

**A REVIEW
OF THE
JAPANESE REPRESENTATIVE OFFICE**

August 1999

ABBREVIATIONS

ADB	–	Asian Development Bank Institute
ADF	–	Asian Development Fund
APIC	–	Association for Promotion of International Cooperation
DMC	–	developing member country
IMF	–	International Monetary Fund
JRO	–	Japanese Representative Office
Kankeiren	–	Kansai Economic Federation
Keidanren	–	Japan Federation of Economic Organization
MFI	–	multilateral finance institution
MOF	–	Ministry of Finance of Japan
NGO	–	nongovernment organization
OCO	–	Office of Cofinancing Operations
OER	–	Office of External Relations
TOR	–	Terms of Reference
UN	–	United Nations

NOTE

In this report, \$ refers to US dollars.

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I. INTRODUCTION

1. The Japanese Representative Office (JRO) was officially inaugurated in November 1996 in Tokyo. As was agreed by the Board of Directors,¹ this information paper reviews JRO's activities, relative to its approved terms of reference (TOR), during its first two years of operations (Appendix 1).
2. The information paper is based on the findings of (i) a working group² that studied JRO's operations and interviewed staff from concerned Bank departments and offices under the guidance of Vice President (Finance and Administration), and (ii) the Working Group Mission that visited Japan from 12 to 20 April 1999 to meet with JRO staff and a cross-section of JRO's constituency.
3. The paper first provides background information on JRO operations, then assesses the operations. The assessment starts with a review of JRO's cooperation with the Japanese Government, multilateral finance institutions (MFIs) and United Nations (UN) agencies, and nongovernment organizations (NGOs), following the structure of JRO's TOR. The assessment also focuses on JRO's (i) utility and operational effectiveness for the Bank, and (ii) usefulness from the perspective of the major interest groups in Japan. The paper's fourth section briefly analyzes JRO's benefits and costs. The last section discusses the future direction of JRO's operations, with a view to improving JRO's utility and operational effectiveness.

II. BACKGROUND

4. On 29 November 1995, the Board of Directors approved the establishment of JRP in Tokyo. JRP was officially opened on 8 November 1996, becoming the Bank's second representative office. The purpose of such offices is to strengthen representation in donor countries. Since its inception, JRO has reported directly to the Vice President, Finance and Administration, with assistance provided, as required, by concerned departments/offices. JRO is headed by a resident representative assisted by a professional staff member and two locally hired staff members. As set out in its TOR, JRO is mandated to build working relationships with the Japanese Government; MFIs; UN agencies; and NGOs³ including the media, academia and other interested parties in Japan. The paper establishing JRO prioritized JRO operations as follows: (i) dissemination of information to the Government and the general public including NGOs, and (ii) cooperation with financial institutions to enhance resource mobilization. JRO's operational priorities, activities, and benefits are shown in Appendix 2. On matters relating to (i) cofinancing, (ii) the Banks' financial operations, (iii) business opportunities, (iv) recruitment, and (v) use of the media, Bank representation was to be strengthened through specialized services originating from headquarters and involving JRO only when appropriate and cost effective.

¹ R254-95: *Bank Representative Offices in Donor Countries: Establishment of a European Office and a Japanese Office*, 29 November.

² Composed of staff drawn from the Budget, Personnel and Management Systems Department; Central Operations Services Office; Office of Cofinancing Operations; Office of External Relations; and Strategy and Policy Office.

³ Apart from development NGOs, the term NGO includes, as indicated in the TOR (Appendix 1), the media, academia and other interested parties.

II. OPERATIONAL ASSESSMENT

A. Activities

5. To fulfill its TORs, JRO has established and maintained contacts with a number of concerned parties in Japan, including the Japanese Government and its agencies, MFIs, development NGOs, and the business community in Japan.⁴ This section reviews JRO's activities in dealing with three major groups as defined in the TOR as well as JRO's ongoing efforts to improving its effectiveness and minimize costs.

1. Bank-Government Cooperation

6. JRO has established close ties with Japan's Ministry of Finance (MOF), has exchanged information daily on issues relating to the Bank's operations, and from time to time has fed such information back to the headquarters. Upon requests by groups of Japanese parliamentarians, JRO made presentations to them on the Bank, covering operational priorities and activities to cope with the Asian currency crisis. JRO has also helped mobilize financial resources from Japan to the Bank's operations. For example, JRO has provided important support services in a timely manner to the Office of Cofinancing Operations (OCO) and Strategy and Policy Office under the New Miyazawa Initiatives. JRO has also provided administrative support to the conclusion of the sixth replenishment of Asian Development Fund (ADF VII) negotiations in 1997. JRO regularly participates in consultation meetings between the Bank and the Export Import Bank of Japan (EXIM) and the Overseas Economic Cooperation Fund (OECF).

2. Cooperation with MFIs and UN Agencies

7. JRO has established regular contacts with other and UN agencies in Tokyo. In particular, JRO has close contacts with the World Bank, Inter-American Development Bank, and International Monetary Fund (IMF), holding regular meetings to exchange information on policies and activities of each institution. JRO has participated in the International Career Development Forum 1998 in Tokyo, jointly planned by Tokyo offices of various MFIs and UN agencies to explain the Bank and its activities to more than 5,000 potential applicants to the Bank and other international organizations.

3. Bank-NGO Cooperation

a. Development NGOs

8. JRO has promoted interaction and information flows between the Bank and Japanese development NGOs. Together with the Bank's other departments and offices such as the Office of External Relations (OER) and the Office of Environment and Social Development, JRO initiated a consultation meeting with the Japanese NGO community in March 1998. Participants included more than 30 representatives of Japanese development NGOs, and the Bank's strategic objectives and operational agenda as well as the Bank's approaches to social development issues and social assessment in operational activities were actively discussed. The consultation meeting is now becoming a regular event to strengthen the ties between the Bank and Japanese development NGOs. These interactions, information flows, and meetings help keep the development NGO community informed about the Bank's activities, and have promoted an open, transparent relationship with Japan-based development NGOs.

⁴ A supplementary appendix of a partial listing of JRO's contacts is available upon request.

b. Business Community

9. Prior to the establishment of JRO, the Japanese business community in general did not have sufficient knowledge of the Bank, and the relationship between the Bank and the business community was relatively weak. Therefore, JRO established a link with the Japanese business community. In close coordination with the Japan Federation of Economic Organizations⁵ (abbreviated in Japanese as Keidanren), JRO held various seminars for the Keidanren member companies. The seminars discussed the Bank's strategic objectives and operational agenda, and Bank operations in the Asian financial crisis, the People's Republic of China, and Greater Mekong Subregional cooperation. The seminars were very useful as they increased Japanese companies' understanding of the Bank and its operations.

10. To improve the links between the Bank and the Japanese business community, JRO assisted the Central Operations Services Office to hold two business opportunity seminars for Japanese companies. The seminars had more than 200 participants. The primary aim was to raise awareness among potential bidders of (i) business opportunities under Bank-financed loans and TAs, (ii) the methods of preparing substantially responsive bids under Bank procedures, (iii) the Bank procedures for bid evaluation and ranking of proposals, (iv) the methods of preparing proposals for consultant services under Bank procedures, and (v) the methods of payment under Bank-financed contracts. Together with Japan's Engineering Consulting Firms Association, JRO held follow-up meetings of the seminars with approximately 50 representatives of Japanese consulting firms. JRO's efforts have increased the understanding among major Japanese companies of the Bank and its operations. Through these activities, JRO is raising the Bank's profile in the Japanese business community.

c. Financial Institutions

11. Shortly after its inauguration, JRO visited a large group of Japanese financial institutions, including commercial banks and life and nonlife insurance companies, and made presentations on the Bank's operations in general and its cofinancing operations. After establishing a close relationship with various financial institutions, JRO helped OCO organize several cofinancing seminars, which explained the Bank's cofinancing policies and operations to approximately 80 financial institutions. JRO periodically sends project-specific queries from financial institutions to concerned departments and offices at the Bank's headquarters.

d. The General Public

12. JRO promotes the general public's awareness of the Bank and its operations. Prior to the establishment of JRO, the Bank did not have an effective means to disseminate information on its policies, operations, and developing member countries (DMCs) to the general public in Japan. Without a representative office in Japan, the Bank's information was available to only a limited portion of the general public. Consequently, the Bank's operations were not well recognized.

13. To reach a wider audience in Japan, JRO and OER increased the Bank's depository libraries from one to four. These libraries house copies of Bank documents and make Bank information available to the general public. With the Bank's proactive interaction, the

⁵ The Keidanren membership includes over 1,000 Japanese leading corporations as well as over 100 industry-wide groups representing such major sectors as manufacturing, trade, distribution, finance and energy.

Association for Promotion of International Cooperation (APIC) agreed to provide a substantial area of its library for Bank documents. APIC has an information office, Plaza for International Cooperation, in Tokyo. The office keeps publications and documents of various organizations relating to international cooperation including multilateral development banks, development NGOs, and bilateral aid agencies. The office has more than 20 satellite offices throughout Japan. Use of the APIC offices should help increase distribution of the Bank's information.

14. Japanese news media have frequently contacted JRO, and the number of articles on the Bank in major newspapers has increased since the inception of JRO. JRO actively participates in seminars, conferences, and other events to raise the Bank's profile. For example, JRO has been participating in the International Cooperation Festival in central Tokyo, in which approximately 170,000 people participate every year. JRO opened a booth in the festival to disseminate the Bank's information to the general public.

e. Academia

15. JRO has established contacts with some universities in Japan and has presented lectures on the Bank's strategic objectives and operational agenda to students and other audiences. Coordination with Japanese academia has been ad-hoc. To adopt a more proactive and systematic contact with academia, JRO has established ties with former Bank staff who are now professors in Japanese universities and will form a core group for contact with the Japanese academia.

f. Geographical coverage

16. JRO has established wide geographical contacts in Japan. In the Kansai area, the second largest economic center in Japan, JRO has kept its close relationship with Kansai Economic Federation (abbreviated in Japanese as Kankeiren).⁶ As for Keidanren, seminars for Kankeiren were held, and they increased awareness of Bank operations among business community in the Kansai area. Since the Bank's 30th Annual Meeting in Fukuoka, JRO has also maintained a good relationship with Fukuoka City. After the Annual Meeting, JRO and Fukuoka have organized the meetings to keep the momentum of cooperation between the Bank and Fukuoka City. The Fukuoka Chamber of Commerce and Industry also attended these meetings. Such activities outside the Tokyo area are effective in raising the Bank's profile and will eventually promote general support for the Bank from various areas of Japan.

4. Improving Effectiveness and Minimizing Costs

17. JRO is trying to strengthen ties with former Bank staff in Japan as informal ambassadors to enhance Japanese support for the Bank. Many former Bank staff who are in influential positions in interest groups in Japan retain a sense of affiliation with the Bank and are willing to informally support the Bank. JRO is developing into a hub of networking and disseminating information on the Bank's activities.

18. As a part of its activities for disseminating information, JRO is recovering some of its operating costs by selling the Bank's publications, including *Asian Development Outlook* and *Key Indicators of Developing Asian and Pacific Countries*. The sales earned approximately \$6,5000 in 1998. To promote the sales of the Bank's publications, JRO sends a list of available

⁶ The Kankeiren membership includes 860 businesses and organizations that pursue economic activities mainly in the Kansai area.

publications to various universities for their possible uses as textbooks and/or reference materials.

5. Other Activities

19. Because JRO is in central Tokyo, it had effectively been able to provide logistical support to more than 75 Bank missions in Japan as of the end of 1998. Its very efficient support has been greatly appreciated by headquarters staff. JRO also provided logistical assistance to the Bank's Annual Meeting at Fukuoka and the establishment of Asian Development Bank Institute (ADBI).

B. Utility and Operational Effectiveness

20. JRO's utility and operational effectiveness for the Bank is examined taking into account two operational priorities of JRO: (i) dissemination of information, and (ii) resource mobilization.

1. Dissemination of Information

21. JRO has provided the Bank with the ability to interact regularly with key decision makers of various interest groups in Japan and to increase their awareness of the Bank's activities. JRO has helped raise the Bank's profile with key interest groups and the general public. JRO has contributed to educating the Japanese constituencies about Bank operations and its DMCs. A physical presence in Japan has also facilitated development of working relationships with a wider range of interest groups; this in turn has improved the depth, quality, and timeliness of information flows. And JRO's presence has sent a message to the constituencies that the Bank is committed to interaction with interest groups in Japan. JRO has also been providing information on Japanese constituencies to the headquarters. With a broad contact network and through relationships that have evolved over time, JRO has improved the timeliness and quality of the information reaching the Bank. JRO has helped improve both the quality and quantity of information flowing between the Bank and its constituencies in Japan. The current level of information exchanges was not possible prior to JRO's establishment. To further raise the Bank's profile in Japan, a strategic approach is essential in the Bank's public relations activities.

2. Resource Mobilization

22. JRO has helped the Bank mobilize official and commercial resources from Japan. JRO's close contacts with the Government and its agencies enable JRO to provide timely information on relevant matters (including the New Miyazawa Initiatives) with Bank departments and offices, particularly OCO. JRO's administrative support facilitated the conclusion of ADF VII negotiations. Because of its proximity to the financial center in Tokyo, JRO has allowed the Bank to maintain contacts with an increased number of commercial financial institutions. JRO's support to OCO in organizing several cofinancing seminars has efficiently and effectively increased the Japanese financial institutions' understanding of the Bank's cofinancing policies and operations.

C. Usefulness to Constituencies

23. Most interest groups consulted during the JRO review exercise consider that JRO is very useful for obtaining information they need on the Bank's operations, and has enhanced awareness and understanding in Japan of the Bank and its activities. They appreciate JRO's

customer-oriented responses. The following are the interest groups' observations on JRO's performance.

1. The Government

24. MOF noted that the Bank's presence in Japan is essential to maintain and improve support for the Bank, and JRO is a very important initial contact point for interest groups in Japan. MOF considers that JRO's performance to date has been satisfactory. MOF also appreciates JRO's proactive approach to enhance ties with development NGOs and the Japanese business community, and hopes that these efforts will be strengthened. MOF suggested that JRO's public relations activities be strengthened to obtain further support from Japan to the Bank. The Japanese official cofinanciers also consider JRO useful for obtaining basic information on the Bank's operations, while they usually contact with the Bank's headquarters to discuss cofinancing operations directly.

2. The MFIs

25. JRO provides updated information relating to Bank operations to MFIs that have Tokyo offices. The MFIs' Tokyo offices focus on public relations activities. They also assist each other by exchanging information on administrative matters. Thus, contacts between JRO and the other MFI offices are largely for exchange of general information.

3. The Development NGOs

26. The development NGOs consider JRO a very useful office as their first contact point with the Bank. They believe that JRO's presence has enabled them to increase their interaction with the Bank. They consider that the consultation meeting between the Bank and Japanese NGOs is an important learning experience and a beneficial opportunity to exchange opinions and views on the Bank's operations. The meeting was jointly planned and organized by the Bank and development NGOs, and they appreciate JRO's participatory approach in organizing the seminar. They find that JRO is efficient and client-oriented.

4. The Business Community

27. Feedback from the Japan Federation of Economic Organizations (Keidanren, para. 9) Engineering Consulting Firms Association (para. 10), and the Kansai Economic Federation (Kankeiren, para. 16), indicates that JRO has enhanced the Bank's contact with the Japanese business community by improving information flow.

5. Financial Institutions

28. The usefulness of JRO varies among the financial institutions depending on their experience in the international finance business and with the Bank. Some of the leading financial institutions are experienced at working with the Bank and understand the Bank's cofinancing operations. These institutions are eager to have more detailed information on individual projects so they can judge whether they can participate in cofinancing the projects. As OCO usually takes the lead role in providing in-depth project-specific cofinancing information, these institutions do not need to contact JRO in cofinancing project operations. However, financial institutions with limited knowledge of Bank operations consider JRO a useful contact point to access to Bank information. They appreciate that the Bank's cofinancing seminars provide useful opportunities for them to understand the Bank's cofinancing operations and

procedures. JRO, therefore, effectively disseminates the Bank's cofinancing policies and procedures to a wider audience in the Japanese financial industry.

IV. BENEFITS AND COSTS

A. Benefits

29. When the Bank started establishing representative offices, the opportunity cost of not strengthening representation in the donor countries was considered very high. Representative offices were considered essential for (i) sustaining the support of member governments and the general public, (ii) promoting understanding and awareness of the role and value of multilateral development assistance, (iii) mobilizing appropriate levels of official development assistance, (iv) demonstrating enhanced accountability and transparency, (v) facilitating relations with increasingly more complex donor country constituencies, and (vi) strengthening interagency collaboration.

30. JRO has made significant progress toward achieving these objectives. JRO has raised the Bank profile in Japan and allows the Bank to maintain regular contact with much of the Japanese business community, totaling about 2,000 major companies and groups. JRO's client-oriented approach has enhanced the Bank's image among its many Japanese constituencies, including development NGOs, creating the positive environment toward support for the Bank in Japan. JRO's support to the Bank's headquarters also helps increase resource mobilization from Japan to the Bank.

B. Costs

31. JRO has effectively kept its establishment and operating costs down. The office space and its interior design features are minimal and the furnishings are basic. JRO has the smallest staff among MFI offices in Japan. Since its inception, JRO's human and physical resources have functioned efficiently. With these efforts, both the establishment and operational costs of JRO have been lower than originally estimated. In 1995, the estimated cost was \$465,000 to establish JRO and more than \$1.7 million to operate annually. The actual establishment cost was \$437,700, and the annual operating cost averaged \$1.3 million in 1997 and 1998. From 1996 through December 1998, the cost of operating JRO was estimated at \$4.2 million; the actual cost was \$1.3 million (Appendix 3).

C. Assessment of Benefits and Costs

32. A quantitative cost-benefit analysis of JRO operations is not possible because the benefits of JRO operations are not quantifiable. However, in view of (i) the high opportunity cost of not having a Bank representation in Japan, (ii) the realized benefits (para. 30), and (iii) the lower establishment and operational costs of JRO (para. 31), it is reasonable to conclude that with the limited resources, JRO has generated valuable outputs for the Bank and its constituencies, and the overall benefits are well worth the investment in JRO operations.

V. FUTURE OPERATIONS

A. Public Relations Activities

33. The Bank's public relations activities in Japan are becoming increasingly important. The recent difficult economic and fiscal conditions in Japan are making it more difficult to maintain support from the legislative body and the general public for continued provision of significant resource mobilization, including the Bank. Because of numerous competing demands for public and private funds, the Bank must make a compelling case for its continued support. Consequently, recognition of the Bank's benefits to DMCs and Japan by the various interest groups and the general public must be promoted in order to continue general support for the Bank. JRO, with OER, is to play a key role in this activity.

34. To date, JRO has successfully established contacts with development NGOs, the business community, and financial institutions, and has taken several measures to generally increase the Bank's profile in Japan. However, under the current circumstance, JRO's effectiveness in public relations needs to be further increased. In particular, JRO faces the challenge of accomplishing these tasks with limited staff and budgetary resources. Therefore, a medium-term public relations strategy is needed, setting priorities in JRO activities. Resource implications, including staff strength, also need to be carefully examined. The strategy should be formulated jointly by JRO and OER in line with an overall Bank external relation strategy, aiming at enhancing public awareness on such matters as the Bank's role and mission, strategies, policies, its comparative performance, and development impact in DMCs.

B. Cooperation with Constituencies

35. JRO has successfully maintained a good relation with the Japanese Government and such efforts need to be continued. On the cooperation with MFI and UN, there is little scope for JRO assistance in decision-making processes as most Tokyo offices of MFIs and UN agencies are national and regional offices. In this connection, JRO will need to increasingly coordinate and exchange information with the MFIs and UN agencies located in Japan as regards strategic, policy, and resource mobilization issues that directly concern the Bank.

36. To promote the Bank's cooperation with a wide range of interest groups, JRO will further inform and respond to the Japanese constituencies (including academia, business associations, financial institutions, development NGOs, media, research organizations, and other interest groups where appropriate and cost effective) regarding issues of common concern and interest. JRO will also keep the Bank informed of the views, concerns, and interests of the Japanese constituencies in respect of the Bank, and of initiatives that the Bank may need to take to influence as well as respond to them.

VI. CONCLUSIONS

37. JRO has successfully fulfilled its TOR in a cost-effective manner. It has demonstrated its utility and made significant contributions by (i) promoting public awareness through various means including seminars and publications; (ii) developing good working relations with various interest groups, including development NGOs and the business community in Japan; and (iii) providing timely assistance to the Bank's resource mobilization efforts.

38. JRO will continue to play an important role as the Bank's window in Japan. Funding for MFIs remains under pressure and it is essential for the Bank to maintain the support from Japan. Therefore, formulation of a medium-term public relations strategy in Japan as part of the Bank's overall strategy is expected to help increase JRO's effectiveness at promoting the Bank's profile in Japan.

APPENDIXES

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1	Terms of Reference	11	1,1
2	JRO's Major Activities and Benefits	12	1,4
3	Estimated and Actual Costs of JRO	13	7, 31

TERMS OF REFERENCE¹

As approved by the Board of Directors, the Japan Representative Office's terms of reference are:

- (i) Bank-Government Cooperation
 - (a) to assist policy makers in the Japanese government and its agencies through the provision of timely information and dialogue on matters that directly affect the Bank;
 - (b) to collect information of interest to the Bank on legislation relating to the Bank's capital subscriptions and ADF contributions and to respond directly and promptly to queries from Japanese government and its agencies; and
 - (c) to keep the Bank informed in a timely and comprehensive manner of the views, concerns, and interests of the Japanese government and its agencies, and to provide advice on initiatives that may need to be taken by the Bank to influence as well as respond to them.
- (ii) Bank-Multilateral Finance Institution (MFI) and United Nations (UN) Cooperation
 - (a) to assist the decision-making processes in the MFIs and UN agencies located in Japan as regards strategic, policy, and resource mobilization issues that directly concern the Bank.
- (iii) Bank-Nongovernment Organization (NGO) Cooperation
 - (b) to keep the Bank informed of the views, concerns and interests of the major NGOs (including the media, academia, and other interested parties) in respect of the Bank, and of initiatives that the Bank may need to take to influence as well as respond to them.

¹ R254-95: *Bank Representative Offices in Donor Countries: Establishment of a European Office and a Japanese Office*, 29 November 1995, paragraph 3.

R33-95: *Bank Representative Offices in Donor Countries; Establishing a North American Office*, 17 January 1995, paragraph 26.

JRO's MAJOR ACTIVITIES AND BENEFITS

Terms of Reference	Operational Priorities	
	Dissemination of Information	Promotion of Resource Mobilization
Promotion of Bank-Government Cooperation	<p>Activity</p> <ul style="list-style-type: none"> Exchange of Information with Ministry of Finance and the Government agencies <p>Benefit</p> <ul style="list-style-type: none"> Facilitating information flows between the Bank and the Government 	<p>Activity</p> <ul style="list-style-type: none"> Assistance in conclusion of Asian Development Fund (ADF) VII negotiations Information feedback to headquarters on resource mobilization of Japanese official funds The Bank-Export Import Bank of Japan (JEXIM) and Overseas Economic Cooperation Fund (OECF) Consultation Meetings <p>Benefit</p> <ul style="list-style-type: none"> ADF VII New Miyazawa Initiatives Better coordination between the Bank and Japanese aid agencies
Promotion of Cooperation Between the Bank and multilateral financial institution (MFIs) and United Nations (UN) Agencies	<p>Activity</p> <ul style="list-style-type: none"> Regular exchanges of information with multilateral financial institutions (MFIs) and United Nations (UN) agencies including World Bank, International Monetary Fund (IMF) and the Inter-American Development Bank. <p>Benefit</p> <ul style="list-style-type: none"> Better information flows between the Bank and multilateral financial institutions (MFIs) and United Nations (UN) agencies in Japan. 	
Promotion of Bank-Nongovernment Organizations	<p>Activity</p> <ul style="list-style-type: none"> Consultation meetings with Japanese nongovernment organizations (NGOs) Close contacts with the Japanese Business Community (Keidanren/Kankeiren Seminars) Business opportunity seminars Increasing depositary libraries News releases Issue of JRO newsletter Support for Fukuoka dialogue <p>Benefit</p> <ul style="list-style-type: none"> Higher profile of the Bank in Japan Better understanding by development NGOs in Japan on the Bank and its operations Better understanding by Japanese business community on consulting services/procurement opportunities and procedures in the Bank's operations Wider access by the general public to the Bank's publications 	<p>Activity</p> <ul style="list-style-type: none"> Cofinancing seminars Regular contacts with Japanese financial institutions Regular information feedback to headquarters <p>Benefit</p> <ul style="list-style-type: none"> Better understanding by Japanese financial institutions on the Bank and its operations
Others	<p>Activity</p> <ul style="list-style-type: none"> Support to the Bank's Mission Support to the Bank's Annual Meeting in Fukuoka Support to establishment of and close coordination with ADB Institute <p>Benefit</p> <ul style="list-style-type: none"> Increased efficiency of the Bank's operations in Japan 	

**ESTIMATED AND ACTUAL COSTS OF JRO
(\$'000)**

Items	1996		1997		1998		1996-1998	
	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual
One-Time Establishment Cost (OTEC)	465.0	423.3	0.0	14.4	0.0	0.0	465.0	437.7
Operating Cost								
Salaries and Benefits	293.7	230.4	890.0	457.2	890.0	647.9	2,073.7	1,335.5
Travel and Representation	16.5	28.7	50.0	26.7	50.0	33.0	116.5	88.4
Office Space	140.3	137.6	425.0	313.7	425.0	326.1	990.3	777.4
Communications	33.3	32.6	101.0	124.4	101.0	129.7	235.3	286.7
Office Supplies and Others	36.3	46.0	110.0	138.5	110.0	83.6	256.3	268.1
Relocation and Resettlement Costs	136.0	0.0	47.0	0.0	0.0	57.3	183.0	57.3
Amortization of OTEC	77.5	10.5	155.0	119.5	155.0	119.4	387.5	249.4
Total Operating Costs	733.6	485.8	1,778.0	1,180.0	1,731.0	1,397.0	4,242.6	3,062.8

Source: R254-95: *Bank Representative Offices in Donor Countries: Establishment of a European Office and a Japanese Office*, and the Bank's general ledger.