

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

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Interesting paper, strictly concerned with the internal organization of ADB, and its capacity to correspond to the increasingly sophisticated demand from clients. An issue that is probably common to many such development financing institutions.

In its initial overview of recent bank performance the author might consider adding up some information about non-performing loans, in order to provide a more complete view.

Also, there is a good deal of discussion about the division of workload among Directories. But the misinformed reader knows nothing about the existence or not of local offices in the member countries, that could help develop specific expertise and presumably help deal with some of the concerns about staff capacity to deal with specific demand.

Furthermore, it is not clear to what extent the bank has contributed - if at all - to regional productive complementarity by, say, financing border infrastructure projects. Apparently the only concern is with the bank adopting country-specific program focus, thus reducing its capacity to mobilize resources from bilateral donors with regional activities. It is not clear how important regional approaches are considered by the bank.