

# 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.

In the paper, the author addresses the necessity to strengthen the Asian Development Bank's relevance in the region by means of a deep reorganization of the institution. The reorganization should improve the ADB's capabilities to provide specialized technical and knowledge-based services to counterparts who are more sophisticated and knowledgeable than in the past. The paper is organized in three main sections: in the first part, the author describes current ADB's organization, adopted in 2002, and gives some background information on the activities performed. The second part deals with problems and challenges the organization has to face. The third section enters more in details into the possible reorganization proposals as a way-out from the problems described.

The paper is well written and easy to read. It gives a valuable overview about the activities and internal organization of ADB.

However, for a reader outside the organization, it would be interesting to have more information about ADB's activities, projects followed and results obtained. In the section of background, a compelling indicator that reports commitments and disbursements from the ADB is presented. More information on this would be appreciated: the author recalls many interesting points without describing them, such as the increasing gaps between commitments and disbursements, the weaknesses in the quality of completed operations and their outcome achievement, the declines in the proportion of country programs assessed as successful and the gap between planned and actual implementation periods. The paper would benefit from a brief analysis of these issues. On the opposite, the second part, which describes the challenges and problems of the organization, is way too long especially when compared with the last part, in which the reorganization proposals are presented. The possible different organization structures proposed are difficult to understand and the analysis would benefit by the introduction of an organization chart for each proposal, for the sake of readability and comparison.