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Asian Development Bank Institute
Three-Year Rolling Work Program, 2019–2021
and Budget for 2019

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ABBREVIATIONS

ADB – Asian Development Bank

ADBI – Asian Development Bank Institute BMGF – Bill & Melinda Gates Foundation

CAREC – Central Asia Regional Economic Cooperation

CBT – capacity building and training DMC – developing member country

G20 – Group of Twenty

IAE – internal administrative expenses

IT – information technologyPRC – People's Republic of China

SMEs - small and medium-sized enterprises

T20 – Think Twenty UN – United Nations

NOTE

In this report, "\$" refers to United States 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 2019–2021.
- 2. ADBI's institutional strategic focus is aligned with Strategy 2030 of the Asian Development Bank (ADB), which was approved by the ADB Board on 26 July 2018. Strategy 2030 is an important driver in the selection of ADBI activities during the 3-year rolling work program for 2019–2021.

II. ASIAN DEVELOPMENT BANK INSTITUTE'S VISION

3. ADBI aims to be an innovative center of excellence for the creation of rigorous, evidence-based knowledge that can be implemented as new actionable policies by developing and emerging economies, so as to further contribute to achieving a prosperous, inclusive, resilient, and sustainable Asia and the Pacific. It will do this through the seamless integration of pure and applied research with capacity building and training (CBT) that has measurable impact on its outreach and engagement with regional stakeholders. It will also contribute to ADB's overall mission and operational priorities in line with Strategy 2030 under the spirit of "One ADB." This vision will lead ADBI to continue to be a globally recognized think tank. In January 2018, ADBI was again ranked the second-best government-affiliated think tank and the second-best regional studies center in the world by the 2017 Global Go To Think Tank Index Report published by the University of Pennsylvania.

III. STRATEGIC OBJECTIVES AND DIRECTIONS

- 4. The objectives of ADBI are "to identify effective development strategies and to improve the capacity for sound development of the agencies and organizations" engaged in development work in ADB's developing member countries (DMCs).² ADBI will seek to enhance its visibility, impact, and accessibility through high-quality knowledge products and services. It will strive to be a trusted source of insight, knowledge, and information to which policy makers, academics, and others interested in Asia and the Pacific's development issues turn for guidance.
- 5. ADBI's results framework (Appendix 2) is a critical tool for assessing ADBI's progress in meeting its objectives.
- 6. ADBI will continue to improve the quality of its research outputs and CBT programs by concentrating on demand-driven policy issues, strengthening its impartial peer-review process, and following the recommendations of the special evaluation study of ADBI carried out by the Independent Evaluation Department in 2011.³ To maximize the relevance and impact of its CBT activities, ADBI will conduct regular needs surveys and post-event surveys to identify topics and jointly organize CBT events in partnership with a wide range of research institutions that are recognized by high-level policy makers and heads of global and regional think tanks.
- 7. Research at ADBI is demand driven and focused on the policy issues facing the countries of Asia and the Pacific. Inputs from DMC governments and other institutions on topics of interest

¹ ADB. 2018. Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific. Manila. Appendix 1 lists 2018 ADBI activities in line with Strategy 2030 operational priorities.

² ADB Institute. 2004. *Statute of the ADB Institute*. Article II. Tokyo.

³ Independent Evaluation Department. 2011. Special Evaluation Study: Performance of the Asian Development Bank Institute: Research, Capacity Building and Training, and Outreach and Knowledge Management. Manila: ADB.

are an important driver of ADBI's research agenda. Recent examples include Cambodia, on the topic of optimal deposit insurance policy; Thailand, on small and medium-sized enterprise (SME) credit databases; the Lao People's Democratic Republic, on financial literacy; and the Central Asia Regional Economic Cooperation (CAREC) Institute, on infrastructure finance and SME finance. For each project, both theoretical and empirical analyses are applied by using microdatabases, together with macroeconomic variables. Some recent research projects have featured studies of South Asian DMCs, including Connecting South Asia and Southeast Asia and Financial Inclusion, Regulation, and Education: Asian Perspectives. As part of research projects, South Asian policy analysts and officials are invited to ADBI events and connections with South Asian research institutions are developed.

- 8. ADBI is fully committed to a One ADB approach in the conduct of its knowledge work, whereby all ADB departments and offices work as one in providing knowledge services. In this regard, ADBI will (i) jointly conduct most of its research and CBT programs with ADB departments; (ii) contribute to initiatives to coordinate and manage knowledge; (iii) submit its knowledge products to ADB repositories and portals; and (iv) seek to ensure that its knowledge operations are relevant and responsive to DMCs, and that synergies are achieved and duplications and redundancies avoided.
- 9. ADBI research and CBT staff jointly plan and design all major research projects. Attention will be given to how a research project's outputs can be used in ADBI training programs and policy dialogues and in ADB's sector and thematic work programs. CBT staff will join research projects when appropriate from the time of project inception. Research staff will also collaborate with CBT staff in conducting training programs and policy dialogues. ADBI staff will also consult with ADB staff in ADB headquarters and offices.

IV. ROLLING WORK PROGRAM FOR 2019–2021

10. The selection of research and CBT programs for 2019–2021 was guided by (i) the relevance of policy issues to the priority themes specified in Strategy 2030; (ii) the needs of DMCs as gathered through the ADBI CBT needs survey; (iii) suggestions made by the ADB Budget Review Committee and the Board of Directors, ADB management, and high-ranking policy makers and think tank heads in Asia and the Pacific; (iv) advice provided by members of the Advisory Council; and (v) consultations with knowledge and regional departments and relevant country programs to avoid duplication and foster knowledge partnerships.

A. Research

- 11. ADBI has set up quality-control mechanisms at each stage of its research, in line with the recommendations of the special evaluation study. It will seek greater collaboration with departments at ADB headquarters and will investigate the potential to establish more formal institutional links and networks with selected knowledge partners based in DMCs. Such collaboration will build on existing agreements between ADB headquarters, think tanks, and other organizations. ADBI will continue to explore ways to carry out research projects in a timely and efficient manner.
- 12. The major research projects planned for 2019–2021 are briefly described below. The policy recommendations that emerge from this research will support inclusive and sustainable growth in the region. Where relevant, these policy recommendations will also aim to promote private sector growth by, for example, removing impediments to business and improving the

investment climate; thus, providing more opportunities for the private sector to expand investment, employment, and output in the region.

1. Major Research Projects

a. Addressing Remaining Poverty and Reducing Inequality

- 13. **Digitalization and economic and financial development.** Digitalization, such as ecommerce, is a key driver of competitiveness among enterprises and economic integration in the digital economy. This project identifies ways to make internet-based trade activities more effective and explores possibilities for them to contribute to economic development while raising the competitiveness of companies. ADBI will use theoretical and empirical approaches to analyze the impact of digitization on entrepreneurship, rural—urban economic integration, and productivity across Asia and Pacific countries. ADBI will collaborate with ADB and think tanks in Asia and the Pacific.
- 14. **Building up Asia and the Pacific's health care work force.** Many emerging economies in Asia have started building up their health care systems to achieve universal coverage. Yet, many countries have few health care workers, and medical education is poor and often does not meet health care needs. Retaining health care workers in the public sector has become difficult because the private sector offers more lucrative jobs. Rural areas tend to be underserved as health care workers prefer to work in urban areas. The main components of this research are (i) assessing the major problems and implications of the lack of health care workers, (ii) estimating the needs of health care workers in Asia and the Pacific, and (iii) developing policies to improve the education and retention of health care workers. ADBI will collaborate with ADB's Health Sector Group and World Health Organization experts.
- 15. **Labor market adjustment in Asia and the Pacific.** Globalization rewards the relatively more skilled workforce disproportionately. The wage premium for skilled labor worldwide has increased significantly and the ratio of skilled to unskilled employment in all sectors is rising. Among other factors, barriers to factor mobility and labor market institutions play a key role in sector differences in labor market adjustments. The main components of this research are (i) examining the role of labor market institutions in the informal sector, (ii) analyzing migration and its indirect general equilibrium impact on labor supply and wages, and (iii) analyzing labor market indicators across some Asia and Pacific countries in the era of globalization. ADBI will collaborate with ADB and think tanks in member countries.
- 16. **Aging and fiscal imbalances across generations.** Many aging Asian economies face demographic imbalances and fiscal budget deficits. This joint CBT and research proposal will seek ways to keep budget deficits manageable in the face of aging populations. The project will develop a theoretical model with an intertemporal investment—savings curve based on an overlapping generation model. The main components are (i) a theoretical framework with an overlapping generation model with stock and flow budget, and (ii) case studies of some Asian countries based on a simulation exercise and empirical analysis. Research staff will collaborate with staff from the CBT department, ADB, and think tanks in ADB member countries.

b. Accelerating Progress in Gender Equality

- 17. **Fertility preference and female employment.** Declining birth rates are a common demographic challenge for developing and developed countries. Many households fail to realize their fertility preferences. This project identifies the main obstacles to attaining fertility preferences and their implications for female employment. The main components are (i) analyzing the interconnections between employment (and entrepreneurship) opportunities for women, childcare facilities, and fertility outcomes across countries; and (ii) evaluating the efficiency of the most popular family planning policies. ADBI will collaborate with ADB and think tanks in member countries.
 - c. Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability
- 18. New financing models for clean energy production and emission reduction. Sustainable financing mechanisms are needed to produce clean energy and reduce emissions. This project will identify innovative financing models to promote the reduction of pollution and greenhouse gas emissions by (i) analyzing how to use international carbon taxes and tax revenue spillovers from infrastructure projects to finance clean energy production and emission reduction; and (ii) examining the potential contribution of green finance measures, such as green bonds, to cleaner energy production. ADBI will collaborate with ADB and think tanks and universities in member countries.

d. Making Cities More Livable

- 19. **Structural transformation and infrastructure development.** Structural transformation through the allocation of labor and other resources from agriculture to nonagriculture sectors can have a significant impact on economic growth, with demand-side (Engel curve) and supply-side (Baumol's cost disease) factors driving the process. A 2015 study on Central Asia showed that investment in infrastructure leads to more than 5% growth in manufacturing and services but only 1% growth in agriculture. This project analyzes the role of infrastructure-related development in structural transformation, predicts and evaluates the future growth of infrastructure projects in Asia and the Pacific, and promotes collaboration among researchers in this area. ADBI will collaborate with ADB, think tanks from ADB member countries, and the CAREC Institute.
- 20. **Land ownership and land trusts.** A 2017 ADB study found that many developing countries in Asia and the Pacific have large infrastructure deficits. However, buying land for infrastructure is extremely time-consuming because of complicated land ownership laws, especially in India and Indonesia. This project will examine the feasibility of leasing land and of setting up land trusts to preserve existing land ownership, with the public sector paying the rent. This would smooth the way for infrastructure development in many Asia and Pacific countries. The main components of this research are (i) designing case studies on land acquisition for infrastructure investment in India and Indonesia; (ii) analyzing existing laws and identifying gaps in those laws; and (iii) proposing model land-lease and land trust laws. ADBI will collaborate with ADB and think tanks in Asia and the Pacific.

⁴ N. Yoshino and U. Abidhadjaev. 2015. An Impact Evaluation of Investment in Infrastructure: The Case of the Railway Connection in Uzbekistan. *ADBI Working Paper Series*. No. 548. Tokyo: ADBI. https://www.adb.org/sites/default/files/publication/175724/adbi-wp548.pdf.

⁵ ADB. 2017. Meeting Asia's Infrastructure Needs. Manila.

21. Evaluating the spillover effects of high-speed rail on quality of life. The East Japan Railway Company is providing technical support to the Government of India for adopting Japan's *shinkansen* (bullet train) technology in the inaugural high-speed rail project between the cities of Ahmedabad and Mumbai. Drawing on lessons from other high-speed rail projects and operations worldwide, the study will analyze the effects of these projects on the economy, environment, society, and quality of life. Specifically, it will discuss innovative policy instruments that will increase the internal rate of return and therefore attract private sector investments for these large infrastructure projects. The main components are (i) analyzing the effects of high-speed rail projects on the economy, environment, and society; (ii) designing models and mechanisms to replicate positive effects; (iii) evaluating the effects on internal rate of return and quality of life; and (iv) analyzing policy implications for the ministries of finance, transport, and planning. Collaborators include the East Japan Railway Company, the Indian Institute of Technology Delhi, and regional governments in India.

e. Promoting Rural Development and Food Security

22. Leveraging community savings for sustainable development. The 2030 Agenda for Sustainable Development of the United Nations (UN) and the Paris Agreement on climate change present countries with considerable financing challenges. Most developed countries have seen economic growth slow since the global economic and financial crisis. Aging societies and high unemployment rates have reduced the fiscal space of many governments. This project introduces a new and potentially transformative idea on how to finance development: local finance for development. Based on the idea of hometown investment trust funds developed by Dean Naoyuki Yoshino of ADBI, domestic savings are mobilized and channeled to local governments and businesses so that they can carry out their development and business plans. The main components of this research are (i) explaining the main financing structure and advantages of hometown investment trust funds, (ii) delineating the role of the central government in providing seed funding, and (iii) showcasing projects that have been implemented successfully using hometown investment trust funds. ADBI will collaborate with experts from the Korea Environment Institute and the University of Tokyo.

f. Strengthening Governance and Institutional Capacity

23. **Big data for economic development.** Governments across Asia and the Pacific have started to introduce big data in public administration. The Ministry of Industry and Information Technology of the People's Republic of China (PRC) has implemented a big data development program as part of the PRC's Thirteenth Five-Year Plan. India is using big data collected through the country's Aadhaar card, the world's largest biometric identification system, to optimize direct cash transfers. Indonesia is using big data analytics to optimize tax collection. This project analyzes the potential for using big data in DMCs to evaluate infrastructure, SME finance, health, education, and banking. The project will (i) identify potential applications of big data analytics in public administration, (ii) use big data to conduct economic research, (iii) identify best practices as potential models for other countries, and (iv) identify potential areas for further application of big data analytics. Collaborators include ADB's Economic Research and Regional Cooperation Department, the Chinese Academy of Social Sciences, India's National Institute of Public Finance and Policy, UN Global Pulse, and the UN Global Working Group on Big Data for Official Statistics.

g. Fostering Regional Cooperation and Integration

24. **Small and medium-sized enterprises and trade.** SME exporters are innovative and competitive. However, recent studies show that banks reject almost 52% of their proposals to finance trade transactions. At the same time, smaller manufacturing firms rely on the resources these exporters bring to pursue potential export opportunities and compete internationally. The project aims to examine how trade finance can be used to promote SME development in emerging Asia. The main components are (i) designing case studies of some Asian countries including Indonesia, the Philippines, Thailand, and Viet Nam; and (ii) analyzing various methods of trade finance and exposure to trade. ADBI will collaborate with ADB and think tanks in ADB member countries.

2. Other Research Activities

- 25. Leadership of the Think Twenty process for 2019. Japan will host the G20 Summit in late June 2019, and the Japanese government requested ADBI to take a lead role in organizing the collaboration of Think Twenty (T20) think tanks from G20 countries. The T20 organizers will form about 10 task forces to develop policy recommendations on selected thematic areas, including infrastructure, SME finance, and climate change. ADBI will work with two other Japanese think tanks—the Institute for International Monetary Affairs and the Japan Institute of International Affairs—to coordinate the transregional process.
- 26. **Annual conference.** ADBI, in partnership with ADB, expects to maintain the tradition of holding a year-end conference throughout the 3-year rolling work program (2019–2021) to share the results of selected major research activities with policy makers, the public, and media. The 2018 conference will double as the T20 Japan Inception Conference.
- 27. **Visiting fellow program.** This program brings talented postdoctoral scholars from ADB member countries to ADBI. Throughout the year, ADBI also engages visiting fellows from partner think tanks and universities in ADB member countries to participate in ADBI research activities.
- 28. **Adjunct ADB Institute fellows.** Starting from the fourth quarter of 2016, and working in conjunction with ADB headquarters, ADBI piloted a program to harness the research talents of ADB sector and thematic experts. Four ADB international staff members with advanced professional degrees were competitively selected as nonresident fellows to work on topics of mutual interest to ADBI and the researchers. They will complete their chosen research topic and present them at ADBI for peer feedback and possible publication. The topics cover emerging trends in governance, the economic impacts of natural disasters, bank-related financial inclusion in the PRC, and the political economy of fiscal reform.
- 29. **Distinguished speaker seminar series.** This series invites internationally renowned scholars and experts to ADBI to discuss development issues of interest to DMCs. The talks encourage debate among policy makers, researchers, academics, think tanks, and other audiences interested in economic development challenges in Asia and the Pacific.⁶
- 30. **Other seminars.** ADBI hosts seminars (16 in 2018) led by scholars, visiting fellows, and ADBI staff. ADBI staff members also give outside presentations at senior officials' meetings, academic conferences, think tank seminars, university courses, book launches, and other events.

⁶ To date, seven Nobel laureates have spoken at ADBI events: Lawrence R. Klein, Paul Krugman, A. Michael Spence, Joseph E. Stiglitz, Oliver E. Williamson, Muhammad Yunus, and James Mirrlees.

B. Capacity Building and Training

- 31. **Objectives.** ADBI CBT programs are committed to developing knowledge-sharing and learning platforms through which mid- and senior-level DMC officials participate in effective development planning and management to contribute to creating a prosperous, inclusive, resilient, and sustainable Asia and the Pacific. In 2019–2021, these programs are expected to (i) enhance government officials' awareness and understanding of the development policy issues and challenges DMCs face, (ii) provide policy ideas, (iii) share effective practices and country experiences, (iv) provide forums for dialogue and information sharing, (v) build consensus on priority issues, and (vi) create a strong professional ADBI alumni network.
- 32. **Delivery.** ADBI will continue to deliver CBT programs via four proven formats: policy dialogue, course-based training, e-learning, and publications. CBT programs use policy dialogue to provide high-level forums for senior government officials and major stakeholders to discuss key policy issues. Course-based training for mid-level policy makers will develop participants' knowledge on important issues, thus helping them improve their capacity to design, execute, and assess policy measures while providing opportunities to exchange views and experiences. CBT programs will expand to use the e-learning method through ADBI's website with prerecorded training courses to deliver remote training. E-learning courses aim to reach out to a wider group of government officials and other stakeholders (both regionally and globally) in knowledge sharing and capacity development. ADBI strengthens the impacts of CBT programs by consolidating practical knowledge through publications such as ADBI policy briefs, books, and blog posts.
- 33. **Strategies.** ADBI will design and deliver CBT programs based on the following strategies.
 - (i) Design demand-driven programs based on needs and relevant topics. ADBI will consult with DMC governments, ADB departments, and program partners to select topics that address development challenges in the region. Structured along the seven operational priorities of ADB's Strategy 2030, CBT programs will focus on (a) addressing remaining poverty and reducing inequality; (b) accelerating progress in gender equality; (c) tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability; (d) making cities more livable; (e) promoting rural development and food security; (f) strengthening governance and institutional capacity; and (g) fostering regional cooperation and integration.
 - (ii) Select participants carefully. Working through ADB resident missions, ADBI asks governments to nominate officials to receive CBT. Nominees should be directly involved in the subject areas and willing to share their new knowledge with colleagues. ADBI confirms these nominations to ensure that they are a good fit. In line with ADB's Gender Equality and Women's Empowerment Operational Plan, 2013–2020, ADBI also encourages the nomination of qualified female professionals.
 - (iii) Ensure greater regional coverage for capacity building and training events.

 To the extent possible, CBT events are organized across all subregions to ensure

- more equitable distribution, effective sharing of country practices and experiences, and consensus building on key policy issues in the region.⁷
- (iv) Ensure effectiveness. ADBI asks participants to evaluate events, and their responses are fed into an internal review process to monitor whether activities are meeting objectives. After careful review of the events, ADBI modifies and improves training methodologies and replaces ineffective activities with new programs and approaches.
- (v) Strengthen synergy and collaboration with partners. CBT programs are carried out in collaboration with other ADBI departments (such as the Research department and the Administration, Management and Coordination department), ADB headquarters, and ADB resident missions to ensure that training delivery is synchronized and relevant. Where feasible, CBT events are guided by ADBI research projects. ADBI's CBT department collaborates with new and existing external partners, including think tanks, government ministries and agencies, universities, regional organizations (e.g., the Association of Southeast Asian Nations Secretariat), and international organizations (e.g., the Organisation for Economic Co-operation and Development). Since 2017, the CBT department has been responsible for ADBI's partnership with the Bill & Melinda Gates Foundation (BMGF) to support sustainable and innovative water and sanitation solutions in ADB DMCs.
- 34. In line with ADB's Strategy 2030, CBT programs will focus on the following activities. Major CBT programs and their details are listed in Appendix 3.

1. Addressing Remaining Poverty and Reducing Inequality

35. While Asia and the Pacific has made tremendous progress in reducing income poverty, much more needs to be done to address the non-income dimensions of poverty and vulnerability in urban and rural areas; promote social inclusion and development, particularly for vulnerable groups; and build resilience. Strategy 2030 identifies as constraints the lack of human development and social inclusion, quality jobs, education and training, health care, and social protection. The CBT department will promote new development strategies; address constraints on inclusive growth; share good practices and country experiences in generating quality jobs, including by SMEs; improve education and training; seek to achieve better health for all and social protection for those in need. In this regard, CBT programs will include a workshop on financing social protection for the Sustainable Development Goals.

2. Accelerating Progress in Gender Equality

36. Providing equal access to economic opportunities for men and women is essential to ensure a sustainable and thriving economy. Tackling gender inequality is a complex, long-term challenge that requires broad social engagement in addition to economic opportunities, access to land, financial instruments, and information and communication technology tools. CBT programs will scale up support for gender equality by focusing on promoting women's economic empowerment, pursuing gender equality in human development, enhancing gender equality in decision making among leaders, increasing women's leisure time, and strengthening women's

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⁷ ADBI will continue efforts made in 2017 and 2018 to organize more events in the Pacific and South Asia.

resilience to external shocks. Recognizing the importance of gender equality issues in sustainable development, the CBT department will develop CBT programs for women.

3. Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability

37. Asia and the Pacific is the world's most disaster-prone region, accounting for 57% of the global death toll from natural disasters since 1970. Environmental degradation, climate change, and natural hazards continue to challenge countries' ability to pursue environmentally sustainable growth. Given the growing importance of cooperation in promoting sustainable development to combat climate change and its impacts, and the new consensus on a post-2015 development agenda, CBT programs will focus on improving capacity to implement policies and regulatory frameworks in climate change adaptation and in mainstreaming environmental sustainability. Topics include reducing greenhouse gas emissions, innovative approaches to building climate and disaster resilience, environmental sustainability, and the water–food–energy security nexus. More specifically, the CBT department will design training programs such as roundtable on green finance for sustainable development.

4. Making Cities More Livable

38. Urban populations have increased sharply and now comprise 55% of the world's population. The UN projects that they will grow to about 6.4 billion in 2050, accounting for about 70% of the world's population. This rapid urbanization is pronounced in developing nations in Asia, giving rise to environmental and urban problems, including the spread of informal settlements. In countries such as India, rapid urbanization is a major strain on infrastructure such as water and waste management systems. Furthermore, many countries in Asia are soon expected to face the challenges of an aging society. The task is to ensure that urban lives are fruitful, healthy, and secure. CBT programs will concentrate on making cities more livable by addressing topics such as inclusive and participatory urban planning, integrated solutions and funding for livable cities, water and sanitation, and climate resilience and disaster management in urban areas. To make cities more liable, the CBT department will strengthen its existing programs such as the Asia Smart City Conference.

5. Promoting Rural Development and Food Security

- 39. Asia and the Pacific has made remarkable progress in reducing food insecurity over the past quarter of a century. But the burden of feeding increasing populations still falls heavily on DMCs; and less food is being produced because of decreasing rural populations, unsustainable use of land and natural resources, and global climate change. To solve these food security issues, the entire food supply system and rural development paradigm must be reformed. The shrinking farm workforce requires more state-of-the-art agricultural technology. Infrastructure gaps must be filled by developing better post-harvest facilities, rural roads, market infrastructure, and agrilogistics centers to integrate more producers and agribusinesses into national, regional, and global food systems. CBT programs will focus on agricultural market connectivity and agricultural value chain links, agricultural productivity, food security, and food safety. In particular, the CBT department will organize capacity building programs such as a workshop on horticultural value chain management.
- 40. More than 1.5 billion people in Asia and Pacific DMCs lack access to improved sanitation, and about 80% of wastewater is discharged untreated. Without evidence-based information and

adequate leadership capacity, national and local policy makers cannot develop suitable sanitation and implement programs in urban and rural areas. In partnership with the BMGF, CBT programs will create a platform for non-sewered sanitation and fecal sludge management to make cities more livable and promote rural development. CBT programs and the BMGF will support sustainable and innovative water and sanitation solutions in DMCs using a variety of methodologies, including evidence-based case studies; effective teaching and learning methods; high-level policy dialogue; seminars; research; and field visits by DMC government officials, experts, and private sector professionals. In this regard, the CBT department will develop its future programs under the theme of leadership capacity development on non-sewered sanitation systems and fecal sludge management.

6. Strengthening Governance and Institutional Capacity

41. Good governance and effective public management are essential to achieve country- and sector-level development results. ADB's message in its Asia 2050 report is clear—better governance across a range of dimensions and across Asia and the Pacific will determine whether a DMC can accelerate development and inclusive growth. But DMCs confront the challenges of designing sound policies amid changing climate, economic, and population landscapes. To adapt, DMCs need to strengthen their capacity to organize and mobilize government and their institutions. The CBT department is committed to strengthening the governance and institutional capacities of DMCs by engaging in the following topics: public management reforms, financial sustainability, domestic resource mobilization, service delivery, capacity, and standards. For example, the CBT department plans to organize a training workshop on competition law and policy in Asia.

7. Fostering Regional Cooperation and Integration

42. ADBI helps DMCs reap the benefits, mitigate the risks, and maximize the opportunities resulting from globalization by promoting regional cooperation and integration. Initiatives are typically driven by investments in regional infrastructure, which also provide a platform for cooperation across member countries in areas of mutual interest. Regional cooperation and integration fosters rapid and sustained growth, reduces poverty, and builds resilient institutions by helping DMCs build closer trade, investment, and financial links that, in turn, create opportunities for mutual, broad-based, and inclusive growth. CBT programs aim to create a knowledge-sharing platform for greater understanding and harmonization in the region, aligned with ADB's Strategy 2030. CBT programs will concentrate on enhancing connectivity and competitiveness, promoting regional public goods, increasing cooperation in the finance sector, and strengthening subregional initiatives. A major CBT program in this regard is a workshop series on Economic Corridor Development for Competitive and Inclusive Asia.

8. Nurturing Young Scholars and Policy Makers from Developing Member Countries

43. Members of ADBI's professional staff will continue to teach graduate-level courses on Asian economic development and integration as part of the Asian Public Policy Program at Hitotsubashi University and the Graduate School of Public Policy at the University of Tokyo. ADBI will continue to participate in the ADBI–Keio Executive Training in Economics program, which began in 2014. ADBI invites mid-level government officials from DMCs and private sector officials from Japan to Tokyo for lectures, discussions, and site visits designed to improve capacity and

⁸ ADB. 2011. Asia 2050: Realizing the Asian Century. Manila.

understanding of macroeconomic issues. It also hosts interns and occasional trainees of diverse nationalities from local universities during the summer recess and at other times during the academic year.

C. Integrated Programming

1. Collaboration with ADB Headquarters

- 44. ADBI will conduct most of its major research projects and some of its CBT programs jointly with ADB departments. ADBI will increase collaboration with ADB departments in organizing important events such as the ADBI Annual Conference and research seminars. For example, several projects and project themes will be relevant for Southeast Asia and South Asia DMCs, including SME Credit Databases and Credit Scoring, Financial Inclusion, and Water Insecurity and Sanitation in Asia. ADBI will also support flagship events organized by ADB departments, such as the Transport Forum and Asia Water Forum.
- 45. To strengthen ADBI's collaboration with ADB departments and capitalize on the expertise and experience of its professionals, ADBI will circulate information about its projects to the knowledge departments and relevant operations divisions at ADB headquarters and will involve more ADB professionals in research and CBT projects. ADBI will communicate significant project management details to relevant ADB departments in a timely fashion. Such details might include the name of the task manager, the project budget, the expected time frame, the terms of reference, and the DMCs to be included in the study.
- 46. As recommended in the special evaluation study (footnote 5), ADBI management has appointed formal contact points in ADBI and departments at ADB headquarters to improve communication. ADBI staff also participate in most ADB sector and thematic groups and may serve as peer reviewers of ADB projects. ADB and ADBI will strengthen these links further as needed.

2. Collaboration with Other Organizations

47. ADBI has continued to scale up its cooperation with like-minded institutions and think tanks regionally and globally to improve the quality of its research and capacity building initiatives and to increase ADBI's visibility (Box). ADBI will continue to establish formal and informal relationships with renowned think tanks and universities.

ADB Institute Partners, 2017–2018

International organizations. The Asia Europe Economic Forum; the Consultative Group to Assist the Poor; the Global Fund to Fight AIDS, Tuberculosis and Malaria; the International Economic Association; the International Labour Organization; the International Monetary Fund; KPMG; the Organisation for Economic Co-operation and Development; the United Nations Capital Development Fund; the United Nations Economic and Social Commission for Asia and the Pacific; the United Nations Educational, Scientific and Cultural Organization; the United Nations Institute for Training and Research; the World Bank Tokyo Development Learning Center; the World Health Organization; and the World Trade Organization.

Regional organizations. The Asia-Pacific Economic Cooperation Business Advisory Council; the Asia-Pacific Finance and Development Center; the Asian Development Bank; the Association of Southeast Asian Nations; the European Bank for Reconstruction and Development; the Foundation for Development Cooperation; and the Inter-American Development Bank.

National government agencies. Agence Française de Développement; the Australian Taxation Office; Bank Indonesia; the Bank of Italy; the Bank of Japan; the Bank of Thailand; China Development Bank; Deutsche Gesellschaft für Internationale Zusammenarbeit; the Japan Fair Trade Commission; the Financial Services Agency, Japan; the National Tax Agency, Japan; the Japan Water Agency; the Korea Fair Trade Commission; the Ministry of Agriculture and Water Resources, Uzbekistan; the Ministry of Finance, Japan; the Ministry of Finance of Georgia; the Ministry of Foreign Affairs, Japan; the National Credit Bureau of Thailand; the Policy Research Institute of Japan's Ministry of Finance; the Research Institute of Economy, Trade and Industry, Japan; and the State Bank of Vietnam.

Think tanks, universities, and other knowledge institutions. The Afghanistan Research and Evaluation Unit; the Analytical Center for the Government of the Russian Federation; the ASEAN-India Centre; the ASEAN+3 Macroeconomic Research Office; the Asia Economic Community Foundation; the Asian Institute of Technology; the Australian Asia-Pacific Economic Cooperation (APEC) Study Centre; the Australian Institute of International Affairs; the Bangladesh Institute of Development Studies; Brandeis University; the Brookings Institution; the Center for Economic and Social Development; the Center for River Basin Organizations and Management; the Central Asia Regional Economic Cooperation (CAREC) Institute; the Centre for Policy Dialogue; the Chinese Academy of Social Sciences; the East Asia Economic Association; the Ecologic Institute; the Economic Research Institute for ASEAN and East Asia; Fathom Consulting; Finnacle Capital Advisors; the Foundation for Development Cooperation; the Graduate School of Public Policy, University of Tokyo; Harvard University Asia Center; Hiroshima University; Hitotsubashi University; the Indian Council for Research on International Economic Relations; the Institute for Integrated Studies; the Institute for Policy, Advocacy and Governance; the Institute for Policy Studies; the Institute of Developing Economies; the Institute of Economic Growth; the Institute of Southeast Asian Studies; the International Management Institute; Peking University; the International Institute for Trade and Development; the International University of Japan; the Japan External Trade Organization; the Japan Institute of International Affairs; the Japan International Cooperation Agency Research Institute; Johns Hopkins School of Advanced International Studies, Bologna; Keio University; KIMEP (the Kazakhstan Institute of Management, Economics and Strategic Research) University; Kobe University; the Konrad Adenauer Foundation; the Korea Economic Research Institute; the Korea Energy Agency; the Korea Environment Institute; the Korea Institute for International Economic Policy; the Korea Institute of Finance; the Korea Small Business Institute; the Korea Trade-Investment Promotion Agency; the Korea Transport Institute; Korea University; Korea Women's Development Institute; the Lee Kuan Yew School of Public Policy, National University of Singapore; the Lowy Institute; the Malaysia Institute for Supply Chain Innovation; the Malaysia Institute of Economic Research; Nanyang Technological University; the National Bureau of Economic Research; the National Graduate Institute for Policy Studies, Tokyo, Japan; the National University of Singapore; the Network of Asian River Basin Organizations; the North-East Asia Research Foundation; Osaka University; the Overseas Development Institute; the Pacific Economic Cooperation Council; the Peterson Institute of International Economics; the Philippine Institute for Development Studies; Research and Information Systems for Developing Countries; the Royal Melbourne Institute of Technology; Seoul National University; Sichuan University; the Small & Medium Business Corporation; the Sustainable Development Policy Institute; the Thailand Development Research Institute; Thammasat University; the Think Tanks and Civil Societies Program, University of Pennsylvania; the University of British Columbia: the University of Chicago: the University of New South Wales: the World Savings and Retail Banking Institute; and Yokohama National University.

Source: Asian Development Bank Institute.

3. Internship Programs

48. As part of its contribution to the advancement of future leaders from the region, ADBI offers several internships each year to graduate students studying at universities in Japan. A member of ADBI's professional staff mentors the interns, who may be nationals of Japan or of other ADB member countries.

D. Outreach and Knowledge Dissemination

- 49. ADBI will continue to raise its profile among development partners and within ADB. It will also continue to disseminate its research results and training, seminar, and conference outputs widely through multiple channels, including the media, publications, ADBI.org, Think-Asia.org, social media, multimedia, blogs, and its podcast—Asia's Developing Future.
- 50. ADBI enjoys close and productive relations with numerous regional and international think tanks and other organizations in Asia and the Pacific. It is a founding member of the Asia Europe Economic Forum, the Latin America/Caribbean and Asia/Pacific Economics and Business Association, the Research Centers Networking Group, and the Silk Road Think Tank Network. ADBI will continue to reach out to key think tanks and expand its network of partner institutions. In 2018, ADBI continued to serve as the secretariat for the annual Asia Think Tank Summit series. Together with the Think Tanks and Civil Societies Program of the University of Pennsylvania, ADBI organized the Global Think Tank Summit in Yokohama in May 2017.
- 51. ADBI will also collaborate with ADB in developing strategic and programmatic partnerships with centers of excellence and knowledge hubs to enrich the quality of DMC knowledge and accelerate the provision of knowledge solutions.

1. Mass Media

- 52. The media are an effective channel for raising ADBI's profile and promoting ADBI as a trusted source of insight, knowledge, and information on development strategies. ADBI will continue to develop relations with top-tier international and regional media to improve visibility.
- 53. In line with the ADBI results framework, ADBI tracks media mentions of ADBI and ADB staff members. Monitoring is done on a daily basis and media mentions are categorized by type of media, source of exposure, geographic area, and rating of coverage. Reports are produced monthly.
- 54. ADBI's Asia Pathways blog posts have been republished, often as op-eds, in regional media, including *Asia Times*, *Brink Asia, East Asia Forum, Economy Watch, Fiji Times*, *Himalayan Times* (Nepal), *IndraStra, Nikkei Asian Review* (Japan), *QOSHE* (Turkey), *Review Nepal*, and *The Diplomat*. The Australian Institute of International Affairs has a standing arrangement to repost interesting ADBI stories in its own blog. Efforts will continue to gain greater media exposure for *Asia Pathways* postings.

2. Publications

- 55. ADBI publishes its research outputs in working papers, journal articles, institutional reports, books, and book chapters (Appendix 4). It also disseminates research summaries through *Asia Pathways* and other blogs. Institutional publications include the academic journal *Asian Development Review*, which is jointly produced with ADB's Economic Research and Regional Cooperation Department and published by MIT Press.
- 56. ADBI aims to publish 10 books a year, on average. ADBI books are generally published under the ADBI imprint or as co-publications with external publishers. ADBI also has two long-standing book series with commercial publishers: the ADB Institute Series on Development

Economics with Springer and the ADBI Series on Asian Economic Integration and Cooperation with Edward Elgar.

- 57. Under ADBI's scholarly publishing arm, ADBIPress, institutional reports will continue to be published under the ADBI logo and made available for immediate free download at ADBI.org and the repository Think-Asia.org.
- 58. ADBI will continue to promote and disseminate its books through multiple channels, including the ADBI and ADB websites and repositories; publication catalogs; complimentary distribution to various stakeholders; journal reviews; leaflets, posters, and other marketing materials; cooperation with publishing partners; and translations of select titles.
- 59. ADBI has expanded its dissemination of publications through online electronic repositories, including its own initiative, Think-Asia.org, which brings together the best work of top think tanks in Asia; book distributorship arrangements that improve the availability of ADBI products; and greater engagement with ADB's marketing and web teams. ADBI has partnered with the Brookings Institution to market and sell selected ADBI publications through their worldwide catalog, distribution, and fulfillment system. Through this arrangement, ADBI books and co-publications with ADB will be showcased alongside top publications from other leading think tanks and made commercially available all over the world.
- 60. Working papers are a key way for ADBI to package and disseminate its research outputs, and many eventually become chapters in ADBI publications or are accepted as articles by peer-reviewed journals. Working papers are also distributed electronically through the ADBI website and other external repositories including IDEAS, EconomistsOnline, EconPapers, and the Social Science Research Network. ADBI expects to publish 60–100 working papers a year.

3. ADBI Website

- 61. The ADBI website (ADBI.org) is a key dissemination tool. However, an increasing number of people are choosing to obtain ADBI content from third-party sites linked to ADBI.org. Recognizing this trend, ADBI will continue to promote its freely available publications and documents to external partners so that they too can link to ADBI webpages.
- 62. ADBI plans to enhance its website by posting post-event summaries. ADBI will also use the website to promote e-learning and the e-alert (formerly e-notification) service.

4. Social Media, Multimedia, Podcast

- 63. Social media is an increasingly important tool to communicate with external audiences. Its borderless, instantaneous, and interactive platforms allow ADBI to share and exchange ideas, knowledge, and opinions with others in an open online environment, thereby strengthening relationships with stakeholders, particularly among younger demographics.
- 64. ADBI is active on Twitter, Facebook, and YouTube; hosts its own blog, *Asia Pathways*; and in 2017 launched its own podcast, Asia's Developing Future, and video explainers which shorten and simplify ADBI's work for those without an economics background. These channels are drawing an increasing number of users, and ADBI will continue to develop a stronger social media presence and integrate social media into the day-to-day workflow.

V. STAFFING AND BUDGET FRAMEWORK

A. Staffing

65. As of the end of September 2018, ADBI had 64 personnel—12 professional staff including the dean (Table 1), 1 visiting scholar, 3 support staff members, 6 consultants, 4 project consultants, 22 temporary staff members, 13 research associates, 2 information technology (IT) help desk staff members, and 1 professional seconded from the Japan Water Agency—all in all representing 14 nationalities. The Ministry of Economy and Finance of the Republic of Korea has begun sponsoring the secondment of professional staff. ADBI also had 2 interns.

Table 1: Geographic Diversity of ADB Institute
Professional Staff

Nationality	End of 2017	September 2018
Australia	1	1
Canada China, People's	1	0
Republic of	2	1
Germany	1	1
India	2	1
Indonesia	1	1
Japan	3	3
Korea, Republic of	1	2
Philippines	1	0
Thailand	0	1
United States	1	1
Total staff	14	12

Source: Asian Development Bank Institute.

B. Budget Framework

1. Resources

- 66. Since 2012, ADBI has received an annual contribution of ¥1,344 million from the Government of Japan (Table 2). The Government of the Republic of Korea contributed \$1,750,000 to the Special Fund, representing half of the aggregate amount of \$3,500,000 it has agreed to transfer in semiannual installments in 2018 and 2019. In addition, ADBI received a contribution of \$500,000 from the People's Republic of China (PRC) at the end of 2017 and the same amount is expected in 2018. Moreover, a second contribution to the Special Fund from the Government of Indonesia of up to \$600,000 is expected in 2019, subject to securing parliamentary approval.
- 67. The Bill & Melinda Gates Foundation (BMGF) continues to provide financial support to ADBI for the leadership capacity development program on non-sewered sanitation and fecal sludge management, pursuant to a 2-year contract award totaling \$544,347, of which \$499,040 has so far been received. In addition, ADBI entered into a second cost reimbursement agreement with the Institute of Transportation Economics Japan in March 2018, for up to ¥30 million for

ADBI's services as part of a continuing project to build the capacity of transport engineers in South Asia.

68. To consolidate ADBI's financial strength and broaden its financial base, ADBI is also seeking further voluntary contributions and cost recovery from other potential donors and partners.

Table 2: Resources from Governments

Contributor	2012	2013	2014	2015	2016	2017	2018	2019
Japan (¥million)	1,344	1,344	1,344	1,344	1,344	1,344	1,344	1,434ª
Republic of Korea (\$'000) People's Republic of China (\$'000) Indonesia (\$'000)	1,500			700 500	700	1,000 500	2,000 ^b 500	2,000 ^b TBD 600 ^c
Australia (A\$'000)	580							

A\$ = Australian dollar, ¥ = Japanese yen, TBD = to be determined.

Source: Asian Development Bank Institute.

2. Budget

69. The budget proposed for 2019 is \$17,764,000 (Table 3), \$1,000,000 more than in 2018, of which \$481,000 is for Think Twenty (T20). The allocation for the program expenses budget (\$6,138,000) has increased compared with 2018 in response to the increased demand for CBT programs. The allocation for the internal administrative expenses (IAE) budget (\$11,626,000) has increased mainly to cover regular replacement of office IT equipment. ADBI's revenue target for 2019 is \$16,280,000.9 Any gap between actual expenses and resources will be adjusted by changes in ADBI's reserves (Appendix 5).

Table 3: 2019 Budget (\$'000)

2019 e Budget (D)	Chan (D/B)	ge (%)
		• ,
	(5,5)	(D/C)
6 3,222	2	50
2,916	10	24
6 6,138	6	36
4 100	0	19
9 6,228	5	41
4 630	26	23
2 3	0	50
	6 3,222 60 2,916 6 6,138 4 100 9 6,228 4 630	6 3,222 2 60 2,916 10 6 6,138 6 6 4 100 0 9 6,228 5 4 630 26

⁹ ADBI aims to raise voluntary contributions totaling \$15,640,000 from member countries under the exchange rate assumption of ¥110 to \$1.00. Other revenues are expected to total \$640,000 under the same assumption.

^a Preliminary.

^b Including sponsorship of costs for a secondee.

^c Expected in 2019, subject to parliamentary approval.

	2017	20	18	2019		
Item	Actual (A)	Budget (B)	Estimate (C)	Budget (D)	Chang (D/B)	ge (%) (D/C)
Administrative expenses	3,412	3,851	3,425	4,115	7	20
Office occupancy	2,754	3,000	2,764	3,000	0	9
Depreciation	16	70	8	35	(50)	338
Office equipment	508	570	551	886	57	63
Contractual services	42	50	18	50	0	178
Library	6	62	12	30	(52)	150
Communication	55	60	40	60	0	50
Office supplies	16	19	14	19	0	36
Fire insurance	3	5	2	5	0	150
Bank charges	12	15	16	20	33	25
General Contingency	0	550	0	550	0	
Subtotal (B)	8,751	10,949	8,434	11,626	6	38
Total (A+B)	12,921	16,764	12,940	17,764	6	37

() = negative.

Source: Asian Development Bank Institute.

a. Program Expenses Budget

70. The program expenses budget of \$6,138,000 for 2019 comprises \$3,222,000 for the Research department and \$2,916,000 for the CBT department. The budget allocation for the CBT department has increased by 10% in response to the increased demand for capacity building and training programs. The budget allocation for the Research department has increased by 2% for T20 activities. Program expenses may also be utilized for suitable projects implemented by the Administration, Management and Coordination department. The proposed 2019 program budget will enable ADBI to (i) initiate new projects; (ii) continue ongoing projects; (iii) organize conferences, some jointly with prominent organizations; (iv) publish books on projects being completed; (v) conduct dissemination and training activities; (vi) organize policy dialogues on key contemporary development policy issues; (vii) organize a variety of course-based training activities for policy makers; (viii) conduct e-learning activities for government officials and practitioners; and (ix) perform the secretariat role for the Asia Think Tanks Network and T20. ADBI will try to minimize expenses by, for example, ensuring similar events are held together and sharing costs with cohosts and partners.

71. Total program-related IAE, such as staff costs and business travel, amount to \$6,961,000 (\$2,245,000 for the Research department; \$2,322,000 for the CBT department; and \$2,394,000 for the Administration, Management and Coordination department), or 39% of the overall budget. Including these expenses, the total for program-related expenses is \$13,099,000, or 74% of the total budget (Table 4).

Table 4: 2019 Budget by Program

	(ψ 00	,0)			
Item	Research	CBT	AMC	Total	%
A. Program expenses	3,222	2,916	0	6,138	35
B. Program-related IAE					
Staff cost	1,980	2,126	2,122	6,228	

Total (A+B+C+D)				17,764	100
D. General contingency				550	3
C. Administrative expenses				4,115	23
Subtotal (A + B)	5,467	5,238	2,394	13,099	74
Subtotal (B)	2,245	2,322	2,394	6,961	39
Business travel, representation, and Advisory Council	265	196	272	733	

AMC = Administration, Management and Coordination department; CBT = Capacity Building and Training department; IAE = internal administrative expenses.

Source: Asian Development Bank Institute.

b. Internal Administrative Expenses Budget

- 72. The IAE budget proposed for 2019 is \$11,626,000, including an increase of 6%.
- 73. **Advisory Council.** The budget for the Advisory Council is mainly for travel expenditures of the members for two meetings: one at ADBI in the spring and one at ADB headquarters in the fall.
- 74. **Staff costs.** Staff costs comprise the salaries and benefits of staff. ADBI will maintain cost-effectiveness in personnel management.
- 75. **Business travel.** The business travel budget comprises the business travel expenditures of staff. ADBI will continue efforts to minimize business travel expenses, such as by organizing similar events together.
- 76. **Administrative expenses.** These include the following.
 - (i) **Office occupancy.** The office rent is the same as in 2018. The rent in yen was reduced by 10% upon contract renewal in April 2017.
 - (ii) **Depreciation.** ADBI depreciates the cost of past capital expenditure items such as its accounting system and equipment for IT integration with ADB headquarters.
 - (iii) **Office equipment.** Office equipment expenses are mainly for IT services, including maintaining the network and telephone systems, and preparing for and holding conferences and workshops at ADBI.
 - (iv) **Contractual services.** Contractual services include external auditor fees and social security services.
 - (v) **Library.** The library budget includes the cost of books, periodicals, and other publications needed for research and CBT activities.
 - (vi) **Office supplies.** ADBI encourages its staff to minimize the use of office supplies through, for example, double-sided copying and reuse of semidurable goods.
- 77. **General contingency.** About 3% of the IAE budget is set aside as a contingency to provide for unforeseen expenditure.

VI. **CAPITAL EXPENDITURE BUDGET**

78. In keeping with ADB's practice of upgrading IT every 6-7 years, ADBI plans to replace its IT server system (including storage and network) in 2019 (Table 5).

Table 5: 2019 Capital Expenditure Budget

(\$'000)

	2017	20	018	2019		
Item	Actual	Budget	Estimate	Budget	Chang	ge (%)
item	(A) (B) (C)	(D)	(D/B)	(D/C)		
Capital Expenditure Budget						
Server system	42			50		
Private Branch Exchange		100	100			
Total	42	100	100	50	(0)	(50)

() = Negative Source: Asian Development Bank Institute.

VII. RECOMMENDATION

In accordance with the Statute of ADBI, I hereby recommend that the Board approve the Asian Development Bank Institute's 2019 work program and its budget amounting to \$17,764,000.

> Takehiko Nakao President

19 November 2018

ASIAN DEVELOPMENT BANK INSTITUTE ACTIVITIES IN 2018

A. Research

1. Research activities conducted in 2018 primarily focused on completing research studies initiated before and during the year. These studies addressed emerging development issues that crosscut the areas of inclusive and sustainable growth, regional cooperation and integration, and governance for policies and institutions. The outputs of major studies are expected to be developed into future capacity building and training (CBT) activities.

1. Research Themes

a. Multi-Theme Research

2. Leadership of the Think Twenty process for 2019. Japan will host the G20 summit in late June 2019, and the Asian Development Bank Institute (ADBI) has been asked to take a lead role in organizing the collaboration of Think Twenty (T20) think tanks in G20 countries. About 10 task forces will be formed to develop policy recommendations on selected thematic areas. including infrastructure, small and medium-sized enterprise (SME) finance, and climate change. ADBI will work with two other Japanese think tanks—the Japan Institute of International Affairs and the Institute for International Monetary Affairs—to coordinate the process. ADBI staff will join existing task forces under the Argentine leadership to gain experience on the tasks and procedures involved. The main components are (i) an inception meeting, in which task forces decide on topics, issues to be investigated, and the responsibilities of task force members; (ii) the T20 summit conference, in which task forces finalize their recommendations; and (iii) the preparation of policy briefs for submission to the G20. Collaborators include the Economic Research Institute for ASEAN and East Asia, the Japan Institute of International Affairs, the Institute for International Monetary Affairs, the Japan International Cooperation Agency, the Korea Development Institute, the Ministry of Finance and Ministry of Foreign Affairs of Japan, and think tanks from the G20 countries.

b. Addressing Remaining Poverty and Reducing Inequality

- 3. **Drivers of labor income share in Asia.** Stability of labor income share is a key foundation of macroeconomic models. A declining labor share of income has contributed to rising inequality in many Asian countries since the 1990s. Recent studies have highlighted that technological progress, globalization, and capital deepening are behind this secular decline in the labor income share. This project examines skill-biased technological change and its role in the segmented labor market. It will identify the drivers of labor income share in sectors, e.g., how these drivers differ in the manufacturing and services sectors; assess the role of these factors in a combined framework; and promote collaboration among researchers in this area. Collaborators include the Asian Development Bank (ADB) and think tanks from ADB member countries.
- 4. **Fintech and financial inclusion.** The development of financial technology (fintech), such as digital currencies, internet banking, peer-to-peer lending, and crowdfunding, has significant potential to promote financial inclusion. This study aims to develop new data on the use of fintech in Asia and its role in financial inclusion. The main components include (i) conducting surveys in

¹ Generally, information in this report is as of 15 November 2018. However, for data collected on a monthly basis, the cutoff date is 30 September 2018.

Asian countries including India, Indonesia, Malaysia, the People's Republic of China (PRC), the Philippines, Thailand, and Viet Nam to collect data on the use of fintech; (ii) constructing a cross-country database on fintech inclusion; (iii) using the survey data to analyze fintech inclusion and its impact on households and SME behavior; and (iv) preparing publications targeted at policy makers. Collaborators include ADB, Asian central banks, the Survey and Research Center for China Household Finance, and researchers affiliated with Asian and global think tanks or universities.

- 5. Human capital development for inclusive growth and shared prosperity. Despite the strong economic growth enjoyed by most Asian countries in the past decades, some groups of people are falling behind. At the same time, the rapid advance of digitalization, automation, and artificial intelligence are increasing concerns about the future of jobs, wage inequality, and employment polarization. This project will investigate the policy measures that can promote inclusive growth and shared prosperity via enhanced human capital development. The main components are education, professional and on-the-job training for poverty reduction, social mobility, income growth, and wealth accumulation; human capital development in the new era of artificial intelligence and the fourth industrial revolution; and publications targeted to policy makers. Collaborators include ADB; the Southwestern University of Finance and Economics; and researchers affiliated with Asian and global think tanks, international organizations, or universities.
- 6. **Finance and innovation in Asia.** Productivity growth is important because it plays a critical role in driving cross-country differences in economic growth and per capita income. A large part of productivity growth can be explained by endogenous innovation. Despite efforts to promote innovation, firms in Asia and the Pacific still face significant challenges in engaging in innovative activities. The project will (i) bring to the fore issues related to the financing of innovative firms and the incentives for innovation; and (ii) explore various institutional, legal, and finance sector developments that affect innovation and the dynamism of incumbent firms, their success rate, and their contribution to economic development. The main components include (i) innovation by different types of firms; (ii) venture capital, equity market, credit market, and innovation; (iii) institutional environments and innovation; (iv) corporate governance and innovation; and (v) mergers and acquisitions and innovation. Collaborators include ADB, Tsinghua University, and the University of New South Wales.
- 7. How digital innovation can increase small business access to finance in Asia. Developments in fintech have the potential to increase SMEs' access to finance, such as through credit assessment, trade finance, money transfers, and internet-based funding platforms. The project will examine (i) how digital innovation affects the quality of financial data and the credit-scoring system for SMEs; (ii) how big data and artificial intelligence change the credit assessment of financial institutions and the implications for SME finance; (iii) how new technologies, including blockchain, are reshaping trade finance, money transfer, and other activities of SMEs; (iv) how to leverage alternative funding tools, including crowdfunding for inclusive growth, the implication for regulatory frameworks, and the potential challenges for sound development of the markets; and (v) how to leverage digital innovation for the existing policy framework while controlling the potential risks. Collaborators include the Thailand National Credit Bureau.

- c. Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability
- 8. **Globalization, environment, and climate change.** The human impact on our planet is unprecedented. Long-term changes in the earth's environment and climate system are significant. This project will highlight issues related to globalization, environment, and climate change; and explore various institutional, legal, and financial mechanisms that may help to reduce emissions and create a sustainable development module. The main components are (i) trade, environment, and climate change; (ii) international investment, environment, and climate change; and (iii) international migration and environment. Collaborators include ADB and *The World Economy* journal.
- 9. Water insecurity and sanitation in Asia. Water and sanitation insecurity seriously constrains agriculture, industrialization, and daily life in Asia and the Pacific. Under the ADBI work program (jointly with CBT activities), this project will evaluate and analyze regional perspectives of water and sanitation insecurity and disasters in Asia. The project will (i) estimate the spillover effects of improved water and sanitation such as 24/7 piped water supply, sewerage network, and non-sewered sanitation; (ii) identify supply and demand gaps; (iii) identify technical and institutional bottlenecks; (iv) analyze market and nonmarket solutions; (v) propose steps to address water shortage and pollution through replicating and scaling up best practice options; and (vi) recommend to national and provincial leaders policies to address water and sanitation insecurity. Collaborators include ADB, the Asia Pacific Water Forum, the Institute of Water Policy at the Lee Kuan Yew School of Public Policy, the International Centre for Water Hazard and Risk Management, the University of Tokyo, the UNESCO-IHE Institute for Water Education, national research institutions, and think tanks. ADBI has also been part of the joint secretariat of the Network of Asian River Basin Organizations. The project outputs were featured at major global and regional forums such as the Water Leaders' Summit at the Singapore International Water Week 2018, the Eye on Asia session at the Stockholm International Water Week 2018, and the International Water Association Conference in Tokyo in 2018.
- 10. **Finance for climate change**. The project assesses innovative ways to finance climate change adaptation and mitigation. This includes identifying institutions that can support such financing mechanisms. The main components are (i) identifying innovative ways to finance climate change adaptation and mitigation, (ii) analyzing mechanisms such as carbon pricing and taxation to raise funds, and (iii) suggesting policies to increase ADB developing member countries' access to innovative finance for climate change. Collaborators include ADB, the Organisation for Economic Co-operation and Development, national research institutions, and think tanks.

d. Making Cities More Livable

11. **Measuring spatiotemporal spillover effects of infrastructure development in Asia.** This project aims to develop spatial extensions of spillover effects on tax revenues from infrastructure investment using time-series geospatial data, including land prices, land cover and use, nighttime lights, and property tax revenue. The main components include (i) developing a mathematical model, machine learning, and geographic weighted regressions; (ii) creating case studies on Japan; the PRC; the Republic of Korea; Taipei, China; and others; (iii) calibrating the model with tax revenue statistics from regional governments; (iv) estimating impacts using global observation data; and (v) drawing lessons and identifying policy recommendations. Collaborators

include the Asian Institute for Transport Development, India; the Asian Institute of Technology, Thailand; the East Japan Railway Company; the Institute for Transport Policy Studies, Japan; the Korea Transport Research Institute; and the University of Tokyo.

12. Infrastructure development and finance in Central Asia Regional Economic Cooperation countries. The infrastructure investment gap—the difference between investment needs and current investment levels—for Central Asia Regional Economic Cooperation (CAREC) countries is estimated to exceed 5% of their projected gross domestic product in 2016–2020. More than 60% of this investment deficit needs to be bridged through public financing options or the participation of the private sector. This project will assess the capacity of CAREC member countries to finance infrastructure and investigate new avenues for closing the infrastructure investment gap, including public—private partnerships, infrastructure bonds, and land value capture schemes. The main components of the project include analyzing the key (regulatory, institutional, and implementation) challenges and issues faced by the private sector to participate in infrastructure projects; exploring global best practices to identify the menu of viable and investable projects; and evaluating prudent risk management strategies to develop risk mitigation models, instruments, and techniques. Collaborators include ADB and the CAREC Institute.

e. Promoting Rural Development and Food Security

- 13. **Services-led development.** Many countries in Asia and the Pacific, especially those in South Asia, have a young workforce, which is considered a demographic dividend. In recent years, however, manufacturing has been absorbing much less low-skilled labor than before and countries are switching to services much earlier than advanced countries did. The reasons for premature deindustrialization are not yet well understood, but the implications for economic development can be enormous. To better understand the main drivers of premature deindustrialization in Asia, the project will analyze the consequences for labor markets and the overall economy by (i) conducting empirical studies on premature deindustrialization in Asia, (ii) providing cross-country comparisons, and (iii) deriving policies on how to best create jobs and transform premature deindustrialization into an opportunity. Collaborators include researchers from ADB and leading universities in Asia.
- 14. Leveraging small and medium-sized enterprise finance through global value chains in landlocked Central Asia Regional Economic Cooperation countries. SMEs in landlocked CAREC economies face numerous difficulties in accessing finance, such as cultural, procedural, institutional, and regulatory incentives and disincentives. This study will investigate these barriers and the reasons behind them; assess opportunities to link SMEs with domestic and global value chains and the potential impact of this on their access to finance; and recommend policies to improve the access of SMEs to finance and trade finance, especially in agribusiness. The project will act as a vehicle to transmit research project management skills to the CAREC Institute. The main components of the project are (i) assessing the current situation of SME finance in landlocked CAREC economies; (ii) analyzing how to leverage SME finance through value chains in the landlocked CAREC economies, including through regional cooperation; and (iii) developing policy recommendations for promoting SME participation in value chains to promote access to finance. Collaborators include ADB and the CAREC Institute.

f. Strengthening Governance and Institutional Capacity

15. **Fintech and financial stability**. New developments in fintech, such as digital currencies, artificial intelligence, and the analysis of big data, pose many challenges for the traditional finance sector, regulators, and financial stability. Will the loss of market share by commercial banks undermine their financial stability? How do cryptocurrencies affect monetary policy? How can regulators make use of fintech? The main components are (i) fintech innovation and the finance industry; (ii) fintech and financing for households and SMEs; (iii) digital currency, cryptocurrency, and financial stability; (iv) central banks and digital currency; (v) big data, artificial intelligence, and financial services; (vi) regulatory technology and financial stability; and (vii) fintech challenges for financial regulation. Collaborators include ADB; the Bank for International Settlements; the Chinese University of Hong Kong, Shenzhen; and the Shenzhen Finance Institute.

g. Fostering Regional Cooperation and Integration

16. **Globalization and economic stability.** This project brings to the fore issues of balancing growth and stability in an uncertain global economic environment with emerging protectionism, and explores various institutional, legal, and financial tools that may help reduce economic volatility and income inequality arising from globalization and anti-globalization. The main components are (i) globalization, monetary policy shocks, and economic stability; (ii) globalization, exchange rate regime, and economic stability; (iii) globalization, financial market integration, and economic stability; and (iv) globalization, global value chains, and economic stability. Collaborators include ADB; the Chinese University of Hong Kong; the Journal of Money, Credit and Banking; and the Shenzhen Finance Institute.

2. Research Events

- 17. ADBI has made efforts to broaden its institutional partners, host conferences and other events to reach out to policy makers and other stakeholders and, at the same time, reduce the costs of implementing projects. As of 30 September 2018, 34 major events had been conducted (Table A1.1).
- 18. Some of these events are as follows.
 - (i) Technical Workshop on Productivity Drivers in Asia: The Firm-Level Perspective. This workshop was organized with the National University of Singapore Business School and held in Tokyo on 11–12 January 2018. It sought to better understand the drivers of productivity and innovation in Asia, develop supply-side policies to promote access to finance by SMEs, and generally increase SMEs' productivity and innovation. Dean Yoshino, Peter Morgan, and Long Q. Trinh from ADBI gave presentations.
 - (ii) Conference on Green Finance: Energy Security and Sustainable Development. This symposium was held on 14 January 2018 in Kuala Lumpur. Dean Yoshino and Bihong Huang of ADBI presented new and practical methods for financing green energy projects and explored solutions for maintaining energy security for sustainable development.

- (iii) Workshop on Services-Led Development: Prospects and Policies. ADBI organized the event on 19–20 June 2018 at ADBI in Tokyo. This conference presented the latest evidence on how the services economy can help promote structural transformation and long-term income growth to achieve sustainable development. Dean Yoshino delivered welcoming remarks and Matthias Helble and Long Q. Trinh gave presentations.
- (iv) Conference on Human Capital Development for Inclusive Growth and Shared Prosperity. ADBI and the Southwestern University of Finance and Economics organized the event in Chengdu, PRC on 18–19 July 2018. The conference examined the role and determinants of human capital in economic development and the policy challenges posed by increasing digitalization and automation, including the relationship of human capital to earnings and inequality, poverty reduction, social mobility, gender, migration, and technology and future jobs. Dean Yoshino, Bihong Huang, Yan Zhang, and speakers from ADB and the World Bank gave presentations.

Table A1.1: Major Research Events, 1 January–31 December 2018

	Institutional		
Event	Partner	Location	Date
Technical Workshop on Productivity Drivers in Asia: The Firm-Level Perspective	NUS, PRN, ABFER	ADBI, Tokyo	11–12 Jan
Conference on Green Finance: Energy Security and Sustainable Development	ADB, Jeffrey Sachs Center, Sunway University	Kuala Lumpur, Malaysia	14 Jan
Seminar by Hyunjoo Yang (Incheon National University) "Did High-Speed Rail Promote Local Economic Activities? Application of Night-Time Satellite Data"		ADBI, Tokyo	18 Jan
Seminar by Nao Sudo (Bank of Japan) "Myths and Observations on Unconventional Monetary Policy: Takeaways from Post-Bubble Japan"		ADBI, Tokyo	25 Jan
Internal Seminar		ADBI, Tokyo	30 Jan
Internal Seminar		ADBI, Tokyo	5 Feb
Seminar by Prabir De (Research and Information System for Developing Countries) "Connecting the Bay of Bengal Region: A New Framework for Trade and Connectivity"		ADBI, Tokyo	27 Feb
Asia Launch of the 2017 World Intellectual Property Report—Intangible Capital in Global Value Chains	WIPO	ADBI, Tokyo	5 Mar
Seminar by Kakali Mukhopadhyay (Gokhale Institute of Politics and Economics/McGill University) "Economic Assessments of Global Value Chain—The Case of the People's Republic of China and India"		ADBI, Tokyo	26 Mar
Seminar by Minhaj Mahmud (Bangladesh Institute of Development Studies) "Transitions between		ADBI, Tokyo	28 Mar

Event	Institutional Partner	Location	Date
Informal and Formal Employment: Results from a Worker Survey in Bangladesh"			
ADB-ADBI-University of Tokyo Conference on Behavioral and Experimental Economics for Development Policy	ADB, University of Tokyo	ADBI, Tokyo	30 Mar
Book Launch: Financing Infrastructure in Asia and the Pacific: Impacts and New Sources		ADBI, Tokyo	9 Apr
Seminar by Yi Jiang (ADB) "Place-Based Preferential Tax Policy and its Spatial Effects: Evidence from India's Program on Industrially Backward Districts"		ADBI, Tokyo	10 Apr
ADB–ADBI Conference: Toward Optimal Provision of Regional Public Goods in Asia and the Pacific	ADB	ADBI, Tokyo	10–11 May
ADBI Sessions on Financial Inclusion, Financial Literacy, and Infrastructure Development: Sixth Seminar on Asia and the Pacific Economies	XJTL University	Suzhou, PRC	11–12 May
ADBI Workshop on Labor Income Share in Asia: Conceptual Issues, Drivers, and Policy Implications		ADBI, Tokyo	12–13 Jun
Services-Led Development: Prospects and Policies		ADBI, Tokyo	19–20 Jun
ADBI–ADB–CI Inception Workshop: Leveraging SME Finance through Value Chains in the CAREC Landlocked Economies	ADB, CAREC Institute	Beijing, PRC	21 Jun
ADBI–CI Inception Workshop on Measuring Impacts and Financing Infrastructure in CAREC Countries	CAREC Institute	Beijing, PRC	22 Jun
2018 Annual Conference of the Cambridge Centre for Alternative Finance		Cambridge, UK	28–29 Jun
ADBI sessions at IFABS Conference	IFABS	Porto, Portugal	30 Jun-2 Jul
ULSB-ADBI Conference	ULSB	Leicester, UK	5 Jul
Seminar by Martin Richardson (Australia National University) "International Agreements, Economic Sovereignty, and Exit"		ADBI, Tokyo	11 Jul
Conference on Human Capital Development for Inclusive Growth and Shared Prosperity	ADB, SWUFE	Chengdu, PRC	18–19 Jul
NBER Japan Project Conference	NBER	ADBI, Tokyo	30 Jul
ESRI Conference	ESRI	ADBI, Tokyo	31 Jul-1 Aug
ADBI–Bank of Thailand Conference on Innovative Finance for Future Growth	Bank of Thailand	Bangkok, Thailand	6–7 Aug
Seminar by lichiro Uesugi (Hitotsubashi University) "The Tohoku Earthquake and Its Impact on Firms' Financial Constraints"		ADBI, Tokyo	9 Aug
ADBI-PRN Conference on SME Productivity	NUS, ABFER	Singapore	3–4 Sep
ADBI Session at World Social Science Forum Conference	WSSF	Fukuoka, Japan	25–28 Sep
ADBI sessions at ADB Transport Forum (with CBT)	ADB	ADB headquarters, Manila	12–14 Sep

	Institutional		
Event	Partner	Location	Date
Asia Europe Economic Forum	Bruegel	Brussels, Belgium	17–18 Oct
How Digital Innovation Can Help Small and Medium-Sized Enterprises Access Finance in Asia	NCB, ADB	Bangkok, Thailand	29–30 Oct
ADBI–CAREC Institute Final Conference on SME Finance	CAREC	Astana, Kazakhstan	29 Nov
ADBI–CAREC Institute Final Conference on Infrastructure Finance	CAREC	Astana, Kazakhstan	30 Nov
ADBI–BOL–GIZ–OECD Conference on the Role of Financial Education and Consumer Protection in Supporting Financial Inclusion	BOL, GIZ, OECD	Vientiane, Lao PDR	26–27 Nov
Annual Conference: T20 Inception Workshop		ADBI, Tokyo	4–5 Dec
Fintech and Financial Stability		ADBI, Tokyo	11-13 Dec

ABFER = Asian Bureau of Finance and Economic Research; ADB = Asian Development Bank; ADBI = Asian Development Bank Institute; BOL = Bank of Lao PDR; CAREC = Central Asia Regional Economic Cooperation; CBT = Capacity Building and Training department; ESRI = Economic and Social Research Institute, Cabinet Office, Government of Japan; GIZ = Deutsche Gesellschaft für Internationale Zusammenarbeit; IFABS = International Finance and Banking Society; Lao PDR = Lao People's Democratic Republic; NBER = National Bureau of Economic Research; NCB = National Credit Bureau; NUS = National University of Singapore; OECD = Organisation for Economic Cooperation and Development; PRC = People's Republic of China; PRN = Productivity Research Network; SME = small and medium-sized enterprise; SWUFE = Southwestern University of Finance and Economics; T20 = Think Twenty; UK = United Kingdom; ULSB = University of Leicester School of Business; WIPO = World Intellectual Property Organization; WSSF = World Social Science Forum; XJTL = Xi'an Jiaotong-Liverpool.

3. Distinguished Speaker Seminar Series

- 19. This series brings eminent persons to ADBI to encourage debate among policy makers, researchers, academics, think tanks, and other audiences interested in economic development challenges in Asia and the Pacific.
- 20. As of 15 September, nine seminars by internationally known speakers had been delivered in 2018 on various policy and development issues.
- 21. The following prominent speakers gave presentations in 2018.
 - (i) Shaohua Chen—Promoting Shared Prosperity. Shaohua Chen is the lead statistician in the Development Research Group of the World Bank and a member of the International Commission on Global Poverty. Since 1991 she has managed global poverty monitoring and the World Bank's poverty and inequality estimations for developing countries. Her research findings have been published in major economics and statistics journals including the *Quarterly Journal of Economics*, the *Review of Economic and Statistics*, *Journal of Development Economics*, and the *Journal of Public Economics*. She is also in charge of poverty measures and projections for the World Bank's World Development Indicators, Global Monitoring Report, and the Poverty and Shared Prosperity report.
 - (ii) Mangal Goswami—On International Integration of Emerging Sovereign Bond Markets. Mangal Goswami is deputy director of the South Asia Regional Training

and Technical Assistance Center of the International Monetary Fund (IMF) in Delhi. He was deputy director of the IMF—Singapore Regional Training Institute from June 2010 to December 2016, working on IMF macro- and macro-financial capacity development in the region, including that of the IMF Technical Assistance Office of the Lao People's Democratic Republic and Myanmar. Before joining the IMF, Mangal was an economist at ABN AMRO Bank in Singapore; he also worked in the Economic Research Department of the Federal Reserve Bank of Kansas City. He has a doctor of philosophy (PhD) degree in international and monetary economics from Kansas State University and a bachelor's degree from Coe College in the United States (US).

- (iii) Eden Yu—Science Publications, Technology, and the Economy. Eden Yu received his PhD from Washington University, United States. He has been vice president of Chu Hai College of Higher Education, Hong Kong, China since 2015. He was distinguished professor at Louisiana State University and chair professor at the Chinese University and City University of Hong Kong. He is a founding editor of the Pacific Economic Review, advisory editor of the Asia-Pacific Journal of Accounting and Economics, and the founder of the International Economics and Finance Society of Hong Kong, China.
- (iv) Simon Evenett—How Crisis-Era Foreign Trade Distortions Reshuffle Global Trade Flows. Simon Evenett is professor of international trade and economic development at the University of St Gallen, Switzerland. He coordinates the Global Trade Alert, an independent trade policy watchdog.
- (v) Albert Saiz—Immigrant Locations and Native Residential Preferences: Emerging Ghettos or New Communities? Albert Saiz is the Daniel Rose associate professor of urban economics and real estate at the Massachusetts Institute of Technology (MIT) and director of the MIT Center for Real Estate. He also serves as director of the MIT's Urban Economics Lab, which conducts research on real estate economics, urban economics, housing markets, local public finance, zoning regulations, global real estate, and demographic trends affecting urban and real estate development worldwide. He teaches in both the MIT Urban Planning and Real Estate programs.
- (vi) **Ulrich Volz—Asia's Green Finance Challenge.** Ulrich Volz is head of the Department of Economics and a senior lecturer (associate professor) in economics at SOAS, University of London. He is also a senior research fellow at the German Development Institute and honorary professor of economics at the University of Leipzig. He is a member of ADBI's Advisory Council, chair of the Japan Economy Network, and co-editor-in-chief of the *Asia Europe Journal*. He is a co-investigator in a collaborative research project with Nankai University and Zhejiang University on "Developing Financial Systems to Support Sustainable Growth in China—The Role of Innovation, Diversity and Financial Regulation," jointly funded by the Economic and Social Research Council of the United Kingdom and the National Natural Science Foundation of China.
- (vii) Randall Jones—The 2018 Organisation for Economic Co-operation and Development Economic Survey of the Republic of Korea. Randall Jones'

interest in Asia started when he worked in the Republic of Korea as a missionary at the age of 19. Afterward, he studied Chinese and later Japanese while earning a PhD in economics at the University of Michigan. After graduating, Jones worked briefly for the White House's Council of Economic Advisors and the Japan Economic Institute, and then as an economist under George Schultz at the US State Department. Jones joined the Organisation for Economic Co-operation and Development (OECD) in 1989 as head of OECD's Japan/Korea Desk.

- (viii) Ghon Rhee—Development of Asian Bond Markets: 20 Years After the Asian Financial Crisis. Ghon Rhee received his bachelor's degree from Seoul National University Law School, Republic of Korea; his master of business administration from Rutgers University, United States; and PhD from Ohio State University, United States. From 1993 to 2016, he was managing editor of the Pacific-Basin Finance Journal, a premier academic journal focusing on capital markets and financial systems in Asia and the Pacific. He was adjunct professor at Monash University, Australia in 2011–2017. He is a K.J. Luke distinguished professor of international banking and finance and chair professor at the National Central University in Taipei, China.
- (ix) Bernard Hoekman—Report on Revitalizing Multilateral Governance at the World Trade Organization. Bernard Hoekman is professor and director of global economics at the Robert Schuman Centre for Advanced Studies, European University Institute in Florence, Italy. Before that, he was director of the International Trade Department and research manager in the Development Research Group of the World Bank. He was an economist in the General Agreement on Tariffs and Trade (GATT) Secretariat and held visiting positions at Sciences Po, Paris.

4. Annual Conference

22. The 2018 annual conference will be combined with the Think Twenty (T20) Inception Workshop, which will kick off ADBI's cohosting of Japan's chairing of the T20 process. The T20 process will be coordinated with Japan's presidency of the G20 in 2019. The first day will include plenary sessions related to the 10 thematic areas (task forces) that will be organized in 2019, which will include The Future of Work and Education in the Digital Age, Economic Effects of Infrastructure Impacts and Its Financing, and Aging Population and Its Economic Impact. The second day will feature breakout sessions for the 10 thematic task forces.

B. Capacity Building and Training

- 23. CBT activities in 2018 addressed the department's seven priority themes, aligned with ADB's Strategy 2030, through policy dialogues, training workshops, and e-learning programs in Tokyo and in a range of developing member countries. These programs were organized in collaboration with national, regional, and international partner organizations. As of 31 August 2018, 40 CBT events have been organized and about 1,616 people participated (Table A1.2).
- 24. The CBT department also continued to produce the improved series of policy briefs. These briefs are designed to disseminate more widely the policy issues discussed at CBT events and reach out to policy makers in the developing member countries.

25. The CBT department will publish a series of books from 2018–2021 to disseminate policy knowledge deepened during CBT events and to bridge the knowledge-sharing gap between the scholarly and policy communities. The first book in 2018, *Labor Migration in Asia: Increasing the Development Impact of Migration through Finance and Technology,* was published with the OECD and the International Labour Organization. The second book, Unlocking SME Finance in Asia: Roles of Credit Rating and Credit Guarantee Scheme, is forthcoming. Books to be published in 2019 will be titled Reforming State-Owned Enterprises in Asia, and Volatility of Energy Prices and Economic Performances: Implications for Economic Growth and Energy Security. The CBT department is collaborating with other ADBI departments to produce a book on Water Insecurity and Sanitation in Asia, which will also be published in 2019.

Table A1.2: Capacity Building and Training Activities, 1 January–31 August 2018

Course or Workshop Name	Location	Partner Institutions	Total Number of Participants	Government Officials	
				All Levels	Seniora
Theme: Addressing Remainin	g Poverty and R	educing Inequality			
Effectiveness of Universal Health Insurance in Asian Countries	Yogyakarta, Indonesia	Ministry of Finance, Indonesia	39	18	11
Policy Workshop for Development of SMEs and Venture Businesses in Mongolia	Ulaanbaatar, Mongolia	Mongolia Ministry of Food, Agriculture, and Light Industry (MOFALI), Small and Medium Enterprises Development Fund Mongolia, Central Bank of Mongolia	57	56	20
Strategies for Financing Social Protection to Achieve the SDGs	Tokyo, Japan	ADB	47	32	26
Role of ADBI in Regional Economic Development— Seminar for students from Chulalongkorn University, Thailand	Tokyo, Japan	Chulalongkorn University	17	0	0
Authors' Workshop—"Water Insecurity and Sanitation in Asia" Book Project	Singapore	Institute of Water Policy, Lee Kuan Yew School of Public Policy K-Water	12	0	0
APEC Financial Inclusion Forum	Tokyo, Japan	Foundation for Development Cooperation	44	25	21
Tokyo Fiscal Forum	Tokyo, Japan	International Monetary Fund, Policy Research Institute	56	30	21
Strengthening Open Budget Practices	Manila, Philippines	ADB, International Budget Partnership	16	7	7
ADBI–OECD Roundtable on Capital Market Reform	Tokyo, Japan	OECD	102	68	30
Overweight and Obesity in Asia and the Pacific	Manila, Philippines	ADB, WHO	34	23	3
Sixth OECD-AMRO- ADB/ADBI-ERIA Asian Regional Roundtable on Macroeconomic and Structural Policies	Manila, Philippines	ADB, AMRO, ERIA, OECD	N/T	N/T	N/T
Indonesia's Recent Economic Development	Tokyo, Japan	Bank of Indonesia	43	16	6

Course or Workshop Name	Location	Partner Institutions	Total Number of Participants	Government Officials	
				All Levels	Senior ^a
Theme: Accelerating Progress	s in Gender Equa	ality			
Toward Gender-Focused Governance Reforms	Bangkok, Thailand	UN Women	TBC	TBC	TBC
Theme: Tackling Climate Char Sustainability	nge, Building Cli	mate and Disaster Resilie	nce, and Enhanci	ng Enviror	nmental
Achieving Energy Security in Central Asia: Role of Renewable Energy	Baku, Azerbaijan	CAREC Institute	30	21	10
Developing Clean and Effective Energy Systems in the 21st Century	Tokyo, Japan	ADB	56	16	15
Developing the Elements of a Disaster Risk Financing Strategy	Bangkok, Thailand	Asia Disaster Preparedness Center, OECD	78	62	44
Asia Clean Energy Forum	Manila, Philippines	ADB	5	2	1
Volatility of Energy Prices and Economics Performances: Implications on Economic Growth and Energy Security	Jakarta, Indonesia	ASEAN Secretariat	19	13	2
Theme: Making Cities More Li	vable				
NARBO IWRM Training for Sustainable Development	Shar Alam, Malaysia	Japan Water Agency; Selangor Water Management Authority	49	49	22
Financing Infrastructure in Asia and the Pacific	Tokyo, Japan	ADBI Research department	15	9	6
Planning, Implementing, and Operating High-Speed Rail in Asia	Tokyo, Japan	Japan International Cooperation Agency	21	0	0
Capacity Building in Green Infrastructure and Housing for Poverty Reduction in the Pacific Region	Nadi, Fiji	The Institute of Global Development of the University of New South Wales, World Bank, University of South Pacific, University of Fiji, and Plan International	19	19	7
Theme: Promoting Rural Deve	elopment and Fo	od Security			
Policy Workshop on Food Security and Disaster Risk Reduction in Asia	Bangkok, Thailand	Japan External Trade Organization	31	27	18

Course or Workshop Name	Location	Partner Institutions	Total Number of Participants	Government Officials	
				All Levels	Senior ^a
Agricultural Innovation for Food Security and Environmental Sustainability	Hanoi, Viet Nam	United Nations Institute for Training and Research	55	11	1
Workshop on Horticultural Value Chain Management— Turkey	Antalya, Turkey	CAREC Institute	26	17	7
Theme: Strengthening Govern	ance and Institu	tional Capacity			
Seminar on Current Issues in Economics and Finance for Officials of Afghanistan Ministry of Finance	Tokyo, Japan	United Nations Institute for Training and Research	19	19	0
Understanding the Digital Economy: What Is It and How Can It Transform Asia?	New Delhi, India	Research and Information Systems for Developing Countries; New Delhi National Association of Software and Service Companies	73	26	17
Workshop on Tax Policy for Domestic Resource Mobilization and Seminar on Property Tax Reform	Tokyo, Japan	ADB, National Tax Agency, Japan, OECD,	57	45	14
Tax System Integrity in a Digital Age – 13th International Tax Administration Conference	Sydney, Australia	University of New South Wales, Oxford University Press, H&R Block	121	15	8
ADBI–JFSA–OECD Roundtable on Insurance and Retirement Saving in Asia	Tokyo, Japan	OECD, JFSA	173	58	43
ADB–ADBI Forum on Governance and Institutions	Seoul, Republic of Korea	ADB, Korea Development Institute	34	14	9
Promoting Infrastructure Development through Public— Private Partnership and Revenue-Based Loan Modalities	Jakarta, Indonesia	Office of Presidential Advisory Council, Indonesia	60	37	23
Policy Workshop: Developing Reform Strategy for State- Owned Enterprises in Central Asia	Tashkent, Uzbekistan	State Committee on Privatization of Uzbekistan	44	30	21

34 Appendix 1

Theme: Fostering Regional Co	ooperation and Ir	ntegration			
The Eighth ADBI–OECD–ILO Roundtable on Labor Migration in Asia	Incheon, Republic of Korea	ILO, OECD, Human Resources Development Service of Korea	41	24	12
Policy Workshop on Smart Grid: Promoting the Cross- Border and Regional Energy Cooperation	Phnom Penh, Cambodia	UNDP	59	36	1
Economic Corridor Development for Competitive and Inclusive Asia	Jakarta, Indonesia	ADB, BIMP-EAGA Facilitation Center	27	26	8
The 14th EATOP and 11th EAC on Competition Policy and Law	Sydney, Australia	Japan Fair Trade Commission	TBC	TBC	TBC
Special Activity: BMGF Leade Management	rship Capacity D	evelopment on Non-Sewe	ered Sanitation an	d Fecal SI	udge
Leadership capacity building program on sustainable and improved sanitation strategies for policy makers	Singapore	Lee Kuan Yew School of Public Policy	16	16	10
Multimedia content to raise awareness on NSS and FSM	Virtual conference	Be Waste Wise	46	0	0
Case-study commissions of Jaipur and Navi-Mumbai on NSS and FSM	Jaipur, Navi- Mumbai, India	Manipal University Jaipur Indian Institute of Technology—Bombay	0	0	0
Documentary video of the Dumaguete case study to raise awareness on the economic spillover effects of FSM	Dumaguete, Philippines	Citrus Production	0	0	0
Case-study papers on success stories on sanitation in Asia	Various	BORDA-India Japan Sanitation Consortium	0	0	0
Special Activity: Nurturing Yo	ung Scholars an	d Policy Makers from DM	Cs		
E-Learning (I)	Not applicable	None	12	11	0

ADB = Asian Development Bank, ADBI = ADB Institute, AMRO = ASEAN+3 Macroeconomic Research Office, ASEAN = Association of Southeast Asian Nations, BMGF = Bill & Melinda Gates Foundation, BIMP-EAGA = Brunei Darussalam—Indonesia—Malaysia—Philippines East ASEAN Growth Area, CAREC = Central Asia Regional Economic Cooperation, DMC = developing member country, EAC = East Asia Conference on Competition Law and Policy, EATOP = East Asia Top Level Officials' Meeting on Competition Policy, ERIA = Economic Research Institute for ASEAN and East Asia, FSM = fecal sludge management, ILO = International Labour Organization, IWRM = Integrated Water Resources Management, JFSA = Japan Financial Services Agency, NARBO = Network of Asian River Basin Organizations, NSS = non-sewered sanitation, N/T = not tracked, OECD = Organisation for Economic Co-operation and Development, TBC = to be confirmed, UN = United Nations, UNDP = United Nations Development Programme, WHO = World Health Organization. Note: ADBI does not track participant data for events marked N/T.

^a Senior officials are at director level and above.

26. For the rest of 2018, 18 events are planned (Table A1.3).

Table A1.3: Planned Capacity Building and Training Activities, 1 September–31 December 2018

	Workshop Name/Topic	Estimated Number of Participants
1	Georgia Energy Investment Forum	TBC
2	Advisory Council Policy Dialogue II – Land Acquisition and Infrastructure Development through Land Trust Laws: A Policy Framework for Asia	11
3	Transport Forum	TBC
4	Bill & Melinda Gates Foundation Development Partner Roundtable and Policy Dialogue Session on Sustainable Sanitation in Asia	25
5	Leadership Capacity Building Program for Public–Private Partnership in Fecal Sludge Management	20
6	Civil Society's Role in Achieving the Sustainable Development Goals	16
7	Importance of Climate-Related Data Disclosure for Global Public Investors	TBC
8	China Development Strategy	TBC
9	Disaster Risk Management in Fukushima	TBC
10	How Digital Innovation Can Increase Small Business Access to Finance in Asia?	TBC
11	Asia Leadership Program for Women	TBC
12	Role of Fintech in Financial Inclusion and Economic Growth	TBC
13	Seventh Annual Asia Smart City Conference	20
14	Japan, Republic of Korea, and People's Republic of China: Aging Society and Fiscal Sustainability	TBC
15	E-Learning Presentations	TBC
16	Unlocking the Spillover Effect of High-Speed Rail and Evaluating Quality of Life	TBC
17	International Forum on Economic Development and Public Policy	TBC
18	Adapting to Aging Asia: Developing Effective Responses and Long-Term Care Systems	TBC

TBC = to be confirmed.

Source: Asian Development Bank Institute.

27. Of the 40 CBT activities delivered in 2018 (1 January–31 August), 14 are summarized in paras. 28–40.

1. Addressing Remaining Poverty and Reducing Inequality

28. The course-based training workshop, **Strategies for Financing Social Protection to Achieve the Sustainable Development Goals**, was held on May 2018 in Tokyo in cooperation with ADB. About 56 government officials discussed the key findings of the study on financing social protection to achieve the Sustainable Development Goals. The workshop showcased country experiences to analyze how existing social protection schemes can be modified to help countries reach the goals.

- 29. The **Tokyo Fiscal Forum** is one of the major policy dialogues organized by the CBT department. Held in June 2018 in Tokyo, Japan, in partnership with the International Monetary Fund (IMF) and the Policy Research Institute, Japan, the forum gathered 30 policy makers to discuss effective fiscal rules for strengthening fiscal management policy frameworks over the medium term. The forum's primary aim was to ensure that sufficient resources are allocated to raise potential output and close the large infrastructure gap in Asia, while maintaining sustainable fiscal management.
- 30. The course-based training workshop, **Overweight and Obesity in Asia and the Pacific**, was held in July 2018 in Manila, Philippines, in partnership with ADB and the World Health Organization as part of a larger conference, Smart Health System Actions against Non-Communicable Diseases (NCDs). ADBI and the World Health Organization co-organized a session on Funding Options for NCDs, which gathered 23 government officials to discuss groundbreaking innovations that could effectively curb the prevalence of NCDs, including overweight and obesity.

2. Accelerating Progress in Gender Equality

- 31. In partnership with UN Women, the policy dialogue, **Toward Gender-Focused Governance Reforms**, was held in August 2018 in Bangkok, Thailand. About 36 government officials attended the program, which aimed to provide essential knowledge in developing policies on gender equality and women's empowerment in the labor market.
 - 3. Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability
- 32. The course-based training workshop on **Developing Clean and Effective Energy Systems in the 21st Century** took place in March 2018 in Tokyo, Japan in partnership with ADB. Some 16 government officials participated in the program, which aimed to bring them up to date with technological developments and new trends in the global energy sector.
- 33. Held in May 2018 in Bangkok, Thailand, in partnership with the Asia Disaster Preparedness Center and the Organisation for Economic Co-operation and Development, the course-based training workshop on **Developing the Elements of a Disaster Risk Financing Strategy** aimed to promote dialogue among stakeholders and contribute to developing a comprehensive framework for disaster risk management in the development context. Some 62 government officials attended.

4. Making Cities More Livable

34. Partnering with the Institute of Global Development of the University of New South Wales, the World Bank, the University of the South Pacific, the University of Fiji, and Plan International, ADBI held the course-based training workshop, **Capacity Building in Green Infrastructure and Housing for Poverty Reduction in the Pacific Region**, in June 2018 in Nadi, Fiji. The program's key objectives were to enable public sector institutions to identify and develop viable and sustainable infrastructure projects, introduce housing maintenance and retrofitting the train-the-trainer program using the "Housing for Health" methodology, evaluate projects in selected countries that maintain adequate housing quality and encourage local economic development,

and roll out development models based on the evaluation across the region. Some 19 government officials attended.

35. The Leadership Capacity Building Program on Sustainable Sanitation Strategies for Policy Makers workshop was held in July 2018 in partnership with the Lee Kuan Yew School of Public Policy and the Bill & Melinda Gates Foundation. Designed to give participants a chance to learn from successful cases of city-wide inclusive sanitation across Asia, the program also provided tool kits to help the 16 government officials who participated conduct a cost—benefit and policy analysis and impact evaluation to make sound decisions.

5. Promoting Rural Development and Food Security

- 36. Partnering with the Japan External Trade Organization, ADB held the **Food Security and Disaster Risk Reduction in Asia** workshop in January 2018 in Bangkok, Thailand, to analyze regional cooperation for food security, including the role of international organizations in overcoming food emergency and protecting the food supply chain during socioeconomic crises.
- 37. The course-based training workshop on **Horticultural Value Chain Management** took place in March 2018 in Turkey in partnership with the Central Asia Regional Economic Cooperation (CAREC) Institute. The program aimed to share best practices in horticultural value chain development among CAREC countries. During the site visit, participants saw Turkey's progress in exporting its own products with similar climate and soil conditions by developing a state-of-the-art horticultural value chain. Participants could then make suitable recommendations for developing both domestic and regional horticultural value chains in their countries.

6. Strengthening Governance and Institutional Capacity

- 38. The ADB-ADBI Forum on Governance and Institutions is one of ADBI's important annual policy dialogues with ADB. Held in June in Seoul, Republic of Korea, in partnership with the Korea Development Institute, the program's objective was to discuss the legal implications of work related to corporate governance; learn how to recognize red flags in the operation of state-owned enterprises (SOE) and how to approach them; and have better appreciation of overall trends in corporate governance and SOE reforms, including the scope of ADB efforts in operationalizing Strategy 2030 toward reforming SOEs. Some 14 government officials participated.
- 39. The policy dialogue, ADBI-JFSA-OECD Roundtable on Insurance and Retirement Savings in Asia, was held in April 2018 in Tokyo, Japan, in partnership with the OECD and the Japan Financial Services Agency. This roundtable aimed to inform policy makers and private sector participants in Asia of issues on policy analysis, discuss key issues in the Asian market and share best practices in developing insurance and private pension markets, and address dramatic changes in their demographics—longevity accompanied by declining fertility rates—and the ensuing transformation of societal age structures. Some 58 government officials attended.

7. Fostering Regional Cooperation and Integration

40. **The Eighth ADBI–OECD–ILO Roundtable on Labor Migration in Asia** was held in January 2018 in Incheon, Republic of Korea in partnership with the International Labour Organization, the OECD, and the Human Resources Development Service of Korea. This policy

dialogue aimed to provide an opportunity for senior government officials to learn about, discuss, and share experiences on labor migration in Asia. Some 24 government officials were provided with updated information on labor migration trends and policies in Asia, the employment permit system of the Republic of Korea, and the portability of social security, with a sector focus on the electronics industry in Asia.

41. The course-based training workshop on **Economic Corridor Development for Competitive and Inclusive Asia** took place in July 2018 in Jakarta, Indonesia in partnership with ADB and the BIMP-EAGA (Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area) Facilitation Center. The program aimed to enhance the understanding of characteristics, concepts, and models of economic corridors, thereby supporting ADBI's strategic priorities of regional cooperation and integration and infrastructure development in Asia. The workshop highlighted case studies on economic corridor development in Central Asia, South Asia, and Southeast Asia. Some 26 government officials attended.

C. Outreach and Knowledge Dissemination

42. ADBI's outreach and knowledge dissemination activities seek to (i) raise the profile of ADBI as a regional think tank and knowledge hub; (ii) produce high-quality knowledge products in accessible electronic and hard copy formats; and (iii) broadly disseminate research outputs and capacity building activities through various channels, including the media, publications, the ADBI website, and social media.

1. Mass Media

43. From January to September 2018, ADBI was mentioned in newspapers and magazines and on television 34 times a month on average. Of these mentions, staff, consultants, and visiting scholars were quoted, cited, or interviewed 31 times a month on average. The media outlets were Asia Times, Asia Weekly, Asian Correspondent, Asian Economy, Barron's Asia, the BBC, Bisnis.com, Bloomberg, Bloomberg TV, Bnews, Book People, Börstjänaren, BS11, BS11 未来先 見塾, BS-Japan, BS-TBS TV, Business Mirror, Centralbanking.com, CGTN News, Channel NewsAsia, China Central Television, China Daily, China Daily Asia, China Daily US, China Daily/ Asia Weekly, Chosun.com, CNBC, Daily FT, Denki Shinbun (電気新聞), Devex.com, Digital Times, DIME, Dong-A Ilbo, The Economist, FCCJ, Fiji Times, Financial Affairs, Financial Express, Free Malaysia Today, Global Money Management, Indra Stra, Investor Daily, The Irish Times, The Jakarta Post, Jeju News, Kanagawa Shinbun, Katadata News, Kazakhstan TV, Kinyu Zaisei Jijyo (金融財政事情), Kontan, Korea Times, Kyodo, Laohucaijing, Loop Pacific, Malaysia Business Insight, Manila Standard Business, Mediacorp, Money News Channel, Monthly Capital Market /月刊資本市場, Neue Zürcher Zeitung, NHK, NHK Newsline-NHK World TV, NHK Radio (NHK マイあさラジオ), NHK World, Nihon Keizai Shinbun, Nikkei Shimbun, Nikkei Asian Review, Nikkei Business, Nikkei Channel, Nikkei Newspaper (日本経済新聞・朝刊), Nikkei Veritas (日経 ヴェリタス), Nishi Nihon Newspaper, PA Intelligence, Philippine Daily Inquirer, Philosophy of Metrics, Post, Project M. Record China, Republika Online, Reuters, Review Nepal, South China Morning Post, Straits Times, Taloussanomat, TBS, The Bulletin, The Official Monetary and Financial Institutions Forum, The Daily Star, The Diplomat, The Financial News, The Financial Pointer (フィナンシャル・ポインター), The Japan Times, The Korea Times, The Mandarin, The Manila Times, The Nation, The National Business, The New Zurich Times, The Saigon Times, The Star, The Sun Daily, The Wall Street Journal, Thời báo Ngân hàng, Times of India, Toyo

Keizai Online, Tribune News, TV Tokyo, TV Tokyo / Morning Satellite News, Up Media, Urban Africa.Net, Vietnam Television Corporation, Voice of America, VOXeu.org, Weekly Economist (週間エコノミスト), Weekly Kinyu Zaisei Jijyo (週刊金融財政事情), Weekly Kinzai, Yahoo! Finance, and Yonhap News.

2. Publications

- 44. **Books.** From January to mid-October 2018, ADBI published 9 books under the ADBIPress imprint.
- 45. ADBI published three policy briefs. The series is designed to promote ADBI views on topics of interest and is published under a Creative Commons license to encourage wide dissemination.
- 46. Most ADBI books can be downloaded for free from the ADBI website and Think-Asia.org. As of 30 September 2018, the most-downloaded ADBI books on the ADBI website were *Financing Infrastructure in Asia and the Pacific: Capturing Impacts and New Sources* (3,412 downloads), *Win–Win: How International Trade Can Help Meet the Sustainable Development Goals* (2,434), and *Connecting Asia: Infrastructure for Integrating South and Southeast Asia* (1,719). Among ADBIPress books published in 2018, the most-downloaded titles were *Financing Infrastructure in Asia and the Pacific: Capturing Impacts and New Sources* (3,412 downloads), *Slowdown in the People's Republic of China: Structural Factors and the Implications for Asia* (1,052), *and Wealthy But Unhealthy: Overweight and Obesity in Asia and the Pacific: Trends, Costs, and Policies for Better Health* (755).
- 47. Complimentary copies of books are also provided selectively to key ADBI stakeholders, institutional partners, the ADB Board of Directors, libraries in developing member countries, and academics. ADBI sends books to journals for review.
- 48. **Working papers.** As of 15 October 2018, 80 working papers were published and uploaded to the ADBI website. PDF files of ADBI working papers can be downloaded for free on the ADBI website, adding to the value of the series for researchers on economic development in Asia and the Pacific. The papers are also disseminated via networks including the Social Science Research Network and Research Papers in Economics and to ADB staff through ADB Today.
- 49. **Other papers.** ADBI staff published 16 articles in international refereed journals in 2018 (Appendix 4).
- 50. **Translations.** The main language of ADBI publications is English, but ADBI encourages its partners and external publishers to produce material in other languages. ADBI translated *The Asian Poverty Miracle* into Chinese with the Social Sciences Academic Press, People's Republic of China.
- 51. **Blog.** *Asia Pathways* publishes short original contributions on economic and development issues in Asia and the Pacific. All submissions are peer reviewed and must be approved before posting. As of 15 October 2018, 42 articles had been posted. Subjects covered in *Asia Pathways* include finance, governance, regional cooperation and integration, and social development.

3. Websites

- 52. The ADBI website, ADBI.org, is the key dissemination tool for ADBI's knowledge products and underpins ADBI's communications strategy. Upon release, all ADBI knowledge products—including books, if arrangements with commercial publishers allow—are uploaded to the website.
- 53. The website is regularly updated with information on new research publications, event announcements, CBT workshop papers and presentations, and other information. It is also used regularly to make vacancy announcements.
- 54. Between January and September 2018, the website had more than 443,875 page views from 167,681 visitors.
- 55. Think-Asia.org, an ADBI initiative, is a repository of publications for free download from 25 think tanks all over the region. January–August saw an average of 27,567 downloads per month, and an average of 32,544 page views per month.

4. Social Media, Multimedia, Podcast

- 56. ADBI recognizes the growing power of social media in raising its visibility; promoting the ADBI brand; and disseminating its knowledge products, events, and initiatives. ADBI's key social media channels were Twitter, Facebook, and YouTube. As of 30 September 2018, ADBI had 10,045 Twitter followers, 16,032 Facebook likes, and 49,577 YouTube views.
- 57. As of 30 September 2018, ADBI had produced 8 animated explainer videos that were disseminated through social media and the website and had been viewed 185,835 times.
- 58. ADBI's podcast, Asia's Developing Future, was launched in July 2017. As of 17 October 2018, 129 episodes had been broadcast with a total of 3,911 listens.

5. Outreach

- 59. **Lectures.** As part of ADBI's outreach activities, ADBI experts delivered lectures on ADBI priority issues at three universities in Tokyo in 2018—Keio University, the University of Tokyo, and Hitotsubashi University.
- 60. **Electronic subscription services.** As of 22 October, subscribers had been sent 13 issues of the electronic monthly ADBI News in 2018. Print copies were distributed at ADBI events in Tokyo.
- 61. **ADB Today.** ADBI events, books, working papers, policy briefs, and blog entries are routinely reported in the daily electronic publication ADB Today.

ASIAN DEVELOPMENT BANK INSTITUTE AND ASIAN DEVELOPMENT BANK **RESULTS FRAMEWORKS**

ADB Institute Results Framework Indicators A.

ADBI Results and Indicators	Collection Methods and Data Sources	Responsibilities	Frequency/ Timing	
Impact—Increased application and use of ADBI's knowledge products by DMC policy makers and senior officials				
Percentage of target audience members surveyed reporting using ADBI knowledge products and type of use	Online survey of core target audience members about use of knowledge products	ADBI	Survey every 2 years	
Outcome 1. Increased ADBI v policy makers and senior off	visibility by providing valuable in icials	formation and know	ledge to DMC	
2. Percentage of target audience members satisfied or highly satisfied with ADBI knowledge products	Online survey of core target audience members about use of knowledge products	ADBI	Survey every 2 years	
3. Number of presentations by ADBI staff at external events (i) Academic events (ii) Policy briefings (iii) Lectures	Self-reporting of presentations	All professional staff	Ongoing	
4. Number of subscribers and followers	Record e-notification subscribers, Facebook likes, blog and Twitter followers	ADBI web technology specialist	Monthly	
5. Number of page views	Record number of page views	ADBI web technology specialist	Monthly	
6. Number of media citations/opeds Rating of positive/location	Search and analysis of digital and paper-based publications for ADBI and knowledge product citations	ADBI librarian, AMC associate	Weekly collection and rating, monthly collation	
7. Number of other citations—public testimony, officials, etc.	Any observed mention of ADBI (value or use of knowledge products) will be logged by ADBI staff: place, date, who made statement, what statement was	All staff log citations ADBI librarian maintains list	Ongoing collection, annual collation	
Outcome 2. Increased ADBI v Asia and the Pacific and glob	visibility as a trusted institution to	o work with by polic	y makers in	
8. Percentage of target audience members agreeing or strongly agreeing that ADBI is an excellent source of knowledge on development issues	Online survey of core target audience members about use of knowledge products	ADBI	Survey every 2 years	

9. Number of knowledge products by type	Types (i)–(iv) are posted on the website	Research department	Ongoing
(i) Working papers (ii) Books (iii) Highlights of books (iv) Policy briefs (v) Asia Pathways posts (vi) Translations of ADBI knowledge products (vii) Journal articles (viii) Other (blog posts, op-eds, etc.)	Type (v) is posted on Asia Pathways Type (vi) will be recorded by legal advisor Types (vii) and (viii)—details will be provided by individual researchers to nominated support staff in each department		
10. Quality of knowledge products (i) Number of downloads (ii) Citation rate (iii) Percentage of knowledge products cited (iv) Number of books published by internationally recognized publishers (v) User ratings of quality from survey (vi) 3-year conversion rate of working papers to book chapters/journal articles	(i) Website statistics (ii) and (iii) Google Scholar analysis (iv) Publishing data (v) See indicator 1 (vi) For all working papers produced in (current year minus 3), follow-up with authors to determine if converted into book or journal article (knowledge, networks, etc.) of kees	(i) Web technology specialist (ii) and (iii) ADBI librarian (iv) Research (v) See indicator 1 (vi) Research	(i) Ongoing (ii) and (iii) Annual, December (iv) Annual (v) See indicated 1 (vi) Annual
11. Percentage of participants agreeing or strongly agreeing that they have obtained new knowledge and skills as a result of event	Hand out evaluation form/survey for participants at end of event	CBT associate staff	Data collection at each event and data processing, annual data collation
Capacity building event monitoring 12. (i) Number of capacity building events (ii) Number of participants (iii) Number of person-days training—breakdown by country, seniority	(i) Record number of events(ii) Count number of attendees(male/female)(iii) Multiply total days of event by total participants	CBT associate staff	Annual review and collation
Output 3. Increased and more audiences	e effective sharing of knowledge	products with key t	arget
Dissemination monitoring (including website)	Record from ADBI website statistics and from third-party sources, e.g., views of videos, reads on Scribd,	ADBI web technology specialist	Monthly

Research event monitoring 14. (i) Number of research events (ii) Number of participants/type of participants (e.g., location, type of organization, etc.)	(i) Record number of research events (ii) Count number of attendees (male/female)	Research department	Collection at each event, annual collation
Partnership Indicators			
15.(i) Percentage of programs implemented with partners	Keep track of data (including country of partner) in one file in ADBI Research department and	Research department and CBT department	Ongoing collection, annual collation

ADBI = Asian Development Bank Institute, CBT = capacity building and training, DMC = developing member country, RePEc = Research Papers in Economics, SSRN = Social Science Research Network. Source: Asian Development Bank Institute.

CBT department, respectively

B. ADB Knowledge Results Framework

(ii) Total financial resources raised from external

partners

Knowledge Solutions Results Chain	Possible KPS Indicator (subject to further review)		
Impact Increased success of development interventions contributed to from the benefits of applying "One ADB"-sourced knowledge solutions	This will use the existing DEfR indicators		
Outcomes DMCs use "One ADB"-sourced or -facilitated knowledge solutions in their policy, capacity development, and infrastructure development programs and projects	% of DMC-surveyed recipients of KPS stating that they have used ADB-sourced KPS in their work		
Outputs			
 Knowledge Products^a Major publications and documentation for DMCs 	 Quantitative Total number of "major" products Average reach		
 Knowledge Services^b Major events organized for DMCs 	Quantitative 4. Total number of "major" events 5. Reach—total number of attendees at major knowledge events Qualitative 6. Participants' satisfaction at "major" events (rating on a scale of 1–5) 7. Participants' intention to apply knowledge gained from attending "major" events		

44 Appendix 2

Knowledge Solutions Results Chain	Possible KPS Indicator (subject to further review)
	(rating on a scale of 1–5)
Innovative Operations ^c ■ Designing and implementing projects that embody improved approaches	 Quantitative 8. Number of innovative operations 9. Number of pilot projects started

ADB = Asian Development Bank, DEfR = Development Effectiveness Review, DMC = developing member country, KPS = knowledge products and services.

Notes:

- ^a **Knowledge products** cover publications and documents such as a book, report, technical or policy paper, journal, newsletter, other serial, speech, transcript, briefing material, talking point, training material, or case study, and multimedia such as audio, video, animation, illustration, website contents, social media contents, e-learning, or databases.
- ^b **Knowledge services** cover conduct of knowledge events, policy and planning advice, personnel trained, partnership(s) facilitated, peer and compliance reviews, independent evaluations, sector and thematic networks sustained, and knowledge-sharing tools and systems created.

Major products or events are those designated as such by a department.

Innovative operations are those nominated by originators and endorsed by the concerned Communities of Practice during interdepartmental peer review as innovative because they involve the application of new methods, technology, institutional arrangements in the context of a DMC.

Pilot projects are those that seek to test or demonstrate technologies and new approaches with the intent that once proven, they will lead to scaling up and replication.

Levels below "Outputs" (activities, processes, inputs) have not been included in the framework for corporate measurement at this stage. However, departments can at their discretion include in their own work plans performance indicators for these levels.

^c Presentation of Vice-President for Knowledge Management at the Knowledge Forum held on 11 July 2013. Source: Asian Development Bank.

SELECTED CAPACITY BUILDING AND TRAINING ACTIVITIES, 2019–2021

Financing Social Protection for Sustainable Development Goals

Theme: Addressing remaining poverty and reducing inequalities

Activity: In the past 10 years, the social protection agenda has gained attention from policy makers around the world as a viable instrument to accelerate poverty reduction efforts and reduce vulnerability and inequality. Several countries have adopted national social protection strategies with plans to expand social protection spending. Three of the Sustainable Development Goals also explicitly identify the importance of social protection: goal 1—ensuring that no one is left behind in the fight against poverty, goal 5—supporting gender equality, and goal 10—reducing inequality. This regional capacity building event will cover ways of strengthening social protection in line with the Sustainable Development Goals, as well as tackling emerging challenges.

Support for Small and Medium-Sized Enterprises

Theme: Addressing remaining poverty and reducing inequalities

Activity: Small and medium-sized enterprises (SMEs) are a major source of output and employment in Asia and throughout the world. SMEs normally constitute more than 95% of enterprises in a country. However, they often face major barriers to growth and development. Limited access to formal finance can inhibit expansion and prevent them from stepping up to fill the "missing middle" in the economy's enterprise size structure. A range of nonfinancial issues also constrains small firms, including regulatory and bureaucratic requirements that are a burden on these firms' limited administrative capacity. In addition, SMEs are called upon to link into global value chains and meet the technology and efficiency requirements of large partner firms. Against this backdrop, ADBI organizes course-based training workshops, policy dialogues, and other activities to address the challenges that SMEs face and suggest innovative policy solutions. CBT will further collaborate with RES to explore new research agendas to support SME development.

Tokyo Fiscal Forum

Theme: Addressing remaining poverty and reducing inequalities

Activity: The recent upturn in the global economy provides a window of opportunity to tackle key policy challenges and stave off downside risks, including by ensuring appropriate buffers are in place and raising potential output. In emerging and low-income Asian countries, fiscal policy needs to be set to ensure sufficient resources for lifting potential output by closing the large infrastructure gaps, while maintaining sustainable fiscal management and reducing vulnerabilities due to the deficit bias. To this end, it will be necessary and timely to reconsider the design and implementation of effective fiscal rules for strengthening policy frameworks for medium-term fiscal management by drawing lessons from experiences after the global financial crisis. By organizing the annual Tokyo Fiscal Forum, CBT will promote understanding of recent fiscal policy challenges and share broad perspectives for formulating sustainable polices for inclusive growth in Asia.

Pacific Update Conference

Theme: Addressing remaining poverty and reducing inequalities

Activity: Asia has grown rapidly since the 1990s and accounts for an increasing share of global investment, production, and trade. The Pacific island economies have benefited from that growth and their economic links with Asia have strengthened while their ties with the Americas and Europe have lessened in most cases. Still, much more can be done to deepen integration between Asia and the Pacific through improved trade facilitation, enhanced bilateral and regional partnerships, and better interregional transport and telecommunications infrastructure. Growth in the Pacific region would also benefit from domestic policy reforms that support private sector development and employment creation. Some of the key areas in this regard are improving labor mobility for economic development among the Pacific island countries, reforming state-owned enterprises, developing renewable energy, adapting to climate change, and enhancing regional connectivity through infrastructure development and trade. Recognizing these issues, ADBI organizes a conference to review the latest policy developments among the Pacific island countries, address policy challenges they are facing, and discuss possible policy solutions on a yearly basis.

Asia Women Leaders Program

Theme: Accelerating progress in gender equality

Activity: As part of an annual component of the Asia Leadership Program initiated by the Asian Development Bank (ADB), the ADB Institute (ADBI) has organized the Asia Women Leaders Program (AWLP). The aim of the AWLP is to develop a new generation of women leaders to close the wide gender gap in leadership across ADB's developing member countries. Eminent women leaders from government, the private sector, and civil society in Asia will be invited as motivational speakers to share their experiences and insights and mentor participants. Also, top-level trainers will share techniques to improve skills for communication, negotiation, and alliance building. The AWLP will feature ADBI's views on women's roles in key economic activities, including small and medium-sized enterprises and financial inclusion. With this program, CBT department will improve participants' understanding of the connections between gender equality, women's leadership, and inclusive growth in the Asia and Pacific region. It will also contribute to empowering participants to move the gender equality and women's empowerment agenda forward in their own work.

Green Finance and Innovations for Sustainable Development

Theme: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability

Activity: Climate change poses enormous challenges to the development agendas of developing countries. Environmentally sound technological innovation and deployment is believed to be a critical underpinning for sustainable future growth, for both developed and developing countries. While international climate negotiations and international donor communities discuss and offer technical and financial support for developing countries to cope with climate change, the process may be insufficient and slow. Therefore, independent efforts by developing countries will also be required to build a low-carbon society. This workshop will address issues including a market for appropriate technology, bottom-of-the-pyramid business, reverse innovation (from developing countries to developed countries), and a higher social return on investment that would support the potential for the developing world to achieve green innovation.

Participatory Approaches in Planning and Implementing Climate Change Policies

Theme: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability

Activity: Localization of climate policy planning and its effective implementation is an urgent challenge. This calls for incorporating community knowledge, preferences, and values into decision making for effective implementation of natural resources management in a sustainable manner at the local level. The integration of such local knowledge, practices, and experiences with scientific research is an important factor in designing climate change policy measures that are appropriate and practical for communities to adopt. Participatory approaches that have been applied by various development programs and sectors have proved to be an effective tool for coping with the challenges of climate change in developing countries. This workshop will deliver effective approaches to encourage the participation of local communities whose lives are directly affected by the changes in their environmental conditions.

Energy Policies in Asia and Climate Change

Theme: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability

Activity: The reduction of carbon dioxide emissions and the implementation of efficient energy use are vital to sustainable growth in Asia. However, climate change adds complications since it impacts on energy supply, energy demand, and possible policy options. For the supply side, changes in water availability, to air and water temperature, and in wind speed and clouds due to climate change, not only affect hydropower generation, thermal power generation efficiency, but also energy infrastructure. For the demand side, for example, warmer temperatures increase the demand for air conditioning and lowered water tables will increase energy demands for groundwater pumping. In addressing these changes, the best energy mix for each Asian country will be different depending on geographic location and the availability of natural resources. In this context, ADBI organizes course-based training workshops or policy dialogues to discuss a myriad of policy challenges ahead due to climate change and to identify the best possible policy solutions to each ADB DMC.

Water Resources Management

Theme: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability

Activity: Workshops and meetings will be organized on issues related to water resources management, including water quality management and water-related disaster management. The workshops aim to (i) enhance the ability of river basin organization practitioners to manage water through dissemination of the concept of integrated water resources management, and (ii) share good examples of water management practices. The meetings will also include the Seventh Network of Asian River Basin Organizations General Meeting, to be held in 2020.

Asia Smart City Conference

Theme: Making cities more livable

Activity: Urban populations have increased sharply and now comprise 55% of the world's population. The United Nations projects that they will grow to about 6.4 billion in 2050, comprising about 70% of the world's population. This rapid urbanization is seen prominently in the developing nations of Asia, where it causes environmental and urban problems. The challenge of realizing an affluent lifestyle without increasing the burden on the urban environment is a common issue across Asia. Therefore, city-to-city collaborations become increasingly important to jointly tackle the challenge and achieve sustainable economic growth. By organizing this conference with other development partners, the Capacity Building and Training department aims to promote partnerships among cities and related international institutions for the purpose of making cities more livable in Asia.

Infrastructure and Livable Cities

Theme: Making cities more livable

Activity: The infrastructure needs for urbanization in Asia are enormous, but the financing requirements far outstrip the capacity of most governments. As a result, countries are increasingly turning to public—private partnerships and other financial schemes to fill the financing gap. Under such partnerships, the government provides the opportunity to build infrastructure and ensures proper regulation, while the private sector builds and manages the roads, ports, power plants, water and sanitation systems, and other public goods. ADBI and other development partners will extend their ongoing partnerships through course-based training workshops or policy dialogues for providing up-to-date approaches to public—private partnerships as well as a variety of financial schemes including land trust funds.

Bill & Melinda Gates Foundation Leadership Capacity Development on Non-Sewered Sanitation and Fecal Sludge Management

Themes: Making cities more livable; Promoting rural development and food security

Activity: More than 1.5 billion people in Asia and Pacific countries lack access to improved sanitation, and about 80% of wastewater is discharged untreated. National and local policy makers require evidence-based information and adequate leadership capacity to develop and implement suitable sanitation programs in urban and rural areas. In partnership with the Bill & Melinda Gates Foundation, CBT programs will create a platform for non-sewered sanitation and fecal sludge management to make cities more livable and promote rural development. The partnership will support sustainable and innovative water and sanitation solutions in developing member countries using a variety of methodologies, including evidence-based case studies; effective teaching and learning methods; high-level policy dialogue; seminars; research; and field visits by developing member country government officials, experts, and private sector professionals.

Workshop on Horticultural Value Chain Management

Theme: Promoting rural development and food security

Activity: Agriculture remains a pivotal sector in the economies of Central and West Asia. Recognizing the importance of agriculture in economic development, many countries in the subregion have started to diversify the sector by shifting from traditional crops, such as wheat and cotton, to intensive horticulture and high-value crops, such as vegetables and fruits, to boost export earnings. This has resulted in the rapid expansion of horticulture exports and the implementation of new initiatives to support the subsector. However, the potential gains from horticulture exports remain largely untapped due to lack of quality arable land, better seed varieties, specialized horticulture machinery, adequate government regulations and policies, and long-term equity or debt financing to support the development of horticulture sector and high-value crops. These constraints have inhibited the farmers, producers, and enterprises from taking full advantage of the value addition within the value chain. To address these issues, ADBI will continue to organize the Horticulture Value Chain Workshop with development partners, including the Central Asia Regional Economic Cooperation (CAREC) Institute.

Competition Policy and Law in Asia

Theme: Strengthening governance and institutional capacity

Activity: Since the 1990s, many Asian countries have achieved rapid economic growth while striving to create a favorable trade and investment climate for further development. As part of their development efforts, numerous governments have introduced, or enhanced, their competition laws. In line with such efforts, there is a keen interest in learning from Japan's 60-year experience in competition law and policy. Against this backdrop, ADBI organizes training courses to enhance competitive environments in Asia by introducing Japan's competition law, and its effective implementation, to government officials of Asian countries. Similarly, ADBI holds high-level meetings and conferences on Competition Policy and Law in East Asia to discuss challenges in enforcing competition policy.

Combating Tax Evasion and Domestic Resource Mobilization in Asia

Theme: Strengthening governance and institutional capacity

Activity: Asian governments face challenges in broadening the tax base and combating tax avoidance to increase revenues while also offering fiscal incentives for investment and trade. The continued fall in export and import tariff rates has made it imperative for governments to generate more funds from domestic sources. At the same time, multinational corporations have added a regional and global dimension to tax policy as the issue of effectively taxing intra-firm value-chain activities has become an important subject for regional tax dialogue and coordination. ADBI will continue to collaborate with Japan's National Tax Agency to organize course-based training workshops or policy dialogues on tax policy.

Capital Market and Financial Reforms in Asia

Theme: Strengthening governance and institutional capacity

Activity: Collaboration will continue with the Organisation for Economic Co-operation and Development, the Ministry of Finance of Japan, and Financial Services Agency of Japan on an annual roundtable on capital market reform. Topics to be discussed will include (i) international best practices and standards in market supervision and enforcement; (ii) risk management; (iii) market infrastructure for trading, clearing, and settlement; (iv) disclosure; (v) governance; and (vi) accounting. Issues and best practices related to capital account liberalization, harmonization of market standards and practices, and financial regulatory reforms will also be discussed to promote further integration of capital and financial markets.

Economic Corridor Development for Competitive and Inclusive Asia

Theme: Fostering regional cooperation and integration

Activity: The Asian Development Bank Institute has supported subregional cooperation programs in Asia and the Pacific. These programs have adopted strategic frameworks and long-term plans to guide economic development in the subregions. Subregional strategies and priority actions for road, rail, maritime, and air transport converge in subregional economic corridor development (ECD). The ECD approach aims to develop a highly efficient transport system that allows goods and people to move around the subregions without excessive cost or delay. This is expected to translate into further economic growth and regional development, and thus contribute to poverty reduction. The development of economic corridors has proved to be a holistic strategy that requires information exchange and discussion among stakeholders. Recognizing this, ADBI will organize a series of workshops to promote better understanding of issues and challenges related to ECD approaches on a yearly basis. It also aims to enhance developing member country government officials' problem solving, analytical, and strategic skills in formulating and implementing strategies and action plans.

ADBI-OECD-ILO Roundtable on Labor Migration in Asia

Theme: Fostering regional cooperation and integration

Activity: Labor migration is an important dimension of globalization and a vital source of income for many poor families in Asia and the Pacific. As a result of demographic transition and evolving patterns of structural change, the region has both labor-surplus and labor-deficit countries, causing a flow of workers between them. Asia and the Pacific also interacts with other regions, notably the Middle East, which generates a high demand for foreign workers. Greater efforts are being made to ensure that the flow of workers is conducted through legal channels for the benefit of the countries and the workers concerned. Since 2011, ADBI, the Organisation for Economic Co-operation and Development, and International Labour Organization have collaborated to organize the annual roundtable to cover recent migrant worker policy changes in Asia and the Pacific region, and to discuss various policy options to realize the orderly, safe, and regular labor migration in the region. A regular report is published by the three organizations based on the findings of each roundtable.

Asian Economic Development and Integration

Theme: Nurturing young scholars and policy makers from developing member countries

Activity: This course will provide an overview of the key factors influencing the rapid growth and development of Asian economies since the 1960s, with a focus on developments since the Asian financial crisis of 1997–1998. It will examine a range of development issues and challenges that the region has faced, as well as the response made by various economies. The course will draw on diverse country, subregional, and regional experience to identify policies that seem to have contributed most significantly to growth and development. It will examine why these policies worked and how they might be applied in other developing economies. The course will also consider current policy debates on a host of "hot" topics including poverty, macroeconomic management, trade and foreign direct investment, human capital and labor, financial market development, regional economic integration, health, and the environment. At the end of the course, students should understand the key drivers of Asian economic growth, development, and integration in the past 50 years, and be familiar with a range of development issues that are likely to influence future policy options in the region.

ASIAN DEVELOPMENT BANK INSTITUTE PUBLICATIONS IN 2018 (NOVEMBER 2017 TO NOVEMBER 2018)

Books

- Asian Development Bank Institute (ADBI) and Asian Development Bank (ADB). 2017. At a Glance: Food Insecurity in Asia: Why Institutions Matter. Tokyo: ADBI.
- ADBI, Organisation for Economic Co-operation and Development, and International Labour Organization. 2017. Labor Migration in Asia: Increasing the Development Impact of Migration through Finance and Technology, Tokyo: ADBI.
- M. Helble and A. Sato, eds. 2018. Wealthy but Unhealthy: Overweight and Obesity in Asia and the Pacific: Trends, Costs, and Policies for Better Health. Tokyo: ADBI.
- J.Y. Lin, P. Morgan, and G. Wan, eds. 2018. Slowdown in the People's Republic of China: Structural Factors and the Implications for Asia. Tokyo: ADBI.
- S. Paul, ed. 2018. Kuznets beyond Kuznets: Structural Transformation and Income Inequality in the Era of Globalization in Asia. Tokyo: ADBI.
- S. Shirai. 2018. Mission Incomplete: Reflating Japan's Economy (second edition). Tokyo: ADBI.
- N. Yoshino, J. Ansón, and M. Helble, eds. 2018. Postal Savings: Reaching Everyone in Asia. Tokyo: ADBI.
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ASIAN DEVELOPMENT BANK-ASIAN DEVELOPMENT BANK INSTITUTE FINANCIAL STATEMENT

Table A5.1: Statement of Financial Position, 31 December 2017 and 2016 (\$'000)

	201	7	201	6
Assets				
Due from banks		12.000		44 470
Property, furniture, and equipment		13,809		11,473
Property, furniture, and equipment	2,797		2,653	
Less allowance for depreciation	2,760	37	2,643	10
Due from contributors		5,964		5,744
Long-term guarantee deposits		1,263		1,368
Other assets		287		326
Total		21,360		18,921
Liabilities and Uncommitted Balances				
Accounts payable and other liabilities				
Accrued pension and postretirement medical benefit costs	7,286		7,037	
Asset reinstatement obligations	960		924	
Others	1,050	9,296	952	8,913
Uncommitted balances (ADBI-2), represented by:				
Unrestricted	11,871		10,008	
Temporarily restricted	193	12,064		10,008
Total		21,360		18,921

ADBI-2 = Asian Development Bank Institute. Note: 0 = less than \$500.

Table A5.2: Statement of Activities and Changes in Net Assets, For Years Ended 31 December 2017 and 2016

(\$'000)

2017	2016
13,555	13,084
318	361
_	0
178	36
52	_
14,103	13,481
(8,751)	(9,064)
(4,170)	(4,090)
(12,921)	(13,154)
1,182	327
325	115
167	190
189	(13)
1,863	619
245	-
(52)	
193	
2,056	619
10,008	9,389
12,064	10,008
	13,555 318 - 178 52 14,103 (8,751) (4,170) (12,921) 1,182 325 167 189 1,863 245 (52) 193 2,056 10,008

() = negative. Note: 0 = less than \$500.

Table A5.3: Statement of Cash Flows, Years Ended 31 December 2017 and 2016

	2017	2016
Cash Flows from Operating Activities:		
Contributions received	13,335	13,532
Interest on securities purchased under resale arrangements	_	0
Expenses paid	(12,189)	(13,038)
Others – net	1,066	512
Net Cash Provided by Operating Activities	2,212	1,006
Cash Flows from Investing Activities: Receipts from securities purchased under resale arrangements		128,001
Payments for securities purchased under resale arrangements	_	(128,447)
Purchase of property, furniture, and equipment	(42)	(120,447)
		
Net Cash Used in Investing Activities	(42)	(446)
Effect of Exchange Rate Changes on Due from Banks	166	517
Net Increase in Due from Banks	2,336	1,077
Due from Banks at Beginning of Year	11,473	10,396
Due from Banks at End of Year	13,809	11,473
Reconciliation of Increase in Unrestricted Net Assets to Net Cash Provided by Operating Activities: Increase in net assets (ADBI-2) Adjustments to reconcile increase in net assets to net cash provided by operating activities:	2,056	619
Depreciation	16	33
Change in due from contributors	(220)	447
Change in long-term guarantee deposits	105	(40)
Change in other assets Change in accrued pension and postretirement medical benefit costs	39 249	(47) 321
Change in asset reinstatement obligations	36	27
Change in other liabilities	98	(164)
Translation adjustments	(167)	(190)
Net Cash Provided by Operating Activities	2,212	1,006

^{() =} negative, ADBI-2 = Asian Development Bank Institute.

Note: 0 = less than \$500.