

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

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The topic is quite intriguing and thought-provoking, and the manuscript is rather well composed. The author, with his significant experience and expertise in the field, has identified and tackled a very subtle problem in the Asian Development Bank and meticulously tried to explicate the situation and deliver solutions. Nevertheless, there are a few point, if are taken into consideration, might have resolve some ambiguities in the article, and help enhance the quality of the research. They can be summarized as follows:

1. It would be illuminating if the author could explain the pre 2002 organizational design in the bank, what were its obstacles, and why in the first place ADB decided to reorganize?
2. What exact objectives and goals the bank had in mind? And what outcomes ADB wanted to achieve from its intended organizational transformation?
3. The author should present real examples and specific difficulties that the band faced in the process; and name failed projects, if they were any.
4. It could be helpful if the author compares the transformation program in ADB with other development banks in the region, and the path they have taken.
5. Why nearly two decades after 2002 reorganization, it remains unclear in the objectives are being me? So what have they done in these two lost decades?
6. Were any institutional factors involved? Are there resistance from power players and strong beneficiaries? Do certain groups take advantage of current situation, that they are unwilling to undertake change and meaningful radical alterations?
7. Why SDCC has been unable to address the problem of lack of critical mass of technical expertise in RDs? Have they tried hiring new talent from the external market or outsourcing complex project?
8. Why no efforts have been take to connect institutional silos recognized in 2004 IAP Report in a useful and cooperative way?
9. Why there are inherent incentives in the system for technical staff to move from specialized skills to broader skills? Is it due to a malfunctioning organizational culture and climate?

Overall, the paper is a worthwhile piece of scholarly work which its reading is recommended, however addressing the above mentioned points would have the few abstrusities clarified and help the reader to comprehend