

# STRENGTHENING TIES

2010 Integrated Annual and Sustainability Report  
Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)



## Vision

Through the provision of development finance services by our members, ADFIAP envisions a future of lasting economic, environmental and social development and growth in the region, with its people as the ultimate beneficiary.

## Mission

To advance sustainable development by strengthening the development finance function and institutions, enhancing capacity of members, and advocating development finance innovations.

## Values

As a membership service organization, we are guided by the following set of beliefs and values – from our day-to-day operations to strategic planning and to the way we relate with and treat our constituency, i.e., members, partners, the development finance community and the public-at-large.

### Professionalism

We will endeavor to constantly improve on our professional standards. Our Board of Directors, Secretariat officers and staff will continue to learn new things and hone up their skills for the benefit of our stakeholders.

### Relationship Building

We exist because of and for our members. Thus, we will strive to continuously enhance our relationship with them as well as with like-minded institutions so that we will be able to provide products and services that will be of real value to them.

### Integrity

We conduct ourselves with utmost honesty, fairness and transparency in everything we do and to everyone we serve and work for. We build trust by adhering to the highest ethical practices.

### Meaningful innovation

We subscribe to the belief that constant dynamism and innovation are tools to continuously improve on what we do and what we strive for – this we do for the service of our members and other stakeholders.

### Equality

We value the diversity of our members, their cultures and uniqueness. We will nurture and cultivate this diversity with unity and equality – all for the cause of development for the institutions that they belong to and for the constituencies that they serve.

## STRENGTHENING TIES

Growing successful partnerships is an integral part of ADFIAP's overall success as a focal point of development finance institutions. Only through working closely with our members and partners are we able to pool the needed expertise and resources to maximize the opportunity to tackle sustainability challenges.

In this 2010 Integrated Annual & Sustainability Report, we show how active stakeholder engagement helps better define our sustainability strategy, sharpens our decision making, and enhances our organization's economic, environmental, and social performance. We also present awe-inspiring stories of some of our members that have entered into partnerships leading to groundbreaking results. By strengthening our ties, we all can make a difference in our nations and in the communities touched by our presence.

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## About Our Report

ADFIAP first published its Integrated Annual and Sustainability Report in 2008 at a time when the global financial crisis reared its ugly head and made financing sustainable development a much bigger challenge than it already was.

Amid the trying times for the organization and its members, ADFIAP pursued its annual sustainability reporting to enhance the disclosure of information about its activities. This is the third report that intends to provide transparency on ADFIAP's commitments, policies, strategy and performance in economic, environmental and social aspects affecting its operations and stakeholders.

### Reporting Principles

As a baseline for reporting, the report makes reference to the "Sustainability Reporting Guidelines – G3" developed by the Global Reporting Initiative (GRI). While our sustainability performance for 2010 is still at application level C, we remain committed to the GRI process.

### Reporting Period

This report provides information on ADFIAP's performance for the 12-month period beginning January 2010 and ending December 2010. For the time series analysis, data for the past three years (through the end of 2010) were also included. All previously published reports are available on ADFIAP's website in PDF file format. ADFIAP issues its sustainability report on an annual basis.

### Report Preparation Process

Environmental and social performance data for the report are collected annually from the operations of the ADFIAP Secretariat office located in Makati City, Philippines. Data relating to economic performance represent the entire organization, including ADFIAP's members. Selection of the material covered by this report is made both on the basis of stakeholder feedback, as well as extensive internal dialogue. Financial information are obtained from ADFIAP's accounting system and are presented in U.S. Dollars.





*It's an honor to lead ADFIAP into a future that builds upon a 34-year tradition of forging successful partnerships for sustainable development.*

## Message from the Chairman

At ADFIAP, we are responding to megatrends that put a strain on our planet and determining how we, as a regional organization, can make a difference.

These megatrends – driven by the continuous expansion of the world's population – include rising demand for food and fuel, as well as protecting lives and the environment. Since these challenges are complex and beyond the capacity of a single organization to solve, ADFIAP has been constantly promoting the value of partnership among its members and forging alliances with organizations throughout the world.

In this 2010 Integrated Annual and Sustainability Report, it is our intent to give you a glimpse of how ADFIAP and its members are able to forge partnerships to be successful in the 21<sup>st</sup> century — partnerships that involve local, national and international stakeholders, both public and private, working together to benefit millions of people. Building bridges and strengthening ties with and among our members is one of ADFIAP's fundamental strengths, which is a constant theme you'll encounter in this report.

The report also presents our continuing effort to integrate sustainable practices into our organization. We view this as an important part of how we create enduring economic,

environmental and social value that benefit the communities we touch and our planet.

In the course of our journey, we find that sustainability is also a delicate balancing act. While we need to address environmental concerns, we also cannot undermine our economic well-being as development finance institutions. We have a responsibility to contribute constructively to the debate on energy and environmental policies that affect our nations and the industries that we finance.

This report was prepared at the start of my term as ADFIAP Chairman. On behalf of our member-institutions, allow me to express my gratitude to my predecessor, Fuimaono Falefa Lima, former CEO of the Development Bank of Samoa, for his hard work and dedication.

It is an honor to lead ADFIAP into a future that builds upon a 34-year tradition of forging successful partnerships for sustainable development.

NIHAL FONSEKA  
Chairman

## Who We Are

The Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) is the focal point of development banks and other financial institutions engaged in financing sustainable development.

Founded in 1976 as a non-stock, non-profit organization, ADFIAP currently has 127 member-institutions in 44 countries and territories. Its permanent Secretariat is based in Makati City, Philippines.

In 2010, ADFIAP assumed the Secretariat of the World Federation of Development Financing Institutions composed of regional associations in Africa, Asia-Pacific, Latin America and the Middle East with membership that spans 328 institutions in 154 countries and territories around the world.

ADFIAP is also a non-government organization in consultative status with the United Nations Economic and Social Council.

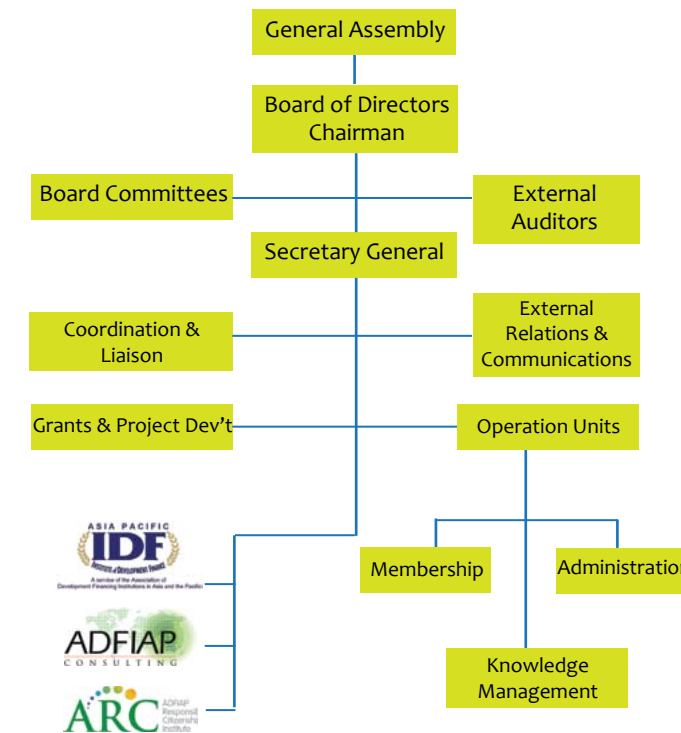
## Who We Serve

Our members are mainly financial institutions or banks engaged in the financing of development, whether industrial, service, or other productive sectors of the economy.

As ADFIAP members, these institutions gain affiliation with the World Federation of Development Financing Institutions, United Nations agencies, and other international organizations. They also benefit from professional training and accreditation through the Asia-Pacific Institute of Development Finance, the only learning and career development center of its kind in the region.

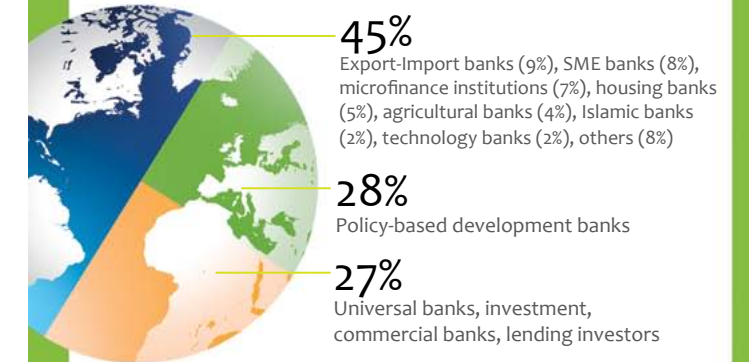
ADFIAP also provides access to consulting and advisory services from experts worldwide through the ADFIAP Consulting group. It also offers business, information exchange and networking opportunities through its events and online resources.

### Governance Structure

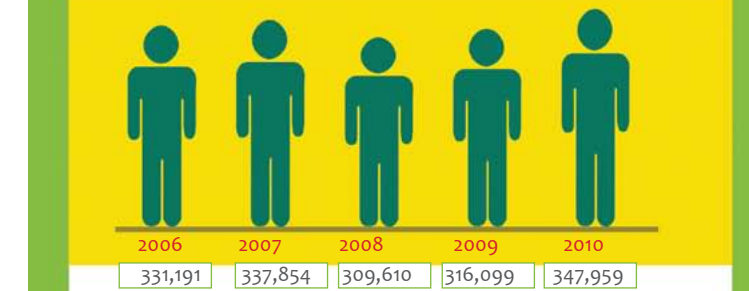


## ADFIAP BY THE NUMBERS

### MEMBERSHIP PROFILE



### MEMBERSHIP DUES (in USD)



### TRAINING FEES (in USD)



### FUNDING SOURCES (in percent)



The increase in the number of ADFIAP members led to a 10% growth in membership fees in 2010 to USD347,959 from the 2009 level.





## Message from the Secretary General

For 34 years, ADFIAP has demonstrated that we can nimbly adapt to our members' needs, and those of the world. This ability to evolve and grow has strengthened the institution and our ties over time.

These ties enable us to extend our reach beyond the Asia-Pacific region where we started in 1976.

In just a year, we have gained 10 new members and now have 127 member-institutions in 44 countries and territories. With our assumption of the Secretariat of the World Federation of Development Financing Institutions (WFDFI), ADFIAP's sphere of influence now spans 328 institutions with presence in 154 countries and territories around the world.

Progress around the globe suggests that our role as a focal point for institutions engaged in financing sustainable development will become more complex and dynamic. It demands that we play a bigger role in solving some of the world's toughest problems, such as climate change, poverty, corruption, and scarcity of resources, among other things.

This past year ADFIAP continued to advance its sustainability agenda through deeper engagement with a wider range of stakeholders. We forged new partnerships and strengthened existing engagements with regional and global institutions. We believe that ongoing stakeholder involvement will continue to be critical for us at ADFIAP as society's concerns increasingly impact on what we do.

As we address emerging and evolving issues around the world, we know we do so from a foundation of solid values and principles. The challenges may be increasing, but so are the opportunities to make a difference.

Thanks to our members and partners for continuing to embolden us to be great, as well as good.

OCTAVIO B. PERALTA

ADFIAP's sphere of influence now spans **328 institutions** with presence in **154 countries and territories** around the world.



## ADFIAP Secretariat

The ADFIAP Secretariat manages the process to achieve ADFIAP's vision and mission with the guidance of the ADFIAP Board of Directors, as well as serve ADFIAP members' needs and aspirations.

**Octavio B. Peralta** (opposite page)  
Secretary General

**Sandra Honrado** (3rd from left, 2nd row)  
Senior Executive, Programs

**Enrique Florencio** (left, 2nd row)  
Head, Knowledge Management

**Sandy Lim** (5th from left, 2nd row)  
Consultant, Membership & Events Management

**Susan Bajar** (2nd from left, 1st row)  
Secretariat Affairs Officer

**Lorie Cervantes** (2nd from right, 2nd row)  
Finance & Administration Officer

**Rey Lazo** (3rd from left, 1st row)  
Finance & Administration Specialist

**Robert Juan** (2nd from left, 2nd row)  
Information Officer

**Liza Olvina** (right, 2nd row)  
Membership Specialist

**Ma. Cristina Arenas** (left, 1st row)  
IT Specialist

**Jordan Isidro** (right, 1st row)  
**Allan Aldiano** (3rd from right, 2nd row)  
**Mark Jolo Lobo** (4th from left, 2nd row)  
Staff Support

## ADFIAP: Serving the world's DFIs

ADFIAP assumed the Secretariat of the World Federation of Development Financing Institutions (WFDFI) starting in 2010 to 2012.

As the Secretariat of the WFDFI, ADFIAP will pursue programs and activities that are relevant and timely to the WFDFI's regional members.

The WFDFI was founded in Zurich in June 1979 at a UNIDO development bank conference to serve as a forum for regional DFI associations to exchange experiences and best practices and serve as a focal point for DFIs around the world.

It is composed of five regional association members: ADFIAP, the Association of National DFIs in Member Countries of the Islamic development Bank (ADFIMI), the Latin American Association of DFIs (ALIDE), and the Association of African DFIs (AADFI). These associations have a combined membership of 328 institutions with presence in 154 countries and territories around the world.

The WFDFI Secretariat role is regularly rotated every three years among the five regional members. ADFIAP Secretary General Octavio B. Peralta also concurrently serves as the Secretary General of the WFDFI.



## Sustainability at ADFIAP

Taking responsibility for people and the environment is an integrated part of “The ADFIAP Way” of pursuing its sustainability agenda.

We envision a dynamic and continuously evolving organization where sustainability becomes a way of life, not just in the ADFIAP Secretariat, but more importantly, in our member-institutions.

To remain effective and credible in playing our role as a passionate advocate of sustainability practices, we have been tracking, measuring and reporting the performance of the ADFIAP Secretariat on economic, social and environmental issues that are most significant or material to ADFIAP. We identified the issues our stakeholders are most concerned about and those with the biggest financial or reputational impact on our organization.

Since our first Sustainability Report in 2008, we have been adopting in-house policies at the ADFIAP Secretariat to minimize our carbon footprint when it comes to travel,

electricity consumption and paper use, and become a socially involved organization. more



### Energy

The ADFIAP Secretariat promotes energy conservation in the workplace wherever possible. This includes turning off computers at the end of the day, using high-efficiency lighting systems whenever possible, and using air-conditioning during business hours only. Through these measures, the Secretariat was able to cut its electricity consumption by 13% to 1,817 kilowatts per hour in 2010 from the previous year's level. Our electricity consumption went down despite the increased number of Secretariat activities that entailed additional working hours. Not resting on our laurels, we will continue to be vigilant about our energy use in the way we operate.

### Water

ADFIAP is committed to using water wisely and well. Whenever possible, we look for alternative sources and conserve on water use. Despite these efforts, our total water consumption in 2010 was at 248 cubic meters from 128 cu.m. the previous year. We will be vigorous in instituting a water conservation program to bring down these levels in the succeeding years.



To learn how to calculate your carbon footprint, check out these helpful sites:

<http://footprint.wwf.org.uk>  
[http://calc.zerofootprint.net/one\\_minute\\_earthhour](http://calc.zerofootprint.net/one_minute_earthhour)

### Paper

The Secretariat continues to pursue a “paperless” work environment. This reduces costs, saves trees and increases productivity by eliminating manual tasks, decreasing printing costs, and streamlining workflow. It also reduces the need for physical office space since many employees can gain access to work documents electronically, from any location. These efforts started bearing fruit in 2009 and continued in 2010. We used a total of 125 reams of paper, or the same level as in 2009.

For the first time, we are using uncoated, chlorine-free, post-consumer paper in our Sustainability Report. Where feasible and available, we will intensify the procurement of environment-friendly materials such as non-chemical ink for our publications and move increasingly towards electronic transmission of data for our online resources. In the coming years, we will also persevere in our recycling and reuse initiatives.

### Travel

Inherent in our work as a resource provider is travelling to countries and territories to meet our member-institutions, attend or conduct conferences, meetings, and other events. Performing these roles resulted in a total of 141,422 kilometers of airmiles, 50% higher than 94,352 kilometers in 2009. This is equivalent to 25.04 metric tons of carbon emissions (CO<sub>2</sub>) from 16.7 metric tons CO<sub>2</sub> in 2009. Whenever possible, we will strive to significantly lower our carbon emissions through travel, and find ways to offset our carbon footprint.

## ADFIAP Consulting: Building stronger linkages

ADFIAP Consulting (AC), the consulting and advisory service unit of ADFIAP, went into full swing in 2010 as it started its advocacy, partnership and consultancy engagements.

AC was formally engaged by the Geneva-based International Trade Centre UNCTAD/WTO (ITC) for the establishment of the Asia and Pacific SME Finance and Knowledge Center. AC completed the project documents for grant application in June 2010.

It also facilitated the Sustainable Consumption and Production (SCP) awareness briefing for ADFIAP member institutions and other financial institutions in connection with the SWITCH Asia Program-SMEs for Environmental Accountability, Responsibility and Transparency (SMART)-Cebu Project. This was part of a three-year engagement with Sequa gGmbH, Effizienz-Agentur NRW, the European Chamber of Commerce of the Philippines, and three industry associations in Cebu (Gifts, Toys and Housewares; Cebu Furniture Industries Foundation, Inc.; and Fashion Accessories Manufacturers-Exporters), which are the beneficiaries of the SMART Cebu Project.

It was also designated by the Philippine Department of Finance as the organizer of an APEC forum to be held in 2011. In partnership with PSR Consulting of Dr. Cesar Saldaña, AC also conducted an independent review of the internal credit risk rating system of Bank of Commerce, a private commercial bank in the Philippines.

In line with its vision to be the preferred project adviser and manager, capacity builder and advocate on sustainable development financing, AC made several presentations to various industry and interest groups.

Among these are the following:

- Presented the “SME Access to Finance” model at the Financial Executives Institute of the Philippines (FINEX) Forum in Makati City;
- Presented AC's SME Lending Business Management System at the Vietnam Development Bank and Bank Negara Malaysia study tours with ADFIAP; and the FINEX Banking Forum at the Bangko Sentral ng Pilipinas;



(L-R): Alberto Reyno, Arlene Orenca, Corazon Conde, and Cecilia Ibarra

- Presented a proposal on fund sourcing options to the Pacific Islands Development Bank Board of Directors;
- Served as a panelist in the Second SWITCH Asia Networking Workshop in Beijing, China on the regional means and process that enhance the outreach of the SWITCH-Asia projects and the replication of SCP in Asia;
- Acted as Resource Speaker at the ACSIC Conference on “After the Global Crisis: What's Next? The Role of Credit Supplementation in Economic Recovery Efforts” in Cebu.

In 2010, the ADFIAP unit also forged partnerships with FINEX and Eastern Communications to provide a sustainable program for SMEs in terms of access to finance, financial governance, and operational excellence. It also linked up with the Asian Bankers Association (ABA) and the Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI) for a series of seminars on SME Financial Inclusion to member-institutions.



To learn more about ADFIAP Consulting, go to: [www.adfiap.org/marketplace/adfiap-consulting](http://www.adfiap.org/marketplace/adfiap-consulting)



## Sustainability at ADFIAP

### People Policy

People are key to the success of the ADFIAP organization. It is for this reason that ADFIAP adopted a people-oriented management approach in line with its commitment to its members that their evolving needs are addressed.

Part of our strategic priorities is to recognize and develop talent, and create an inclusive workforce. We believe these initiatives will ensure we have the resources to pursue ADFIAP's vision of creating a future of lasting economic, environmental and social development and growth in the region and beyond.

We expect our staff at the ADFIAP Secretariat to act with integrity in everything they do and live up to the highest standards of good governance. We strive to create work environments where our staff can develop professionally, where their well-being and talents are nurtured, and teamwork is encouraged.

The ADFIAP Secretariat has an equal number of male and female staff (six each), and an equal number in senior management positions. The average age of the staff is 54 years old, which reflects the seniority and work experience needed in serving the interest of ADFIAP members. In 2010, Deputy Secretary General Isidro Sobrecarey left the Secretariat for retirement. No absenteeism, tardiness and work-related fatalities were recorded in 2010 as in previous years.

ADFIAP complies with the Minimum Wage Act of the Philippines, and extends full benefits to its 12 full-time professional staff. These benefits accounted for 54% of the Secretariat's total compensation and benefits package, with regular salaries making up 46%, the same rate the previous year.

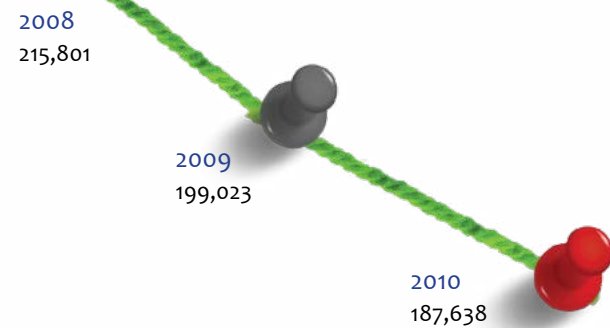
### Economic Contributions

In the course of our operations at ADFIAP, we generate resources and create a multiplier effect that benefit our people and the economy of the Philippines, where our Secretariat office is based.

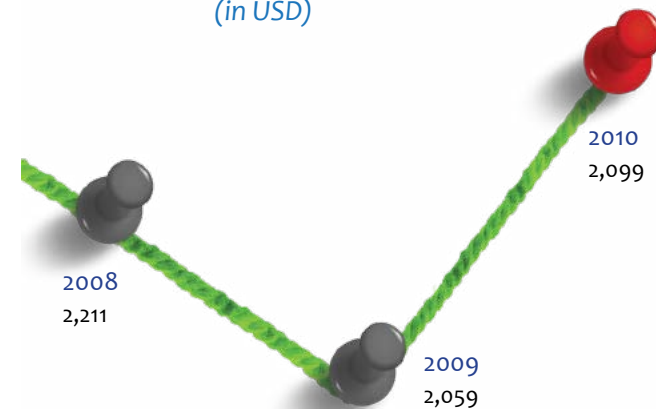
Below are details ADFIAP's economic contributions:

- **Employment:** Salaries and benefits paid in 2010 were 6% lower than in 2009 due to the retirement of a senior officer in the Secretariat.
- **Taxes:** Increased revenues from operations pushed up the taxes we paid to national and local governments by 2%. Additional taxes were generated by employee income, sales, customs duties, municipal charges, packaging recovery fees, rates, and levies.
- **Suppliers and contractors:** Higher operating cost resulted in a 10% increase in the amount paid to suppliers and contractors.

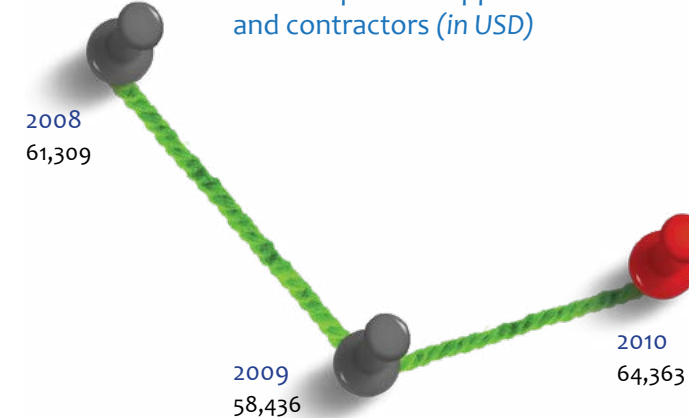
Salaries and benefits paid to employees (in USD)



Taxes paid to government (in USD)



Amount paid to suppliers and contractors (in USD)



Shopping street in a French colonial district in Haikou (Wikipedia photo)

## China Development Bank Growing the grassroots

Nearly every standing structure in the town of Haikou, in the capital of Hainan Province in China, is old. Even children go to condemned school buildings that put their lives at risk just to get an education.

This was the situation before China Development Bank (CDB) came into the picture. Being one of the three policy banks of the Chinese government, CDB primarily raises funds for large infrastructure projects, such as the Three Gorges Dam and the Shanghai Pudong International Airport.

In 2010, however, the Bank intensified what it called as "grassroots finance." Among the projects it partly

funded was the reconstruction of 72,100 square meters of "dangerous buildings" for 75 schools in Haikou City. It also bankrolled the building of 45,000 square meters of new houses. The majority of rural schools in Haikou City have benefited from this project, and now have bright and decent campuses, safe and sufficient school houses, as well as upgraded equipment and facilities. Of the total investment of RMB 70 million (USD 10 million), RMB 45 million was secured through loans from CDB.

Small and medium enterprises (SMEs), middle- and low-income housing, students, and the development of new rural communities in fact accounted for about 20% of its outstanding RMB loan portfolio. CDB now leads China's banking sector when it comes to granting loans for middle- and low-income housing and students.



To learn more about CDB, go to: [www.cdb.com.cn](http://www.cdb.com.cn)

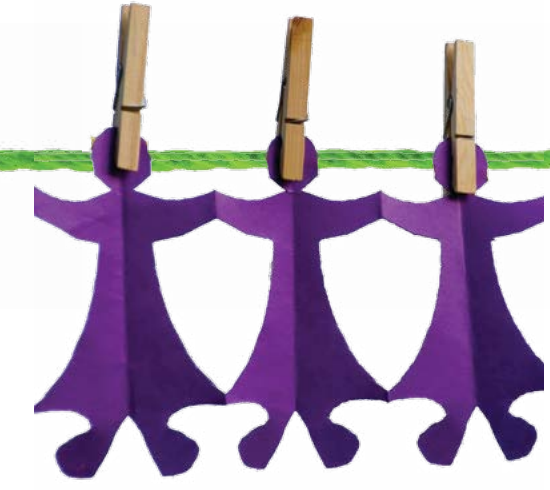


# Partnership is Key

Engaging stakeholders is at the heart of ADFIAP's reason for being.

Only through constant stakeholder dialogue and engagement are we able to understand their expectations, prioritize issues effectively and plan our sustainability strategy. In 2010, we continued to meet with our various stakeholders to discuss how we can work together to maximize our sustainability efforts.

STAKEHOLDERS	DESCRIPTION	CHANNELS	2010 HIGHLIGHTS
Member-institutions	We exist because of and for our members. We strive to continuously enhance our relationship with them through the various programs and projects that respond to their evolving needs within the local and global context.	Annual Meetings Conferences Seminars Forums	<p>33<sup>rd</sup> ADFIAP Annual Meetings in Vancouver, Canada (May 10-12) hosted by Business Development Bank of Canada</p> <p>7<sup>th</sup> CEO Forum in Siem Reap, Cambodia (November 17-19) in cooperation with the Rural Development Bank of Cambodia</p> <p>4<sup>th</sup> Seminar on "Key Performance Indicators for Development Financial Institutions" in Siem Reap, Cambodia (pre-event of the CEO Forum VII)</p> <p>WFDFI Seminar for Chief Executives of Development Banks organized by ADFIAP, in cooperation with the Center for International Private Enterprise (Washington, D.C., October 11)</p>



Women entrepreneurs of India (photo source: <http://blog.goingtoschool.com>)

## Small Industries Development Bank of India Unlocking opportunities

Don't be surprised to find a 'Made in India' tag in your Italian leather bag. A swift bold move of 27 Micro, Small and Medium Enterprises (MSMEs) to participate in a bag show in Milan, Italy is now opening doors for Indian leathermakers.

Leather is one of the prominent sectors in the Indian economy, employing 2.5 million workers and contributing USD6 billion to the value of manufactured goods. The majority of this output is contributed by SMEs clustered in 5-6 major locations.

Given the importance of SMEs, the Small Industries Development Bank of India (SIDBI) launched a program to enhance the competitiveness of SME clusters by strengthening Business Development Services (BDS).

The project, which won in the SME Development Category of the 2011 ADFIAP Awards, is being co-funded by the Department for International Development (DFID) of UK and GIZ of Germany. SIDBI provides credit to large- and medium-scale microfinance institutions (MFIs).

The project helped create brand visibility for Indian MSMEs through a common product catalogue. As a result, ABC Morini, a maker of Italian leather goods, has expressed interest in setting up a manufacturing base in India in collaboration with a local partner. An association of machinery manufacturers in Italy also wants to collaborate with their counterparts in Kolkata on possible ventures.

To learn more about SIDBI, go to: [www.sidbi.com](http://www.sidbi.com)



STAKEHOLDERS	DESCRIPTION	CHANNELS	2010 HIGHLIGHTS
Member-institutions		Study Tours	<p>Study Tour Program on Micro, Small &amp; Medium-Scale Enterprise (MSME) Financing and Development organized by the Institute of Development Finance (IDF), with the SME Bank of Malaysia (Kuala Lumpur, Sunway-Damansara and Malacca in Malaysia, May 25-31)</p> <p>Microfinance Study Tour Program for Policymakers of Uzbekistan organized by the UNDP in Uzbekistan, GIZ in Uzbekistan and the Central Bank of Uzbekistan (Kuala Lumpur, Malaysia, May 25-31)</p> <p>Study Tour Program on Micro, Small &amp; Medium-Scale Enterprise Financing &amp; Development organized by IDF with The Vietnam Development Bank (Hanoi, Vietnam, April 26-29)</p> <p>Study tours in Manila of the Development Finance and Enterprise Department of Bank Negara (Central Bank) Malaysia (October 4-8); and Vietnam Development Bank (August 23-27)</p>
		Learning programs	<p>IDF "Development Bank Management Program" credentialing course (November 22-26 and November 29-December 3, AIM Training Centre in Makati, Philippines)</p>



## Fiji Development Bank Teaching the value of money to the young



Students in secondary schools in Fiji learn how to be smart with money.

"Why try and teach an old dog new tricks when we have thousands of young, fertile minds already at hand with a thirst for learning?" Nafitalai Cakacaka, General Manager, Business Risk Services of Fiji Development Bank (FDB) made this remark after failed attempts to train adult clients on how to manage their business.

of a new program, Invest Smart, for fourth-year students in 2011.

This realization led FDB to launch the Money Smart™ program in 162 secondary schools in 2007 as a "headstart for young people to begin the process of goal setting, creating a budget and savings plan and actual savings in preparation for life in the future." The Bank said this is a valuable life skills training for young people whose spending habits are still being formed.

Since the start of the program in 2007, FDB has already spent close to \$170,000 on resources which include student work and resource books, teacher workshops, and money boxes for Money Smart™. For 2011, the Bank will invest a further \$61,900 for Money Smart™ and Invest Smart.

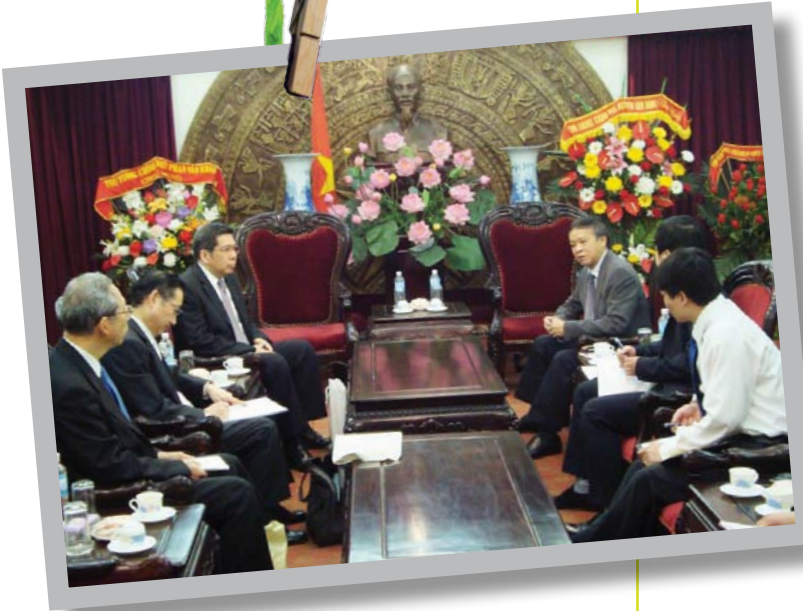
"Financial literacy is the cornerstone to helping our young people become not only enterprising adults but also responsible adults when it comes to managing their personal and/or business finances," FDB chief executive officer Deve Toganivalu said. The program won the Human Development Category in the 2011 ADFIAP Awards.

Money Smart™ is a compulsory subject under the Commercial Studies syllabus in Fiji secondary schools. FDB signed a Memorandum of Understanding with the Ministry of Education to continue the financial literacy program for third-year students, as well as the inclusion



To learn more about FDB, go to: [www.fdb.com.fj](http://www.fdb.com.fj)





STAKEHOLDERS	DESCRIPTION	CHANNELS	2010 HIGHLIGHTS
Development Financing Community	We take on the role of a catalyst for bringing the principles of sustainable development into action.	Conferences Joint Meetings Workshops Learning Programs	<p>Joint environmental cooperation framework between ADFIAP and the Japan Bank for International Cooperation (JBIC) (Siem Reap, Cambodia, Nov. 17).</p> <p>Memorandum of Cooperation with the Association of African Development Finance Institutions (AADFI) to undertake joint initiatives (Kuala Lumpur, Malaysia, March 26)</p> <p>Memorandum of cooperation between ADFIAP and the Asian Bankers Association (Taipei, Taiwan, Nov. 1)</p> <p>Inauguration of the Development Bank of the Philippines Institute (DBP Institute)</p> <p>Memorandum of Agreement between ADFIAP's IDF and the Financial Executives Institute of the Philippines' Research and Development Foundation, Inc. (Makati City, February 17)</p>
Other International and National Partner Organizations	We use our expertise and network to form strategic and mutually beneficial partnerships with other international donor and advocacy agencies that foster sustainability in business, finance, and trade practices.	Conferences International Working Group Activities Donor-Funded Projects	<p>Roundtable meeting with the International Trade Centre UNCTAD/WTO and the International Institute for Trade and Development of Thailand on the setting up of a regional SME Knowledge and Finance Center (Makati City, Philippines, July 5-6)</p>



A Tongan woman entrepreneur weaves fine mats out of pandanus leaves.

## Tonga Development Bank Weaving dreams after the waves

When a tsunami struck the northern-most island of Tonga on September 30, 2009, people were devastated to see their hopes and dreams carried away by the waves.

Pandanus plants woven into fine mats is one of the main sources of income in the island. When the tsunami destroyed more than half of the plants, the Government of Tonga had to come to the rescue.

The government sought out Tonga Development Bank for advice on how best to apply the funding it got from the Pacific Islands Forum Secretariat. A project was developed to assist the tsunami victims, especially the women, who lost their livelihood. The project targets handicraft enterprises and other income-generating activities through term loans up to \$2,000.

Loans are offered at 4.5% per annum, which covers bank cost.

When the plants started growing back, loans from the livelihood program also started to become available in October 2010.

Now they are in the thick of preparations for a big handicraft show in Tongatapu in May/June 2011. Approximately 90% of the handicraft that will be sold are funded by the livelihood program, which won the Poverty Alleviation Category in the 2011 ADFIAP Awards.

Thanks to a tidal wave of financial support from the government and TDB, the women of Tonga can start weaving dreams again.

To learn more about TDB, go to: [www.tdb.to](http://www.tdb.to)



STAKEHOLDERS	DESCRIPTION	CHANNELS	2010 HIGHLIGHTS
Other International and National Partner Organizations		Conferences Joint Meetings Workshops Learning Programs	Manila Roundtable on Sustainable and Responsible (SRI) organized by the Hong Kong-based Association for Sustainable and Responsible Investment in Asia (Makati City, December 7)  Presentation at the financial inclusion forum, organized by the ADB Institute, the APEC Business Advisory Council and the Asia-Pacific Finance and Development Center (October 20-22, Shanghai, China)
Micro, Small and Medium Enterprises	We consider micro, and small medium enterprises that comprise the client base of our members an important stakeholder in designing our learning programs.	Conferences International Working Group Activities Donor-Funded Projects	Workshops and seminar series In cooperation with the Development Bank of the Philippines (DBP) and ADFIAP Consulting for the SMART Cebu Business Membership Organizations (BMOs)  23rd annual conference of the Asian Credit Supplementation Institutions Confederation (ACSIC) hosted by the Small Business Corporation of the Philippines (Cebu, Philippines, November 15-19)
Employees	We live our vision for sustainability in our work area by adhering to responsible employment practices.	Meetings Career Development Programs Career Management Activities	
Contractors and Service Providers	We influence decisions of contractors with our preference for using sustainable products and services.	Meetings Contract Requirements	



Business Development Bank of Canada

## Expanding SMEs' wings

In Canada, more than half of the companies polled by the Business Development Bank of Canada (BDC) said their greatest challenges were getting access to financing and their distance to their customers.

“Eight percent of small and medium-sized enterprises (SMEs) export their products and services,” says Jean-René Halde, president and chief executive officer of the BDC. “In a competitive environment that is now global, and with the economic slowdown, more entrepreneurs must explore the opportunities available in international markets.”

But reality always bites. It's not always easy and it costs money to go to unfamiliar markets. This is the reason BDC launched a new loan to help Canadian SMEs finance the expansion of their domestic and international markets.

Called the Market Xpansion Loan, BDC offers up to \$50,000 in financing for SMEs. It can be amortized over a period of up to eight years, and no principal payments are required in the first 12 months. The loan can be repaid



in annual instalments, and companies that want to pay off all or part of their loan can do so at any time without penalty.

“Entrepreneurs have to deal with uncertain economic conditions and upheavals in the financial markets. Of course their confidence may be shaken, but Canadian SMEs must continue to forge ahead, although with care. Global competition is not going away and our entrepreneurs must measure up. Those who decide to go this route can count on BDC's support,” says Mr. Halde. The Market Xpansion Loan program won the Trade Development Category in the 2011 ADFIAP Awards.



To learn more about BDC, go to: [www.bdc.ca/en](http://www.bdc.ca/en)



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**Member**



Mr. Tuiasau Saumani Wongsin  
CEO  
Development Bank of Samoa  
**Member**



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Managing Director, Bhutan National Bank, Ltd.



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CEO, Royal Insurance Corporation of Bhutan Ltd.



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CEO, Fiji Development Bank



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Chairman, Centre for SME Growth & Development Finance



Mr. Ramnath Pradeep  
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Managing Director, Parsian Farda  
Investment & Financial Counsellors  
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Governor  
Development Bank of Japan, Inc.



Mr. Kazuyuki Mori  
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Research Institute, Inc.



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Director, Bank Pembangunan  
Malaysia Berhad



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Perusahaan Kecil & Sederhana  
Malaysia Berhad (SME Bank)



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Managing Director, Credit  
Guarantee Corporation Malaysia  
Berhad



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Export-Import Bank of Malaysia  
Berhad



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Dato' Md Noor bin  
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Managing Director, Esquire  
International Financing, Inc.



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President and CEO  
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Administration



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President, Queen City  
Development Bank



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President and CEO  
RCBC Savings Bank



Mr. Peter M. Fradkov  
Deputy Chairman and Member  
of the Board, Bank for Development  
and Foreign Economic Affairs  
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CEO  
Development Bank of Samoa



Mrs. Matautia Rula Levi  
CEO  
Samoa Housing Corp.



Mr. Fuimaono Johnston  
CEO  
National Bank of Samoa Limited



Mr. Nihal Fonseka  
General Manager/CEO  
DFCC Bank



Mr. Kapila Jayawardena  
Group Managing Director, Lanka  
Orix Leasing Company Plc



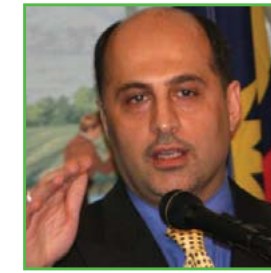
Mr. Upali Liyanage  
Chairman, Lankaputhra  
Development Bank Limited



Mr. Eastman Narangoda  
Chairman  
Seylan Bank Limited



Mrs. Siromi Wickramasinghe  
Chairman, The Housing  
Development Finance Corporation  
Bank of Sri Lanka



Captain Samuel Salloum  
Co-Chairman, Global Coalition for  
Efficient Logistics (GCEL)



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of Thailand



Mr. Soros Sakornvisava  
President, SME Development  
Bank of Thailand



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Director and CEO, TMB Bank  
Public Company Limited



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Managing Director  
Tonga Development Bank



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Chairman and CEO  
Development Bank of Turkey



Mr. Ahmet Ataner  
General Manager and CEO  
TRNC Development Bank



Mr. Kakhramon Aripov  
Chairman and CEO  
Asaka Bank



Mr. Saidakhmad B. Rahimov  
Chairman, National Bank of  
Uzbekistan



Mr. Tukana Bovoro  
CEO, Vanuatu Agriculture  
Development Bank



Mr. Huang Huy Ha  
Senior Executive Vice President, Bank  
for Investment and Development of  
Vietnam



Mr. Nguyen Quang Dung  
Vice Chairman of Management  
Board, Vietnam Development Bank



## Audited Financial Positions

	Years Ended December 31	
	2010	2009
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	US\$526,081	US\$416,710
Receivable from members	93,142	140,431
Advances and other receivables	102,022	205,654
<b>Total Current Assets</b>	<b>721,245</b>	<b>762,795</b>
<b>Noncurrent Assets</b>		
Property and equipment	21,848	25,494
Investment properties	269,361	269,361
Other assets	5,154	4,243
<b>Total Non-current Assets</b>	<b>296,363</b>	<b>299,098</b>
<b>Total Assets</b>	<b>US\$1,017,608</b>	<b>US\$1,061,893</b>
<b>LIABILITIES AND MEMBERS' FUNDS</b>		
<b>Current Liabilities</b>		
Advances, accounts payable and accrued expenses	US\$175,884	US\$161,108
<b>Noncurrent Liabilities</b>		
Retirement liability	44,714	52,071
	220,598	213,179
<b>Members' Funds</b>	<b>897,208</b>	<b>948,912</b>
<b>Translation adjustment</b>	<b>(100,198)</b>	<b>(100,198)</b>
	797,010	848,714
<b>Total Liabilities and Members' Funds</b>	<b>US\$1,017,608</b>	<b>US\$1,061,893</b>

## Audited Comprehensive Income

	Years Ended December 31	
	2010	2009
<b>REVENUE</b>		
Members' contributions	US\$347,959	US\$316,099
Training fee	169,009	106,261
Lease income	21,629	18,513
Grants	15,585	59,077
Interest income	4,834	3,316
Miscellaneous	17,971	55,781
<b>Total Revenues</b>	<b>576,987</b>	<b>559,047</b>
<b>EXPENSES</b>		
Program:		
Meetings and trainings	221,284	266,999
Information and research	32,111	27,078
Administrative:		
Salaries, wages and allowances	182,486	185,276
Provision for probable losses	63,529	14,440
Foreign currency exchange loss (gain) - net	51,435	(9,028)
Professional fees	9,987	8,762
Depreciation	8,847	8,431
Repairs and maintenance	5,646	4,271
Communication	5,506	4,674
Occupancy costs	5,011	4,626
Utilities	4,500	444
Entertainment, amusement and recreation	3,030	4,425
Taxes and licenses	2,099	2,053
Miscellaneous	30,683	17,185
<b>Total Expenses</b>	<b>626,154</b>	<b>539,636</b>
<b>INCOME (LOSS) BEFORE INCOME TAX</b>	<b>(49,167)</b>	<b>19,411</b>
<b>PROVISION FOR INCOME TAX</b>	<b>2,537</b>	<b>1,667</b>
<b>NET INCOME (LOSS)/TOTAL COMPREHENSIVE INCOME (LOSS)</b>	<b>(US\$51,704)</b>	<b>US\$17,744</b>



# GRI Reference



ADFIAP's 2010 Integrated Annual and Sustainability Report was prepared with reference to the Sustainability Reporting Guidelines published by the Global Reporting Initiative (GRI). The guidelines provide a framework for sustainability reports that can be applied globally. The GRI recommends that report makers declare their level of compliance with the stipulations of the guidelines (known as the "GRI Application Level"). We believe that ADFIAP's 2010 report satisfies the GRI Application Level C for reporting standards.

<b>1 Strategy and Analysis</b>		<b>GRI Content Index</b>		<b>ENVIRONMENT</b>	
1.1	Statement from the most senior decision maker(s) of the organization..... 2	3.12	GRI Content Index Page ..... 28	EN4	Indirect energy consumption by primary source.... 6
<b>2 Organizational Profile</b>		<b>4. Governance, Commitments, and Engagement</b>		EN7	Initiatives to reduce indirect energy consumption and reductions achieved..... 6
2.1	Name of the organization.....Covers	4.1	Governance structure of the organization ..... 3	EN8	Total water withdrawal by source..... 6
2.2	Primary brands, products, and/or services .....3, 5, 7,29	4.2	Indicate if the Chair of the highest governance body is also an Executive Officer ..... 3	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation..... 6
2.3	Operational structure and major divisions ..... 3	4.3	Number of Independent and non-executive members ..... N/A	<b>SOCIAL</b>	
2.4	Location of the company headquarters ..... 1	4.4	Mechanisms for shareholders and employees to provide recommendations .....1	LA1	Total workforce by employment type (permanent, probationary, and contractual)..... 7
2.5	Countries of operations ..... 3	<b>Stakeholders Engagement</b>		LA2	Total number and rate of employee turnover by gender, age..... 7
2.6	Nature of ownership and legal form .....3	4.14	List of stakeholders groups ..... 10-16	LA3	Benefits provided to full-time (permanent) employees..... 7
2.7	Markets served ..... 3	4.15	Basis for identification and selection of stakeholders groups ..... 10	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities..... 7
2.8	Scale of the reporting organization ..... 1	<b>ECONOMIC</b>		SO5	Public policy positions and participation in public policy development and lobbying..... 10-16
2.9	Significant changes during the reporting period ..... 1	EC1	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.....8-9	PR5	Practices related to customer satisfaction, including results of surveys measuring customers' (members') satisfaction..... 10
2.10	Awards and recognitions received during the reporting period..... N/A	EC5	Adherence to minimum wage law in areas of operations..... 9		
<b>3 Report Parameters</b>					
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3.2	Date of most recent previous report ..... 1				
3.3	Reporting cycle ..... 1				
3.4	Contact point for questions about the report and its contents .....1				
<b>Report Scope and Boundary</b>					
3.5	Process for defining report content ..... 1				
3.6	Boundary of the report ..... 1				
3.7	Limitations on the scope or boundary of the report.. 1				
3.8	Basis for reporting on joint ventures, subsidiaries, and other related entities ..... N/A				
3.10	Explanation of the effect of any re-statements of information provided in previous reports..... N/A				
3.11	Significant changes from previous reporting period.. 1				

# ADFIAP's Online Resources

## ADFIAP e-Library

This 24/7 facility is a repository of valuable resources on development banking and related topics compiled by ADFIAP over its more than three decades of existence. The collection covers the documented experiences of ADFIAP members and their work in financing sustainable development. The ADFIAP e-Library aims to share this wealth of priceless knowledge with as broad a readership as possible. Members can download articles, speeches and other reference materials from the ADFIAP e-Library.



<http://adfiap.org/store>

## Online Forum

ADFIAP's newly enhanced website offers an online forum that provides members an opportunity to participate in an online community where they can exchange ideas, discuss topics, build relationships, expand their networks, and even use as work spaces for virtual meetings.



<http://www.adfiap.org/forum>

## iamadfiap

This campaign seeks to build membership loyalty and enhance ADFIAP's brand equity by transforming its members into Brand Ambassadors. The campaign rallies members to promote the ADFIAP brand in their respective country events, their company websites, and other venues. Members can also be connected and learn about other members' stories through the iamadfiap microsite. They can also download the iamadfiap video and other tools in helping promote brand ADFIAP.



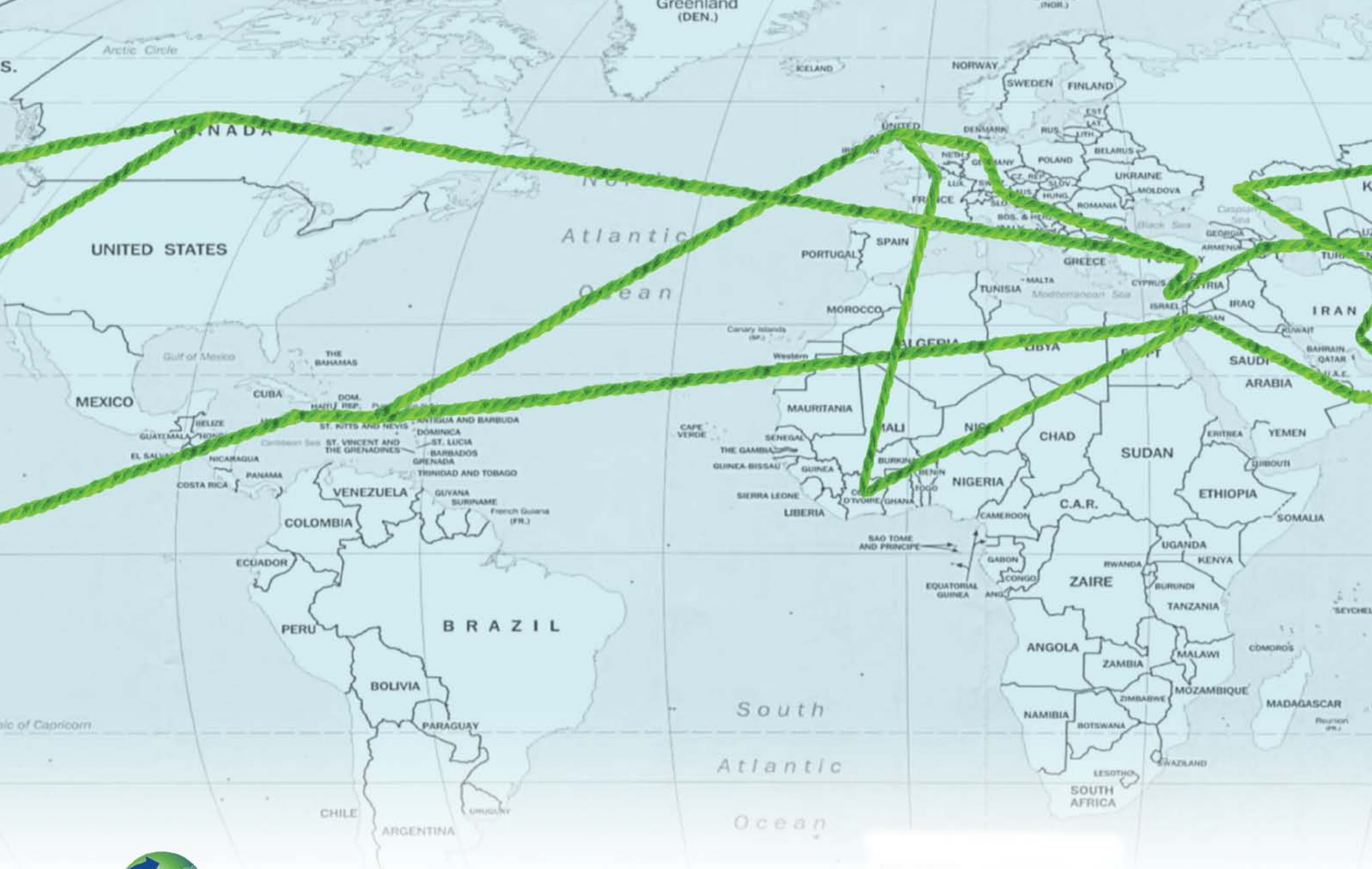
<http://www.adfiap.org/iamadfiap>

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The ADFIAP 2010 Integrated Annual and Sustainability Report is printed on chlorine-free recycled paper with 30% post-consumer waste. ADFIAP also distributes electronic copies of its reports through its website [www.adfiap.org](http://www.adfiap.org).





Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)

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