



April 2019

Annual Report of the Audit Committee of the Board, 2017–2018

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Asian Development Bank

ABBREVIATIONS

ACB	–	Audit Committee of the Board
ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
BPMSD	–	Budget, Personnel, and Management Systems Department
OAG	–	Office of the Auditor General
OAI	–	Office of Anticorruption and Integrity
OAS	–	Office of Administrative Services
OCR	–	ordinary capital resources
ORM	–	Office of Risk Management

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I. INTRODUCTION: COMPOSITION OF THE AUDIT COMMITTEE OF THE BOARD AND MEETINGS

1. This annual report covers the activities of the Audit Committee of the Board (ACB) from 1 July 2017 to 30 June 2018. During this period, the ACB met 14 times and covered 24 agenda items. The composition of the ACB over this period is in Appendix 1 and the terms of reference of the ACB is in Appendix 2.
2. During the year, six committee members departed because their terms expired. Vacancies were filled promptly to ensure a quorum for all meetings.
3. The ACB met with staff from the Controller's Department, the Office of the Auditor General (OAG), the Office of Anticorruption and Integrity (OAI), the Office of Risk Management (ORM), the Office of Administrative Services (OAS), and the external auditor (Deloitte & Touche LLP, Singapore) of the Asian Development Bank (ADB). In addition, the Treasury Department and the Private Sector Operations Department regularly contributed to the work of the committee and were invited to attend the relevant sessions. The work program is in Appendix 3. In addition to these official activities, the ACB also organized various briefing sessions, particularly on the selection of the external auditor and on the conflict of interest clause in the Principles for the Selection of the External Auditor.

II. INTERNAL AUDIT

4. The ACB reviewed the following reports of the auditor general:
 - (i) OAG's biannual reports for the periods ending 30 June 2017 and 31 December 2017, and
 - (ii) OAG's 2018 internal audit work program.

A. Office of the Auditor General's Biannual Reports

5. OAG completed 23 engagements in 2017: 16 audits (7 final and 9 draft) and 7 advisories. No recommendations were past due as of 31 December 2017. OAG introduced the AuditWithoutWalls!, a new knowledge-sharing initiative for internal auditors in the public sector. The committee acknowledged the new design and format of the biannual reports.

B. 2018 Internal Audit Work Program

6. The ACB reviewed OAG's 2018 work program and expressed its support. OAG envisioned undertaking 26 engagements (16 audits and 10 advisories) and planned to review sovereign portfolios of 4 countries: India, Mongolia, Myanmar and Sri Lanka. The work program also included audits of the Afghanistan Infrastructure Trust Fund, implementation of recommendations from the 2016 audit of Papua New Guinea's country portfolio, the administration of the Staff Retirement Plan, the implementation of the Organizational Resilience Plan, and the Faster Approach to Smaller Nonsovereign Transactions (FAST) Program. As the committee considered the program responsive to the main risk parameters and ADB's new initiatives, the ACB approved OAG's 2018 internal audit work program.

C. Update on the Selection of ADB External Auditor for FY2019–2023

7. The committee decided to allow ADB's current auditor (Deloitte & Touche) to bid for a third term as external auditor and recommended Director Pierre-Emmanuel Beluche to represent the ACB on the selection committee for the bid. Director Beluche accepted the committee's recommendation.

8. The ACB also expressed appreciation for OAG's work in selecting the external auditor. OAG asked the ACB to review the conflict of interest clause in the Principles for the Selection of Outside Auditor. The clause permits the outside auditor to undertake services with ADB not related to audits (except for impermissible services) up to an annual monetary limit of 100% of its annual audit contract. The committee decided to maintain the clause for the next external auditor after a benchmarking exercise with peer institutions. In addition, the ACB started a reflection on the current market of international audit firms.

III. ENGAGEMENT WITH THE EXTERNAL AUDITOR

9. The ACB met with Deloitte & Touche, LLP, Singapore three times and reviewed the following reports the external auditor submitted:

- (i) Interim Update on 2017 Attestation and Statutory Audit,
- (ii) Report on the 2017 Audit of ADB, and
- (iii) 2018 Audit Service Plan and Accomplishments in 2017.

A. Interim Update on 2017 Attestation and Statutory Audit

10. The external auditor reported that no significant deficiencies were identified during the interim internal control testing. Deloitte issued comfort and reliance letters for bond issuances and updated the ACB about its visit to the People's Republic of China Resident Mission.

B. Report on the 2017 Audit of ADB

10. The ACB acknowledged the external auditor's report on the audit of ADB for the financial year ending on 31 December 2017. Deloitte performed an integrated audit of ADB's financial statements to ensure that they complied with the United States Generally Accepted Accounting Principles and opined that ADB's internal control over financial reporting was effective.

11. ADB has updated its relevant accounting policies in relation to various accounting standards effective for annual periods beginning on or after 1 January 2017. The external auditor concluded that ADB's accounting policies are appropriate, adequately disclosed, and consistently applied by Management.

C. 2018 Audit Service Plan and Accomplishments in 2017

12. The committee welcomed the external auditor's 2018 audit service plan, including the audits of the financial statements and internal control over financial reporting. The auditor identified six significant risk areas: (i) loan provisioning assessment, (ii) accounting for equity investments, (iii) valuation of complex financial instruments, (iv) valuation of Staff Retirement Plan and Post-Retirement Group Medical Insurance Plan liability, (v) presumed risk of revenue recognition, and (vi) management override of controls over financial reporting.

IV. THE FINANCIAL STATEMENTS

13. The ACB reviewed the following reports:
- (i) quarterly and annual financial statements, and
 - (ii) 2017 assertion and attestation on internal control over financial reporting.
14. No major changes in accounting standards occurred that impacted ADB's 2017 financial statements. Highlights of the 2017 financial statements were as follows:
- (i) The combination of Asian Development Fund (ADF) lending operations with ordinary capital resources (OCR) took effect on 1 January 2017. This resulted in recognition of one-time income of \$30,748 million in OCR and a return of \$64 million in set-aside resources, which strengthened the OCR equity position.
 - (ii) OCR reported operating income of \$725 million in 2017, compared with \$521 million in 2016. This increase was mainly attributed to the additional revenue from concessional OCR loans (formally ADF loans) transferred from the ADF on 1 January 2017.
 - (iii) Net income, excluding one-time income of \$30,748 million from the ADF assets transfer, was \$774 million in 2017 compared with \$7 million in 2016. The increase was mainly because of large net unrealized losses recognized in 2016 from fair value adjustment of borrowings and derivatives.
 - (iv) The total outstanding OCR loan balance increased by \$33 billion to \$101 billion compared with 2016 mainly because of the transfer of concessional loans of \$27 billion on 1 January 2017.
15. The ACB acknowledged that no significant deficiencies or material weaknesses were noted during the assertion and attestation of internal controls over financial reporting in 2017.

V. ANTICORRUPTION AND INTEGRITY: QUARTERLY UPDATES AND ANNUAL REPORT

16. In 2017, the ACB acknowledged the good work of OAI for the past year: (i) the support provided to Bhutan, Mongolia and the Philippines on anti-money laundering and countering the financing of terrorism; and (ii) the work in operationalizing the Respectful Workplace Unit in ADB, which was created in 2016 and opened its doors to formal complaints in 2017. This also included major strides with the issuance of an administrative order and awareness-building activities to address respectful workplace issues in ADB.
17. The ACB asked OAI to (i) consider staffing, information technology, and other measures to deal with the increased workload of the office; (ii) prioritize the processing of aging complaints and investigations; and (iii) streamline and simplify its procedures without compromising the integrity of the process. The committee also requested OAI to consider measures to bring down the number of pending complaints and intensify its efforts to ensure that the number of complaints closed exceeds the inflow of new complaints so that the office can reduce the number of open cases.

VI. RISK MANAGEMENT OVERVIEW

18. The ACB reviewed ORM's quarterly presentations on key portfolio developments. The committee noted that the credit quality of the Sovereign and Treasury portfolios had not materially changed, despite some trade tensions and financial market volatility during the period covered by this report. The committee also noted that nonsovereign commitments increased during this period and that capitalization remained strong and adequate to support ADB's business plan.

19. ORM updated the ACB on the oversight of operational risks and the initiatives being undertaken to mitigate them. The ACB supported the proposed revamp of the quarterly risk management report to improve substantive analysis of key areas.

20. The committee also welcomed the new head of the Office of Risk Management, Adnan A. Agha.

VII. BUSINESS CONTINUITY AND DISASTER PREPAREDNESS

21. In 2017, the ACB welcomed the excellent work and steady progress on ADB's Organizational Resilience Program and Security and Emergency Services. The committee noted the preparation in the Organizational Resilience framework in terms of the establishment of the Organizational Resilience Unit, the implementation of projects including the establishment of the Treasury Regional Hub and the Controller's Secondary Disbursement Processing Center, and the outposting of staff from the Office of Information Systems and Technology to the resident missions in Thailand and Viet Nam. This was meant to decentralize and build capacity to continue critical business processes away from headquarters by (i) contracting alternate workplace arrangements as an interim solution to enable key staff to perform high-priority processes for at least the first week in a disruption, (ii) launching of the Enhanced Access Control Project and Security Operations Center and upgrading the Incident Coordinator Office, (iii) approving the evacuation and safe haven plans, and (iv) providing personnel and family preparedness training that more than 214 staff and family members attended. OAS also developed a safety video was also produced for all ADB guests.

22. The committee also welcomed to ADB and the ACB the new principal director of the Office of Administrative Services, Lakshmi Menon.

23. In April 2018, Director Beluche visited ADB's data center in Geneva, Switzerland and acknowledged the progress made in its capacity to recover data in case of emergency and therefore support ADB's business continuity.

VIII. AUDIT COMMITTEE WORK PROGRAM

24. For the next reporting period (1 July 2018–30 June 2019), the ACB will include the following activities in its work program:

- (i) Treasury Department – financial simulation, derivatives (+ORM)
- (ii) Office of Administrative Services – information technology systems and enhancing the ADB's cybersecurity, ensuring appropriate security measures for all resident missions and representative offices especially in high-risk countries, ensuring progress and on-track implementation of business continuity initiatives

- (iii) Respectful Workplace Unit, Office of Anticorruption and Integrity – a year after implementation
- (iv) Office of the Auditor General – selection of the next external auditor
- (v) Office of Risk Management – financial markets

IX. RECOMMENDATION TO THE BOARD

25. The ACB recommends that this annual report be publicly disclosed after its consideration by the ADB Board of Directors.

**COMPOSITION OF THE AUDIT COMMITTEE OF THE BOARD
June 2017–July 2018**

1 July 2017

Chair	Country
Muhammad Sami Saeed	Pakistan
Members	Country
Maurizio Ghirga	Italy
Zhijun Cheng	People's Republic of China
Mathew Fox	Australia
Rokiah BintiHaji Badar	Brunei

16 July 2017

Chair	Country
Muhammad Sami Saeed	Pakistan
Members	Country
Maurizio Ghirga	Italy
Zhijun Cheng	People's Republic of China
Mathew Fox	Australia
Som Lal Subedi	Nepal

1 Oct 2017

Chair	Country
Muhammad Sami Saeed	Pakistan
Members	Country
Zhijun Cheng	People's Republic of China
Mathew Fox	Australia
Som Lal Subedi	Nepal

1 Jan 2018

Chair	Country
Muhammad Sami Saeed	Pakistan
Members	Country
Zhijun Cheng	People's Republic of China
Australian director*	Australia
Pierre-Emmanuel Beluche	France
US director*	United States of America
Som Lal Subedi	Nepal

* As required for a quorum or any other purpose, the respective constituency alternate director will sit as an interim member until the director starts.

1 Jul 2018

Chair	Country
Pierre-Emmanuel Beluche	France
Members	Country
Zhijun Cheng	People's Republic of China
Shahid Mahmood	Pakistan
US director*	United States of America
Joar Strand	Norway
Bobur Khodjaev	Uzbekistan

* As required for a quorum or any other purpose, the respective constituency alternate director will sit as an interim member until the director starts.

AUDIT COMMITTEE OF THE BOARD OF DIRECTORS TERMS OF REFERENCE

The Audit Committee is a committee of the Board of Directors established pursuant to Section 12 of By-Laws of the Asian Development Bank (ADB). Its function is to assist the Board of Directors in carrying out its responsibilities as they relate to matters such as ADB's financial reporting and audits, including internal controls and risk management, in line with Article 31 of the Agreement Establishing the Asian Development Bank.

1. AUTHORITY

1.1 In discharging its oversight functions over matters within the scope of its responsibilities, the Audit Committee of the Board (the Committee) is authorized to:

- (i) Perform activities within the scope of its terms of reference.
- (ii) Seek any pertinent information from ADB as is necessary, and which shall not be unreasonably withheld.
- (iii) Refer its requests for documents or information to the President.
- (iv) Seek briefings on relevant auditing, accounting, risk management and internal controls, anti-corruption and integrity, and financial matters it has identified from staff member(s) designated by the President, including such staff that the Committee has suggested, and request their participation in meetings.
- (v) Meet with the Outside Auditor, as necessary.
- (vi) Advise the Board of Directors on the appointment of the Outside Auditor and consider any question of the Outside Auditor's resignation and/or dismissal.
- (vii) Consider the independence of the Outside Auditor, including the provision of nonaudit services by the Outside Auditor to ADB.

2. COMPOSITION AND TENURE

2.1 The Committee shall consist of not more than six members of the Board. The Chair and other members shall be appointed by the President in consultation with the Board.

2.2 The Committee members shall be free from any relationship that, in the opinion of the President, would interfere with the exercise of their independent judgment as members of the Committee. The Committee members shall inform the President of any circumstances which reasonably may be perceived to interfere with the exercise of their independent judgment as members of the Committee.

2.3 The President shall, when appointing members of the Committee, appoint at least one member having a background in accounting or related financial expertise and who, through education and/or experience would have a thorough understanding of financial, accounting and auditing functions¹. Members of the Audit Committee should have a working familiarity with basic finance, accounting, governance, internal audit, and risk management practices and principles and are strongly encouraged to enhance their familiarity with them by participating in educational programs. In circumstances where the Committee requires specific advice and assistance to be

¹ Section 10(a) of the Rules of Procedures of the Board of Directors states: "Membership of the Committees established pursuant to Section 12 of the By-Laws need not be limited to Directors or their Alternates. The President, in consultation with the Board, shall appoint the members of committees and shall designate the chairmen thereof."

able to perform its functions and such advice and assistance are not available to the Committee members, including from within ADB if appropriate, the Committee may request the President to engage such outside expertise and provide the necessary resources, which shall not be unreasonably withheld, required for that purpose.

2.4 The Committee shall be appointed for a term of two years, commencing 1 July each year in which the election of Directors occurs. Members of the Committee may be reappointed.

2.5 If a member of the Committee ceases to be a member of the Board, the President, in consultation with the Board, shall appoint another Board member for the remaining term of the Committee.

3. MEETINGS

3.1 The Committee shall meet as often as it considers necessary, but not less than once per quarter. Other Board members as well as Directors' Advisors may attend meetings of the Committee as observers.²

3.2 The Committee will meet at least once a year with the Outside Auditor without Management or ADB staff present. In addition, the Committee may meet with the Outside Auditor if requested by the Committee or by the Outside Auditor, as and when considered necessary.

3.3 The quorum for meetings of the Committee shall be three of its members. If the Chair of the Committee is unable to be present in person at a meeting, the members of the Committee that are present shall select a member to preside.

4. RESPONSIBILITIES

The Committee shall assess in its annual report the Committee's work and evaluate its performance annually relative to the Committee's purpose and responsibilities outlined herein. The Committee shall periodically review the adequacy of its Terms of Reference for possible adjustments as conditions dictate and recommend necessary amendments to the Board of Directors for approval. The Committee shall assist the Board of Directors in overseeing ADB's finances, accounting, internal control and risk management (including information technology systems and reputational risk), anticorruption and integrity, and how these are being managed and how accountabilities are being enforced. The Committee shall satisfy itself that ADB's financial reporting and audits, including internal control and risk management, are adequate and efficient. In this regard, the Committee shall in particular:

A. Financial Reporting

4.1 Review and if necessary discuss with the Controller the quarterly financial statements.

4.2 Review and discuss with the Controller, Auditor General and Outside Auditor major accounting and auditing issues and financial statements presentations, including any significant changes in the selection or application of accounting principles and auditing standards; and results of the audit by the Outside Auditor.

² Observers may participate in the deliberations at the invitation of the Committee

4.3 Review and discuss with the Controller, Auditor General, Outside Auditor and other ADB staff as requested by the Committee and/or designated by the President, upon completion of the annual external audit and before the financial statements are published, the draft annual financial statements and the related notes, the Outside Auditor's opinion and appropriateness of accounting principles, including disclosures through Management's Discussion and Analysis (MD&A). Discussions will include Management's Assertion on Internal Controls over Financial Reporting and the Outside Auditor's Attestation thereof. The Committee will report on such discussions to the Board of Directors.

4.4 Meet with the Controller and Auditor General on a periodic basis to discuss any matters of concern in the context of the financial information and MD&A, internal control over financial reporting and the assertion/attestation process.

4.5 Meet annually with the Outside Auditor to discuss Management's Assertions with respect to the adequacy and appropriateness of internal control over financial reporting, and the Outside Auditor's attestation, including any significant deficiencies and/or material weaknesses in accordance with ADB's adopted attestation standard.

4.6 Meet with the General Counsel to discuss any significant pending litigation that may have a material impact on ADB's financial condition. Notwithstanding the foregoing, the Committee will be informed on a timely basis of any such litigation.

B. Outside Audit

4.7 Appoint an observer to the Evaluation Committee for the selection of Outside Auditor.

4.8 Review and discuss annually the scope of work and audit plan of the Outside Auditor and any material changes to the audit plan during the year.

4.9 Review and discuss the performance of the Outside Auditor and recommend to the Board of Directors for approval the appointment, reappointment for a contract period, or termination of the engagement of the Outside Auditor. Engagement or reappointment of the Outside Auditor will be in line with the Principles for the Selection of the Outside Auditor.

4.10 Review and obtain a statement from the Outside Auditor to confirm annually the independence of the Outside Auditor. Consider the provision of any other services by the Outside Auditor in accordance with the Principles for the Selection of the Outside Auditor.

4.11 Review and discuss the annual report from the Outside Auditor as a confidential document, and ensure that significant deficiencies and/or material weaknesses identified by the Outside Auditor as well as other findings and recommendations made by the Outside Auditor and Management's responses thereto, are reviewed, discussed and appropriately acted upon. The Committee shall review any recommendations and Management's responses thereto, including their accompanying timetables, to address significant deficiencies and/or material weaknesses and to improve or establish necessary controls.

4.12 Meet separately, as necessary, with the Outside Auditor to review and discuss any matters that the Committee or Outside Auditor believe should be reviewed and discussed.

C. Internal Audit

4.13 Review and discuss annually the scope of work and audit plan of the Auditor General and any material changes to the audit plan during the year and, if necessary, request that specific audits be added to the work plan.

4.14 Review and discuss the effectiveness of the internal audit function.

4.15 Review and discuss, at least semi-annually, an internal audit activity report, which includes a summary of recent audit reports and recommendations, the current inventory of outstanding audit recommendations and the implementation progress of outstanding high risk audit recommendations. Ensure that significant internal audit findings and recommendations and Management's responses thereto are considered. Notwithstanding the foregoing, the Committee will be informed of any significant audit findings on a timely basis.

4.16 Meet separately with the Auditor General to review and discuss any matters that the Committee or Auditor General believes should be reviewed and discussed.

4.17 Be consulted prior to the engagement or appointment of, and on any intended removal of, the Auditor General.

D. Risk Management and Internal Control

4.18 Review and discuss the efficiency, effectiveness and integrity of the internal control system, including risk management, information technology security and control, and financial policies in such areas as trust fund administration, procurement policies and procedures, and financial management. Review and discuss pension fund related matters that may impact the financial statements.

4.19 Review and discuss with the Controller, Auditor General, Head of the Office of Risk Management (Head, ORM), Chair, Risk Committee, Treasurer, and Outside Auditor, issues with respect to financial systems efficiency and effectiveness of administrative procedures, and review of internal control over financial reporting, including significant findings and recommendations and Management's responses thereto.

4.20 Meet at least quarterly with Head, ORM to review and discuss the adequacy of ADB's risk management functions in order to ensure that appropriate risk management functions are in place.

4.21 Meet at least quarterly with Head, ORM to review and discuss assessments of ADB's risk exposure. The Committee will be informed of any significant changes in assessments of ADB's risk exposure on a timely basis. 5

4.22 Receive prior advice on the engagement or appointment of, and on any intended removal of, the Head, ORM.

F. Anticorruption and Integrity Measures

4.23 Ensure that ADB has established and maintains appropriate, efficient and consistent procedures for the receipt, retention and treatment of complaints and anonymous submissions

from internal and external complainants, including protection of “whistleblowers,” in regard to fraud and corruption, or questionable accounting or auditing matters.

4.24 Meet at least quarterly with Office of Anticorruption and Integrity (OAI) to discuss activities and outcomes of the anticorruption function including cases where findings indicate systemic control weaknesses, or where the findings are of such character that could constitute a reputational risk for ADB. Notwithstanding the foregoing, the Committee will be informed of any significant investigation findings on a timely basis.

4.25 Receive prior advice on the engagement or appointment of, and on any intended removal of, the Head, OAI.

G. Reporting Responsibilities

4.26 The Committee shall:

- (i) Report to the Board of Directors annually, through the Chair of the Board, on its activities and submit conclusions and/or recommendations to the Board, which shall not be unreasonably withheld by the Chair of the Board, as the Committee deems appropriate.
- (ii) Update the Board of Directors about the Committee’s activities, as appropriate.
- (iii) Ensure that the Board of Directors is aware of matters that may significantly impact on the financial affairs of ADB.

5. ADMINISTRATIVE ARRANGEMENTS

5.1 The channel of communication between the Committee and ADB’s Management and staff is through the Secretary of ADB.

5.2 The Office of the Secretary shall be responsible for providing the necessary administrative services for the functioning of the Committee including providing a secretariat for the Committee and maintaining its records.

AUDIT COMMITTEE OF THE BOARD: WORK PROGRAM FOR 2017–2018

9 August 2017	<ul style="list-style-type: none"> - Quarterly update from Office of Anticorruption and Integrity as of 30 June 2017 (OAI) - OAG's biannual report as of 30 June 2017 (OAG); and update on human resources recruitment process (BPMSD)
6 September 2017	<ul style="list-style-type: none"> - Update on business continuity and disaster risk management (OAS)
13 September 2017	<ul style="list-style-type: none"> - Quarterly financial statements as of 30 June 2017 (Controller's Department) - Risk Management quarterly presentation as of 31 March 2017 (ORM)
9 October 2017	<ul style="list-style-type: none"> - Risk management quarterly presentation as of 30 June 2017 (ORM) - Quarterly update from Office of Anticorruption and Integrity as of 30 September 2017 (OAI)
21 November 2017	<ul style="list-style-type: none"> - Quarterly financial statements as of 30 September 2017; and update on 2017 assertion on internal control over financial reporting (CTL) - External auditor's interim update on 2017 attestation and statutory audit (external auditor)
14 December 2017	<ul style="list-style-type: none"> - Risk management quarterly presentation as of 30 September 2017 (ORM)
22 January 2018	<ul style="list-style-type: none"> - Conflict of interest clause in the Principles for the Selection of Outside Auditor (OAG)
7 February 2018	<ul style="list-style-type: none"> - Tentative 2018 internal audit work program (OAG) - Update on business continuity and disaster risk management (OAS)
21 February 2018	<ul style="list-style-type: none"> - Office of Anticorruption and Integrity 2017 Annual Report (OAI) - OAG's biannual report as of 31 December 2017; and 2018 internal audit work program (OAG)
13 March 2018	<ul style="list-style-type: none"> - Working session on financial statements; and 2017 assertion and attestation on internal control framework (CTL)
15 March 2018	<ul style="list-style-type: none"> - Report on the 2017 Audit of the Asian Development Bank (external auditor)
17 April 2018	<ul style="list-style-type: none"> - Quarterly update from Office of Anticorruption and Integrity as of 31 March 2018 (OAI) - Risk management quarterly presentation as of 31 December 2017 (ORM)
29 May 2018	<ul style="list-style-type: none"> - External auditor's 2018 audit service plan and accomplishments in 2017 (external auditor)

5 June 2018	<ul style="list-style-type: none">- Quarterly financial statements as of 31 March 2018 (CTL)- Update on business continuity and disaster risk management (OAS)
26 June 2018	<ul style="list-style-type: none">- Risk management quarterly presentation as of 31 March 2018 (ORM)- Discussion on ACB Annual Report, 2017–2018 and Work Plan, 2018–2019

BPMSD: Budget, Personnel and Management Systems Department; OAG: Office of the Auditor General; OAI: Office of the Anticorruption and Integrity; OAS: Office of the Administrative Services; ORM: Office of Risk Management; CTL: Controller