thriving ICT industry. This training may be conducted with private sector sponsorship, and parallel cofinancing from multinational companies.

52. In partnership with the private sector, ADBI will conduct workshops on labor migration and communicable diseases in 2007–2009. These will build on the regional cooperation workshop in Bangkok in 2006. They will focus on regional cooperation to reduce risks from drug trafficking, illegal labor migration, and the spread of communicable diseases. A conference on interregional best practices in managing regional public goods is planned for 2007 to share experiences in Asia, Latin America, and Europe.

53. In the area of the knowledge economy, conferences and workshops will be held in 2007–2009 on policy implications and developing knowledge workers. These events will focus on highly skilled workers in the ICT industry. Corporate social responsibility has become a critical theme in efforts to enhance private-public partnerships in Asia. ADBI will organize workshops on this topic in 2007–2009 to identify the best practices of private corporations in delivering corporate social responsibility in Asia.

d. Governance

54. Training needs assessments in Asia have consistently shown a high demand from national and local government officials for training in development management, and public finance and budgeting. To reach large numbers of beneficiaries, a training-of-trainers approach will be adopted involving capacity building of key partner institutions, staff training, and production of course materials and distance learning applications in local languages.

55. In ICT, ADBI will support governance initiatives and multiple stakeholders by offering several courses on e-government. Working closely with ADB and private sector partners, ADBI will offer courses that give attention to (i) access for the poor, (ii) local government, and (iii) judicial reform. Demand throughout the Asia and Pacific region for training in project cycle management is considerable. ADBI will offer annual courses in Project Cycle Management—Strategic Planning, Appraisal, Implementation, and Evaluation. Another important area of training for DMC officials is development and results-based management. Collaborating closely with ADB, ADBI will conduct courses in development management for senior executives and officials.

56. In many DMCs, enhancing tax revenues and improving the integrity of tax officials to combat corruption are important. The prevention of serious cases of international tax evasion also needs attention. Planned tax administration courses in 2007–2009 will identify common issues in developing countries, and introduce best practices from Asia and around the world. ADB has conducted 16 annual tax conferences with the participation of DMCs since 1990. ADBI and the Ministry of Finance of Japan have participated in and hosted the last nine seminars. The

seminars will target government officials in DMCs, aiming to strengthen transparency and efficiency; and contribute to more effective tax collection and management.

57. ADBI will continue to collaborate with numerous partner organizations in conducting workshops. These organizations include ADB, Asia-Pacific Economic Cooperation (APEC), CitiNet, Colombo Plan Staff College, Network of Asian and Pacific Schools and Institutes of Public Administration and Governance, Organisation for Economic Co-operation and Development (OECD), United Nations Drug Control Programme (UNDCP), United Nations Development Programme (UNDP), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), and United Nations Educational, Scientific, and Cultural Organization (UNESCO). ADBI will also continue to produce quality learning products for wide dissemination.

e. Website Development

58. Major new applications are not planned for the immediate future. Instead the focus will be on improving the quality of materials, expanding the e-notification subscriber base, increasing the site's "findability", and promoting the use of the new discussion forum and online seminar/conference applications.

f. Other Areas

59. ADBI aims to have more than 550 CD-ROMs and/or DVDs listed in the online library in 2007. As the use of DVDs gradually expands in developing countries, ADBI will also review DVD titles.

V. THE BUDGET

60. The budget proposed for 2007 amounts to \$14.242 million (Appendix 6) and is slightly higher than the 2006 budget (\$14.172 million). Budget allocation for internal administrative expenses (IAE) has been reduced from \$10.222 million to \$9.992 million; allocation to the program expenses budget, on the other hand, has been increased from \$3.950 million to \$4.250 million.

A. Program Budget

61. The program expenses budget of \$4.250 million consists of \$2.350 million for research and \$1.900 million for CBT. If program-related IAE, such as staff cost and business travel for research and CBT are included, the total program-related budget amounts to \$7.469 million (\$4.045 million for research and \$3.424 million for CBT, respectively). Thus, total program-related expenses represent 52% of the overall budget (Appendix 7).

62. The lower-than-expected utilization of the research program budget in 2006 was primarily due to vacancies in the research division. The proposed 2007 budget for research corresponds to the allocation in the 2006 budget; the program budget for CBT has been increased. The proposed budget allocations for research and CBT are required to enable ADBI to specialize on IfRC and to carry out the objectives of the work program, based on its four priority theme areas: (i) poverty reduction, (ii) regional cooperation, (iii) private sector development, and (iv) governance.

B. Internal Administrative Expenses Budget

63. The IAE budget proposed for 2007 is \$9.992 million. This amount includes a general contingency provision of \$291,000 and the cost of ADB secondees' salaries and benefits (including retirement contributions) and other services provided by ADB to ADBI.

1. Staff Costs

64. As of 31 December 2006, most positions at the professional levels will be filled. In accordance with usual budget practice, provisions for salary increases and staff movements have been made.

2. Business Travel

65. The proposed business travel budget is slightly lower than in 2006. ADBI seeks to reduce business travel by making use of video and telephone conference facilities, wherever feasible.

3. Other Administrative Expenses

66. The lease of ADBI premises and the cost of office equipment expenses are other major administrative expenditures. Due to exchange rate variations, the amount allocated for such purposes is slightly lower than in 2006. The contractual services budget, on the other hand, has been increased to enable ADBI to conduct outreach activities, in particular at ADB's 40th Annual Meeting in Kyoto, Japan in 6-7 May 2007.

VI. RECOMMENDATION

67. In accordance with the Statute of the Asian Development Bank Institute, I hereby recommend that the Board approves ADBI's 2007 work program and its budget amounting to \$14,242,000.

Haruhiko Kuroda
President

ASIAN DEVELOPMENT BANK INSTITUTE QUALITY MATRIX, 2007–2009

Item	Quality-Control Mechanism	Output
A. Overall		
Advisory Council meetings	Meets twice each year to review the work of the ADBI.	Detailed comments by Advisory Council on ADBI activities twice each year, as well as a review of the annual work plan.
B. Research		
Books and major monographs	Subject to external peer review. Large projects often have workshops to discuss work in progress with external reviewers assessing the work. Publication decisions are subject to committee vetting.	Published in hard copy and posted on the ADBI website. Major works are published by an international commercial publisher. Website access is tracked monthly, which allows ADBI to assess client interest. Where appropriate, results are presented at in-country dissemination seminars in liaison with ADB resident missions.
ADBI Research papers and discussion papers	Research papers are subject to external peer review. Discussion papers are reviewed internally.	Research papers are published in hard copy and posted on the ADBI website. Discussion papers, which are regarded as preliminary, are published only electronically. Website access is tracked monthly. Where appropriate, results are presented at in-country seminars in liaison with ADB resident missions.
Journal articles	Relevant material is submitted to academic journals and is subject to international reviewing procedures.	Published in regional and international journals to reach a research audience.
LAEBA	Papers presented at LAEBA conferences are subject to review by discussants.	Published through any of the normal ADBI outlets or in specialist LAEBA publications, including the LAEBA website.
C. CBT		
Courses and workshops	Electronic and/or written evaluation made by the training course participants, and resource speakers immediately after each course.	Evaluation report after each course for each training course.
	Periodic training needs and output assessment by external consultant or independent researcher.	Report on training needs assessment by external consultants or independent researcher.
	Annual review of CBT program by ADB headquarters.	Comments from ADB departments.

	Peer review and comments within CBT professionals on the design and structure of training courses.	Improved CBT course design and delivery.
	Reviews by partner institutions for joint CBT courses.	Improved CBT course design and delivery.
CD-ROMs	Review and comments made by users, CBT course participants, and resource speakers.	Written comments and e-mails from the users, course participants, and resource speakers.
	External CD-ROM specialists and engineers engaged by ADBI to producing the proceedings, lectures, and interactive CD-ROMs of each CBT course.	Written comments made by the external CD-ROM specialists. Response to comments reflected in improved CD-ROMs.
CD-ROM reviews	Screening and selection of development-oriented CD-ROMs by a team of professional staff (webmaster, CD-ROM associate, and CBT director) at ADBI.	List of collected CD-ROMs and selected CD-ROMs.
	Reviews and comments made by the CD-ROM review readers, users, webmasters, CD-ROM associates, and CBT director.	Comments and e-mails sent by users, readers, producers, CD-ROM associates, and webmaster.
D. Outreach Activities		
e-newsline	Editorial monitoring of contents by professional staff and external journalists; level of subscriber numbers; feedback from readers of the newsletter.	More than 250 e-newsline issues produced each year, now directly reaching more than 2,500 subscribers daily.
Developing Asia Journalism Awards	External team of independent judges not affiliated to ADBI.	DAJA annual awards ceremony attended by prize winners, publicized in Asia-Pacific media outlets and on ADBI website.
Participation in external seminars and conferences	Frequency of invitations and repeat invitations; feedback from seminar organizers and participants.	Speeches and papers delivered at events and published in event proceedings.
Support for conferences and workshops in ADBI facilities	Reputation, including international reputation, of development partners that wish to work with ADBI.	Around 15 conferences and workshops cosponsored with partners in ADBI facilities in Tokyo.

ADB STRATEGIC APPROACH

A. Overall

1. The Asian Development Bank Institute (ADBI) work program that was presented to ADB's Board in December 2003 proposed eight main principles to guide ADBI's work (Box A2). The program noted that a demand-led, rather than supply-driven, approach to ADBI's activities was appropriate. Several other themes that remain relevant for 2007–2009 also were emphasized. First, the work program suggested that ADBI can play an important niche role as a networking institution by strengthening links between the many public and private suppliers of research, knowledge, and training products, and potential consumers, especially in developing member countries (DMCs). Second, the program emphasized the need for ADBI to explore ways of embracing the many new opportunities offered by information and communications technology (ICT). Third, the program noted that much of the demand for ADBI's services comes from ADB. Therefore, ADBI should undertake activities that align its work with ADB's programs.

Box A2: Principles to Guide ADBI's Work

1. **Responsiveness.** The Asian Development Bank 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 mid-level 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 communications technology.
7. **Knowledge.** ADBI should pay more attention to the emerging international knowledge agenda.
8. **Area Coverage.** ADBI should broaden the area coverage of its activities.

2. Against this background, the operational emphasis of the current rolling work program for 2007–2009 is on outputs and impacts. ADBI's main outputs under the categories of (i) research, (ii) capacity building and training (CBT), and (iii) other ADBI-wide activities involving knowledge management have been more clearly defined and are being monitored (Appendix 3).

B. Research

3. In preparing research plans, ADBI aims to ensure that its research activities complement ADB's work. In addition, two other factors need to be considered in selecting priorities. First, ADBI's staff resources are modest. At the end of 2006, three full-time professional research positions were occupied. Second, research should not overlap with research by ADB in Manila. Broad understandings have been reached with the knowledge departments in ADB headquarters to avoid duplication of activities.

4. As a demand-driven organization, ADBI tries to be responsive to requests for support within its four broad themes. In practice, the work program will depend on factors such as (i) intrinsic importance of the topic; (ii) expertise and availability of current staff; (iii) possibility of bringing in suitable international researchers and "twinning" them, if possible, with researchers from the region; and (iv) the scope of work being done by other research organizations.

C. Capacity Building and Training

5. **Course Selection.** ADBI aims to provide courses that meet a clear need in DMCs and are in high demand. About half of ADBI's courses are provided in Tokyo while the rest are usually provided with the support of partner institutions in major cities in Asia. This approach will be continued during the next few years though with greater focus on providing a select group of courses. In this way, CBT activities will become more specialized. The selection of courses will be determined largely by (i) requests from DMC governments, (ii) priorities in ADB's country strategies, (iii) feedback from participants in ADBI's training programs, (iv) core competency of ADBI staff, and (v) dialogue with development partners and parallel cofinancing organizations.

6. **Delivery Mechanisms.** ADBI uses two main mechanisms to disseminate CBT work:

(i) traditional, face-to-face courses in English for selected participants; and

(ii) ICT and distance learning applications, primarily using the website and CD-ROMs produced by ADBI, but also using the World Bank Group's Global Development Learning Network.

ADB I OUTPUTS 2006

Title	Date
Research	
Books/Monographs	
The Renminbi Exchange Rate Revaluation: Theory, Practice and Lessons from Japan	March
Corporate Governance of Banks in Asia	July
Foreign Direct Investment- Mekong Region (ADB I-ADB)	September
Poverty Strategies in Asia (ADB I-Edward Elgar series)	October
Policies and Institutions for Advancing Regional Development: The Philippines in Comparative East Asian Context (ADB I-Edward Elgar series)	In print
Rural Finance in the Lao People's Democratic Republic: Demand, Supply, and Sustainability	Coming
Research Paper Series	
No. 71 Post-Tsunami Recovery: Issues and Challenges in Sri Lanka (also in Indonesian)	January
No. 72 Technology and Indonesia's Industrial Competitiveness	August
Discussion Paper Series	
No. 42 Information and Communication Technology and Microfinance: Options for Mongolia	February
No. 43 Technology and Indonesia's Industrial Competitiveness	February
No. 44 Financial Reforms: Benefits and Inherent Risks	March
No. 45 Finance and Economic Development: Financing Township and Village Enterprises in the People's Republic of China	March
No. 46 Policies for Private Sector Development in Indonesia	March
No. 47 Children and Household Savings in the Philippines	March
No. 48 Impact of Cross-border Transport Infrastructure on Trade and Investment in the GMS	April
No. 49 Contract Farming and Poverty Reduction: The Case of Organic Rice Contract Farming in Thailand	May
No. 50 Using ICT in Capacity Building for Poverty Reduction in Asia: Lessons Learned from the Microfinance Training of Trainers Course	June
No. 51 The Growth-Poverty Nexus: Evidence from Kazakhstan	July
No. 52 Downsizing Administrative Licensing System and Private Sector Development in the People's Republic of China: A Preliminary Assessment	August
No. 53 Governance, Competitiveness, and Growth: The Challenges for Bangladesh	August
No. 54 Organic Agriculture, Poverty Reduction, and the Millennium Development Goals	September
No. 55 The People's Republic of China's Small and Medium Enterprise Development Strategies in the Context of a National Innovation System	September
No. 57 Foreign Direct Investment in South Asia: Policy, Trends, Impacts and	November

Determinants

No. 58	Measuring the Impact of Organic Agriculture on Poverty Reduction and the MDGs: Framework and Indicators	Coming
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Research Policy Briefs

No. 19	Development in North East People's Republic of China	January
No. 20	Post-Tsunami Recovery: Lessons from Case Study 1. Sri Lanka (English and Indonesian)	February
No. 21	Transport Infrastructure and Poverty Reduction	March
No. 22	Current and Future Issues for the PRC Economy	May
No. 23	Policy and Regulatory Environment for Private Investment in the Power Sector	October

Articles in Refereed Journals

Peter McCawley, February 2006, "Aid versus Trade: Some Considerations", in "Policy Forum: Economic Development: Trade or Aid?", *Australian Economic Review*, Vol. 39, No. 1.

Heather Montgomery and John Weiss, February 2006, "Modalities of Microfinance in Asia and Latin America: Lessons for China," *China & World Economy*, Vol. 14.

Toshiki Kanamori and Zhao Zhijun, April 2006, "Evaluation of Renminbi Exchange Rates in the Perspective of Japan's Experience," (Chinese) *Hongguan Jinji Yangjiu (Macroeconomics)*, p48-51 and P63.

Toshiki Kanamori, May 2006, "China's Ownership Transformation: Process, Outcomes, Prospects," *Asian Pacific Economic Literature*, P72-73.

Xiao Geng and John Weiss, July 2006, "Development in North East People's Republic of China: An analysis of enterprise performance 1995- 2002," *China Economic Review*

Conferences and Seminars

Economic Analysis of Project and Contract Farming Workshop	January
The Impact of the People's Republic of China's (PRC's) Rapid Growth on the Terms of Trade of Neighboring Countries	January
LAEBA/FEALAC Seminar	March
Aging Asia	June
3rd East Asia Conference on Competition Law and Policy	June
2nd Workshop on Organic Agriculture, Poverty Reduction, and the MDGs	July
Microfinance Training of Trainers: 3rd Blended Distance Learning Course	Aug- Nov
Tsunami Study: Team meeting on Report	November
LAEBA Infrastructure seminar	November
LAEBA Regional Conference on Infrastructure's Role in Regional Cooperation	November
OA and MDG data analysis workshop	November-December
Annual Conference	December

CBT**A. Courses and Workshops****Poverty Reduction**

1. Entrepreneurship Development for Women
2. International Workshop on Developing E-Learning Contents
3. Distance Learning Course on Community Information Services
4. Pilot Course on E-Learning Policies
5. Distance Learning Course on E-Learning Policies
6. NARBO Conference and Workshop

Regional Cooperation

7. Managing Regional Public Goods
8. 8th Roundtable on Capital Market Reform in Asia
9. Promoting E-Governance in Asia-Pacific Cities
10. Workforce Development for Implementing Infrastructure Projects
11. ICT Cluster Development for Regional Cooperation

Private Sector Development

12. Cluster Based Industrial Development
13. Financial Information Infrastructure and SME Finance
14. Enhancing Banks' Intermediation Roles
15. Pilot Course on E-Business Strategies

Governance

16. Local Government Resource Management
17. Improving Governance of Public Sector Enterprise
18. Distance Learning Course on Public Information Services
19. Tax Administration Course
20. IT Infrastructure for Tax Systems

B. Workshop Reports

1. E-business Strategies: Report of the Pilot Course
2. Community Information Services for the Poor
3. E-Learning: From Policies to Programs
4. E-Procurement: Report of the International Conference
5. Workforce Development for a Knowledge Economy: Report of the International Workshop
6. Entrepreneurship and E-Business for Women: Report of the International Workshop
7. Developing E-Learning Contents: Proceedings of the International Workshop
8. Public Information Services for the Poor: Report of the Pilot Course

C. CD-ROM List

1. Analysis of Learners
2. Business Development and Incubation Support

3. Budget Monitoring and Performance Evaluation
4. Closing the Gap in Education and Training
5. Community-based Financial Institutions
6. Contribution of Technical Education and Vocational Training to Sustainable Development
7. Core Sustainable Development Competencies for the Workforce
8. Creating and Re-Engineering Knowledge Workers in Developing Economies
9. Curricular Knowledge and E-Learning in Schools
10. Customization of Computer Courseware
11. Developing ICT Strategy for Economic Growth
12. Developing Learning Portal for Workforce Development
13. Development of National Innovation System to Create a Knowledge Economy
14. E-Business beyond Borders
15. E-Business Planning: Aligning ICT with Business
16. Effectiveness of Credit Guarantees in the Japanese Loan Market
17. E-Finance for SMEs
18. Emerging Technical Skills Requirements for 21st Century Knowledge Workers
19. Employment Trends and Workforce Development Policies of the Republic of Korea
20. Evaluation of Computer Courseware: Methods, Procedure, and Evaluation Checklist
21. Facilitating Entrepreneurship and Innovation in the Knowledge Economy
22. Financing Vocational Education and Training
23. Fiscal Management and the Macroeconomic Framework
24. Global Partnership in Poverty Reduction: A Case of Contract Farming of Green Food
25. How to Develop E-Government Portal
26. How to Prepare Project Proposals
27. How Women Entrepreneurs can Adopt E-Business Development Strategies
28. HRD for Knowledge Economy
29. iMARK Digital Library Development
30. Important Issues on Linking Financial Conglomerate and Mutual Financial Commerce
31. Improving Demand Side of SME Finance
32. Information Sharing in SME Financing
33. Instructional Systems Design
34. Intergovernmental Fiscal Transfer
35. International Standards in Technical Education and Vocational Training
36. IT, Women, and E-Business with Examples from Microsoft and Lessons Learned
37. Knowledge Worker Development with Computer Supported Cooperative Work Environment
38. Knowledge Worker Development: Technology Neutrality and Growth of IT Industry
39. KOICA's Official Development Assistance and Human Resource Development
40. Learning Management System
41. Leasing and Factoring
42. Local Government Budget System

43. Local Government Expenditure Responsibilities
44. Local Government Resource Management Workshop Proceeding CD-ROM
45. Microlending: Principles, Practices and Limitations
46. Medium-Term Expenditure Framework for Local Government
47. Open Education Systems in India
48. Polarization Phenomena in Transition Economies in Asia
49. Policy Implications of Knowledge Economy
50. Principles of Effective Cyber Communication
51. Private Equity and Venture Capital for SMEs
52. Proceeding of Developing E-Learning Contents
53. Proceedings of Community Information Services
54. Proceedings of Entrepreneurship and E-Business for Women
55. Proceedings of Public Information Services
56. Proceedings of Workforce Development for Knowledge Economy
57. Product Development and Persona Marketing
58. Promoting Women's Entrepreneurship Development
59. Relationship Banking and SME in Asian Transition Economies
60. Role of Foreign Banks in Emerging Economies
61. Securitization for SMEs
62. Task Analysis for E-Learning Material Development
63. Technology Options for E-Business Development
64. The Pole of Credit Scoring in Small Business
65. Transition from Business to E-Business
66. Trends and Developments in Cybercrime in Information Age
67. Unleashing Learning Potential
68. Use of Information and Communications Technology in Technical Education and Vocational Training

External CD-ROMS Reviewed

28 published reviews on ADBI website

Other Multimedia Publications

The 2005 Year in Review: A Report to Our Stakeholders (with a multimedia CD-ROM sample of year's outputs)

Other Events

ADBI facilities in Tokyo used for about 15 conferences and workshops cosponsored with organizations including ADB, OECD, Ministry of Finance of Japan, and IADB.

Numerous talks and lectures given by ADBI staff in Tokyo and elsewhere

More than 250 daily issues of e-newsline produced

DAJA conference held in Manila in March 2006

MAIN RESEARCH 2007–2009: PROJECT OUTLINES

Theme: Poverty Reduction

Project: Making Markets Work for the Poor

Objective: To test the extent to which market failure is a key factor in limiting efforts at poverty reduction. To assess in relation to certain markets (for example, infrastructure, credit, and labor markets) how market imperfections affect the poor, and to suggest ways that such imperfections can be overcome. Some studies have been completed, others are ongoing, and a major new initiative is planned.

Ongoing: Contract farming and poverty in Lao People's Democratic Republic (Lao PDR) and Cambodia
This study tests the impact of contract farming on poverty by examining benefits and risks for poor farmers in entering into contract arrangements. Farm budget data have been collected to allow estimates of potential benefits of contract farming in terms of credit and seed provision, and stabilization of prices. Returns to different parties in the supply chain (growers, traders, processors) are being assessed to establish how value added is distributed, and how far public policy can influence this distribution.

Ongoing: Organic agriculture and poverty reduction
Organic agriculture offers an alternative labor-intensive production system and the possibility of new export market niches. This study examines the constraints facing poor farmers wishing to develop this sector, and the potential it holds for poverty reduction. Alternative possible links with global supply chains are examined.

Expected Output: Research papers, policy briefs, and material for in-country policy seminars.

Location: Bhutan, Cambodia, India, Lao PDR, People's Republic of China

Coordinator: S. Setboonsarng; teams from Lao PDR and Cambodia.

Time period: June 2004–December 2007

Theme: Poverty Reduction

Project: Microfinance and Poverty Reduction

Objective: To use best-practice econometric techniques to assess the poverty impact of microfinance loans, and to recommend improvements to services offered.

ADB recently completed the development of a detailed methodology for assessing the poverty reduction impact of a microfinance lending institution in Pakistan. This approach involves a detailed household survey of borrowers and an appropriately defined control group of those eligible to borrow who have not taken out loans. Changes in income and non-income welfare measures are estimated. Reasons for the impacts found are considered and ways of improving impact and outreach are discussed. The approach is expected to be extended to some other countries in South Asia where ADB has important microfinance projects.

Expected Output: Research papers, policy briefs, material for high-level in-country policy seminars.

Location: Bangladesh, Nepal, Sri Lanka.

Coordinator: S. Setboonsarng in collaboration with ADB/SAGF

Time Period: January 2006–December 2008

Theme: Regional Cooperation**Project: Infrastructure's Role in Reducing Trade Costs**

Objective: To examine the potential for lowering trade costs in the region through improved infrastructure, and to assess the impact of lower trade costs on trade and investment flows.

An ongoing ADBI study is developing an approach to this issue by attempting to quantify the declines in trade costs (transport and related transactions costs) associated with cross-border road projects in the Mekong. Subsequent stages will estimate the benefits associated with these declines in trade costs between participating countries. Further case studies of the links between improved infrastructure, declines in trade cost, and potential benefits in terms of greater intraregional trade and investment will be incorporated in later stages of the study. This study complements the macroeconomic modeling approach to trade costs adopted in ongoing ADB Economics and Research Department (ERD) work.

Expected Output: Research papers, policy briefs.

Location: Asia and Pacific region

Coordinator: D. Brooks

Time Period: April 2006–December 2007

Theme: Regional Cooperation**Project: Trade and Regional Cooperation**

Objective: To assess selected aspects of trade relationships in the region.

The terms of trade effect on neighboring economies from the PRC's growing demand for primary commodities and natural resources is being estimated. Earlier work at ADBI and elsewhere has stressed the potential benefits to other regional economies from exporting to the PRC's growing internal market. However, this positive effect must be partially balanced against the rise in import prices of certain goods caused by the PRC's expansion. As few estimates exist of the quantitative significance of this effect, this study will aim to make an original contribution.

Another study will take a few selected bilateral free trade agreements (BFTAs) as case studies to examine their economic impact among the participating countries. It will assess the degree to which BFTAs offer scope for closer integration than larger regional schemes, and whether they complement or threaten multilateral trade arrangements.

Expected Output: Research papers, policy briefs.

Location: Asia and Pacific region

Coordinator: J. Menon

Time Period: January 2006–January 2008

Theme: Private Sector Development

Project: Barriers to Private Sector Infrastructure Investment

Objective: To determine the key barriers to additional private sector investment, particularly foreign direct investment (FDI), and the most mutually beneficial modality for private investment in different infrastructure sectors.

Significant problems facing key sectors (e.g., power, water, and transport), such as low tariffs and poor maintenance, will be considered. The potential role of FDI and the barriers it faces in the case study countries will be examined.

The project will assess factors and conditions that influence contract design, and the allocation of costs and risks between private investors and governments. It will also consider the mechanisms to overcome information asymmetries to enable regulators to play an appropriate role, as well as the incentive and penalty structure necessary to elicit efficient performance from the private sector. Case studies of private infrastructure investment in selected sectors will be examined.

Expected Output: Research papers, policy briefs.

Location: Selected case study countries to be determined.

Coordinator: D. Brooks

Time Period: January 2007–January 2009

Theme: Crosscutting

Project: Comparative Studies of Asia-Pacific and Latin America (Latin America/Caribbean and Asia Pacific Economics and Business Association of IADB and ADB ((LAEBA)) program)

Objective: To establish lessons from comparative development experience in Asia and Latin America.

New studies will focus principally on comparative experiences in regional integration and private sector financing for infrastructure, including the distributional aspects of privatization.

Expected Output: Research papers, policy briefs, conference proceedings

Target Area: Asia and Pacific region

Coordinator: J. Menon in collaboration with Inter-American Development Bank (IADB)

Time Period: January 2007–December 2009

Theme: Infrastructure for Regional Cooperation**Project: Flagship study**

Outline: This study will focus on the overall theme of infrastructure for regional cooperation. It will be prepared in close conjunction with ADB's other knowledge departments and will include inputs from staff in those departments.

Expected Outputs: Published volume, 2007 ADBI Annual Conference contents

Coordinator: P. McCawley

Time Period: November 2006–January 2008

Theme: Infrastructure for Regional Cooperation**Project: Public-Private Partnerships in Infrastructure Provision – Recent lessons**

Outline: Private sector involvement in the provision of Asia's infrastructure services lags behind the levels of earlier periods. This study will build on findings of ADBI's 2007-2008 study (Barriers to private sector infrastructure investment) to explore ways in which public sector guarantees and innovative financing arrangements can be used to raise the involvement of the private sector in Asia's infrastructure. A number of case studies will be undertaken and best (and worst) practices distilled from those experiences.

Expected Outputs: Research papers, policy briefs.

Coordinator: D. Brooks

Time Period: January 2008-December 2009

Theme: Poverty Reduction**Study: Facilitating Human Capital Formation in Rural Areas**

Outline: As access to credit becomes less of a constraint for rural workers, developing the skills to enter the modern, formal sector workforce becomes increasingly important. New modes of social service delivery are changing the options facing rural households, and there are roles for both public and private sectors in providing those services. This study explores options utilizing ICT to meet the demand for social services in rural areas, and to recover costs.

Expected Outputs: Research papers, policy briefs

Coordinator: S. Setboonsarng

Time Period: January 2009–December 2009

Private Sector Development and Governance

Study: Private Sector Governance and Trade Facilitation

Outline: Trade has been an important engine of Asia's growth. Most countries have developed or tried various trade promotion schemes and policies. This study examines what the private sector can do to improve its export performance, both on its own and in conjunction with the public sector.

Expected Outputs: Research papers, book copublished with and external publisher

Coordinator: J. Menon

Time Period: January 2009- December 2010

MAIN CAPACITY BUILDING AND TRAINING ACTIVITIES, 2007–2009

Theme: Poverty Reduction

Cluster 1: E-Community Development

CBT Activity Outline: The accessibility and availability of information and communications technology (ICT) are significantly lower in rural areas than in urban areas, as governments and the private sector tend to invest relatively little in ICT infrastructure development in rural areas. The low accessibility of ICT results in a lack of basic information that could help members of the rural community improve their livelihood. The growing need to become part of the knowledge society or knowledge economy has encouraged many countries to try to improve the availability of ICT in rural areas. Developing an e-community center is not only about providing ICT equipment, but also requires an understanding of the needs of the people who will be using them. Locally useful information content and applications in local languages must be provided. The objective of the workshops is to provide opportunities to share experiences of establishing and operating self-sustaining e-community centers in the participating countries.

Expected Workshops: E-health services for community people, Building infrastructure for e-community centers, Leadership training for e-community center managers

Target Group: Decision makers in government ministries of agriculture, health, rural development, local government, economy, finance, and planning. Representatives of local government authorities and non-government organizations.

Possible Workshop Co-Organizers: ADB, Australia, IBM, India, International Rice Research Institute (IRRI), Japan, Republic of Korea, Microsoft, and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP).

Theme: Poverty Reduction

Cluster 2: Education for Employment

CBT Activity Outline: Investment in education and the development of appropriate skills for the workforce are prerequisites for continuing economic growth, particularly in an era of rapid and revolutionary advances in information and communication technology. Even though universal primary education has nearly been achieved in several countries in the Asia and Pacific region, the region still accounts for almost three fourths of the world's illiterate population. The regional adult literacy rate has been raised to 73%, but female literacy rates overall are still only half the those for males. Children of poor families are most likely to drop out before completing primary schooling. The objective of these workshops is to build capacities of policy makers, school administrators, and teachers to expand educational opportunities by using modern technologies.

Expected Workshops: Knowledge economy and education, ICT in basic education, Distance learning course on courseware development for e-community centers, In-service training of teachers

Target Group: Decision makers in government ministries of education, economy, finance, and planning. School administrators and senior teachers in primary and secondary schools.

Possible Workshop Co-Organizers: ADB, Australia, People's Republic of China, Colombo Plan Staff College for Technician Education, Republic of Korea, IBM, Microsoft, and United Nations Educational, Scientific, and Cultural Organization (UNESCO)

Theme: Poverty Reduction**Cluster 3: Integrated Water Resource Management**

CBT Activity Outline: One of the targets set by the World Summit on Sustainable Development was for all countries to put in place an integrated water resource management (IWRM) approach. To help form a network among the river basin organizations in Asia, the Japan Water Agency, the Asian Development Bank, and the Asian Development Bank Institute decided at the 3rd World Water Forum in March 2003 in Kyoto, Japan to launch the Network of Asian River Basin Organizations (NARBO). Meetings and workshops are planned to train staff and exchange information among the countries.

Expected Workshops: NARBO general meetings and IWRM workshops, Cross-border coordination in integrated water resources management.

Target Groups: Policy makers and practitioners of NARBO and government apex bodies for water resources management.

Possible Workshop Sponsors: ADB, CapNet, International Water Management Institute, Japan Water Agency, Mekong River Commission, NARBO secretariat.

Theme: Infrastructure for Regional Cooperation**Cluster 4: Regional Integration and Infrastructure Development**

CBT Activity Outline: Policy makers and project managers face complex challenges arising from the accelerated pace of regional integration. Expanded trade, direct investment and financial flows have created an integrated East Asian economic zone. Integration offers opportunities for cross-border infrastructure, trade, investment, and policies. It also raises issues connected with the spread of infectious diseases, water utilization, air quality, labor mobility, and drug trafficking. To make regional initiatives and investment projects more sustainable in the Asia and Pacific region, policy makers and investment planners must build national capacity for managing regional public goods, and share their experiences. The courses will be guided by ADB's regional cooperation and integration strategy.

Expected Workshops: Cross-border infrastructure management, Private sector participation in physical infrastructure, ICT infrastructure development, Regional workshop on strategic planning and resource management, Best practices in managing regional public goods, Regional workshop on local government resource management, Strategies for regional integration and cooperation in Asia.

Target Groups: Decision makers in government ministries of regional planning, public works, economy, finance, and other line ministries.

Workshop Sponsors: ADB, Association of Southeast Asian Nations, International Organization for Migration, Japan Bank for International Cooperation, Japan International Cooperation Agency, United Nations Office on Drugs and Crime, World Health Organization.

Theme: Private Sector Development

Cluster 5: E-Business Development

CBT Activity Outline: As information and communications technology (ICT) allows customers to access more information than in the past, the demands of customers are continually changing. In today's rapidly evolving knowledge economy, managing change is an essential part of doing business. This has put enormous pressure on businesses to re-evaluate how work is done, how decisions are made, and how strategy is developed. Business managers must respond to the evolution in ICT with flexible, creative, and efficient business practices.

In order to benefit from advances in ICT and the global economy, every private and public business, regardless of its size, must bring ICT into the mainstream of its operations. Through a critical re-thinking of business processes, buyers, suppliers and transporters are managing to make their businesses more responsive, flexible and resilient. These workshops will introduce basic concepts and skills of e-business and e-commerce to the participants. The business community has the opportunity to benefit from e-business and to learn how to profit from this new business tool.

Expected Workshops: Pilot and distance learning courses on workforce development, Financing small and medium-sized enterprises, Distance learning course on business management, Transforming industrial workers to knowledge workers

Target Group: Decision makers in government ministries of economy, finance, procurement, and planning. Business executives from the private sector.

Possible Workshop Co-Organizers: ADB, Australia, ECOM, IBM, Japan, Republic of Korea, Microsoft, United Nations Conference on Trade and Development (UNCTAD), UNESCAP.

Theme: Private Sector Development

Cluster 6: Entrepreneurship Development

CBT Activity Outline: Financial markets play an important role in mobilizing capital for investments. An efficient financial market will contribute to economic growth and reduce the risk of financial crises. To improve financial market efficiency, developing member countries will need to strengthen financial market regulation and supervision, improve corporate governance, introduce new financial products and services that will mobilize savings and mitigate risks, and improve investment decision making. These activities aim to build the capacity of senior financial sector supervisors from DMCs in regulating and developing efficient financial markets.

Expected Workshops: Entrepreneurship development for women, Enhancing corporate social responsibility, Developing business incubators, Distance learning courses on entrepreneurship development and e-business

Target Groups: Some 30–40 senior corporate and government officials from selected DMCs are expected to participate in each of the interregional courses.

Possible Workshop Co-Organizers: ADB, ASEAN, APEC, Chambers of Commerce and Business Organizations, and OECD.

Theme: Governance**Cluster 7: Public Sector Management**

CBT Activity Outline: DMC governments face challenges in public sector management and public finance, including (i) reducing budget deficits by increasing revenues and controlling spending, (ii) enhancing service delivery to the public, (iii) utilizing public resources efficiently and effectively, (iv) improving public financial management, (v) promoting transparency and accountability, and (vi) minimizing corruption and misuse of public funds. ADBI courses will complement several ADB activities. The main objective of this series is to build the capacity of governments, including state-owned enterprises, in public sector management, budget planning, and financial management.

Expected Workshops: Webmaster training of Asian think tanks on information sharing, Distance learning course on strategic planning and resource management, Improving governance of public sector enterprises.

Target Groups: The first seminar series will target senior decision makers in ministries of finance, budget management, and economic and planning agencies at the national level. The second series will target heads of finance and budgeting bureaus of local governments in selected countries. The third series will target senior managers of state-owned enterprises.

Possible Workshop Co-Organizers: ADB, Canadian International Development Agency, European Union, Government of Japan, United Nations Development Program.

Theme: Governance**Cluster 8: Local Government Strategic Planning**

CBT Activity Outline: Many local governments in the Asia and Pacific region have started taking their own initiatives to improve the urban environment and local economic development opportunities. Those local governments are looking for opportunities to introduce public-private partnerships, raise private financing for cleaner infrastructure, and create alternative financing modalities in order to achieve these goals. At the same time, a municipal-level awareness of the need to address global problems is now being shared and fostered among local government leaders in the Asia and Pacific region, especially for such urgent issues as climate change and global warming. Cities and regions are asking what meaningful actions they can take to reduce damaging carbon and greenhouse gas emissions and other environmental damages in cities.

The objective of the workshops is to provide an opportunity for local government decision makers and practitioners to share experiences of implementing urban management measures, to raise expertise, and to establish knowledge-sharing facilities through web-portals for sustainable knowledge enhancement.

Expected Workshops: Industrial development planning by local governments, Infrastructure project management by local governments, Risk mitigation measures of private sector financing for local infrastructure projects, Distance learning course on urban planning, Distance learning course on local e-government

Target Group: Decision makers and planning practitioners in local government authorities and nongovernment organizations.

Possible Workshop Co-Organizers: ADB, City Alliance, CityNet, FIAP, UCLG, UN-Habitat, UNESCAP, WBI, JBIC, JICA

Theme: Governance**Cluster 9: E-Government Development**

CBT Activity Outline: Many governments in the Asian and Pacific region are in the process of introducing e-government, since it has the potential to improve efficiency and transparency in the public sector. E-government can also enhance the quality of life by providing inclusive public services for all. Efficient and functioning e-government needs more than just the adoption of information and communications technology. It implies modernization and reorganization of government work and responsibilities.

While the benefits of e-government are growing, there remains a need for a better understanding and assessment of its impact and role. Because of the tremendous resources required to implement e-government, sharing of knowledge and experience will help ADB's developing member countries to reduce costs and avoid mistakes. There is a need to adjust and refine the e-government agenda, and to establish priorities and specific actions for progressing to e-government, especially in programs for the poor. The main objective of the workshops is to provide an opportunity to share experiences of planning and implementing e-government programs.

Expected Workshops: Distance learning course on e-governance, Regional workshop on e-leadership development, Distance learning course on e-leadership

Target Group: Decision makers in government ministries of government administration, local government, economy, finance, and planning. Local government authorities and non-government organizations.

Possible Workshop Co-Organizers: ADB, Australia, France, Japan, Republic of Korea, Microsoft, SAP, Sun Microsystems, UNESCAP.

Theme: Governance**Cluster 10: Tax Conference and Tax Administration**

CBT Activity Outline: The establishment of efficient and transparent tax administration systems is crucial to sound fiscal management. Increases in tax revenues and public expenditure are important to sustain economic growth and social stability. Policy makers and administrators need to improve their enforcement of tax administration, taxpayer services, and tax policy harmonization. These are key elements of good governance and sound fiscal management. ADBI and the National Tax Agency, Japan, have organized annual tax conferences for many years. The tax administration course aims to strengthen the capacity of tax officials involved in tax administration and policy enforcement with an emphasis on putting concepts into practice.

Expected Workshops: Tax conference and administration

Target Groups: Tax policy and tax administration decision makers in government ministries of economy, finance, and treasury.

Possible Workshop Sponsors: ADB, governments of Japan, India, Philippines, Singapore, and Viet Nam, OECD.

2007 BUDGET
(\$'000)

Item	2005	2006		2007	% Increase (Decrease)		
	Actual	Budget	Estimate	Budget	(C/B)	(D/B)	(D/C)
	(A)	(B)	(C)	(D)			
A. Program Expenses							
Research	1,603	2,350	1,657	2,350	(29)	0	42
Capacity Building and Training	1,333	1,600	1,650	1,900	3	19	15
Subtotal (A)	2,936	3,950	3,307	4,250	(16)	8	29
B. Internal Administrative Expenses							
	84	76	76	86	0	13	13
	3,852	4,934	4,309	4,979	(13)	1	16
Advisory Council	11	64	40	59	(38)	(8)	48
Staff Costs	193	300	200	256	(33)	(15)	28
Staff Consultant	1	5	1	5	(80)	0	400
Business Travel	4,251	4,545	4,271	4,316	(6)	(5)	1
Representation							
Other Administrative Expenses	3,197	3,295	3,081	3,072	(6)	(7)	0
of which	253	257	258	143	0	(44)	(45)
Office Occupancy	801	993	932	1,101	(6)	11	18
Depreciation	454	529	560	610	6	15	9
All Others	159	211	161	248	(24)	18	54
Office Equipment	93	120	105	120	(13)	0	14
Contractual Service	59	79	61	72	(22)	(9)	17
Library	20	31	24	30	(23)	(3)	25
Communication	3	3	3	3	0	0	0
Office Supply	13	20	17	18	(15)	(10)	6
Fire Insurance							
Bank Charge	0	298	0	291	0	(2)	0
General Contingency	8,392	10,222	8,897	9,992	(13)	(2)	12
Subtotal (B)							
Total	11,328	14,172	12,204	14,242	(14)	0	17

ASIAN DEVELOPMENT BANK INSTITUTE BUDGET BY PROGRAM, 2007
(\$'000)

Item	Research	CBT	Total	%
A. Program Expenses	2,350	1,900	4,250	30
B. Program-Related IAE				
Staff Cost	1,595	1,424	3,019	
Business Travel	100	100	200	
Subtotal (B)	1,695	1,524	3,219	22
C. Subtotal (A+B)	4,045	3,424	7,469	52
D. Other			6,773	48
Total Budget			14,242	100

CBT=capacity building and training, IAE=internal administrative expenses.