

Review of: "Organizing the Asian Development Bank: Radical Transformation or Degenerative Irrelevance?"

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Potential competing interests: No potential competing interests to declare.

Thanks for inviting me to review this paper. I read the paper with great interest. It clearly and thoroughly describes its background, identifies the problems and proposes corresponding suggestions. In my opinion, the major issues concerning the paper are (1) there is a lack of consistency between the paper's title and its content and (2) the content also lacks consistency. The problems and recommendations are primarily concerned with human resource management and organizational governance but there is a lack of clarity as to how this relates to the title. Within the content, it has been clearly stated that the purpose of this paper is to discuss whether the institution's current organizational structure is optimized to deliver its commitment made in the Strategy 2030 framework. It is not, however, clear what the commitment is and how this commitment is connected to the strategy. The identified problems and suggestions are more closely related to the organization's technical and operational performance, rather than the organizational structure and strategy. Overall, I believe this paper would be improved if the author had chosen a more appropriate title and improved the coherence of the analyses. I acknowledge, wholeheartedly and support the author's effort and commitment in presenting such an interesting paper openly online and hope my comments may be helpful in the work achieving a higher ranking.