



Technical Assistance Report

Project Number: 48197-001
Regional—Capacity Development Technical Assistance (R-CDTA)
April 2014

Mainstreaming Results-Based Public Sector Management—Supporting the Initiatives of the Asia- Pacific Community of Practice on Managing for Development Results

(Financed by the People's Republic of China Regional
Cooperation and Poverty Reduction Fund)

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
APCoP	–	Asia-Pacific Community of Practice on Managing for Development Results
CoP	–	community of practice
DMC	–	developing member country
M&E	–	monitoring and evaluation
MfDR	–	managing for development results
PRC	–	People's Republic of China
PSM	–	public sector management
TA	–	technical assistance

NOTE

In this report, "\$" refers to US dollars.

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 48197-001	
Project Name	Mainstreaming Results-Based Public Sector Management-Supporting the Initiatives of the Asia-Pacific Community of Practice on Managing for Development Results	Department /Division	SPD/SPRU
Country Borrower	REG USD 500,000	Executing Agency	Asian Development Bank
2. Sector	Subsector(s)	Financing (\$ million)	
✓ Public sector management	Economic affairs management		0.50
		Total	0.50
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG) Regional integration (RCI)	Pillar 1: Economic opportunities, including jobs, created and expanded Pillar 4: Other regional public goods	Climate Change impact on the Project	Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Client relations, network, and partnership development Institutional development Institutional systems and political economy Public financial governance	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Bilateral institutions (not client government) Implementation Official cofinancing Regional organizations South-South partner		
Private sector development (PSD)	Conducive policy and institutional environment		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Not Applicable	
6. TA Category:	A		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
None		0.00	
Cofinancing		0.50	
PRC Regional Coop. and Poverty Reduction Fund		0.50	
Counterpart		0.00	
None		0.00	
Total		0.50	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. Managing for development results (MfDR) is an approach to orient the five core functions of management—planning, budgeting, implementation, monitoring, and evaluation—to deliver on intended results. MfDR is recognized as a key approach to development effectiveness. Efforts by the Asian Development Bank (ADB) to promote MfDR focus on three aspects: (i) supporting MfDR capacity development in ADB developing member countries (DMCs), (ii) integrating a results-focused approach across ADB operations, and (iii) sustaining partnerships with development partners on MfDR initiatives.

2. To reinforce this DMC support, in 2006 ADB established the first regional network on MfDR, the Asia-Pacific community of practice (APCoP) on MfDR. This has now been emulated by other development partners through their own regional CoPs.¹ APCoP's dialogue and knowledge products center on promoting MfDR through a framework that highlights the key features for a results-based public sector management (PSM) system.² This framework has been developed into a guide for ADB staff for conducting public sector management assessments, and has been adopted by the other regional CoPs on MfDR. This APCoP support is consistent with ADB's long-term Strategy 2020 vision and the commitment to deliver results, and promotes knowledge sharing through finance++ initiatives.³ APCoP's activities are determined through a coordinating committee composed of senior government officials, with the secretariat housed in the Results Management Unit of the ADB Strategy and Policy Department.

3. APCoP has grown and matured into a DMC-driven CoP with approximately 1,000 members. It has a proven record as an innovative and effective vehicle to assist APCoP members mainstream, create, and share knowledge, and promote dialogue on results-based PSM. In the last 5 years there have been increasing requests to supplement regional activities and expand support for country-level piloting of innovative MfDR initiatives that could later be mainstreamed. This support for demand-driven initiatives would enhance the experience of APCoP members, and increase regional knowledge-sharing. The proposed regional capacity development technical assistance (TA) responds to requests from members for expanded support at the country level for results-based PSM initiatives.⁴ The design and monitoring framework, which reflects lessons from earlier ADB support, is in Appendix 1.⁵

¹ The African Development Bank and the Inter-American Bank support similar regional CoPs and the APCoP has worked with them on interregional events. APCoP comprises senior government officials engaged in central and sector agencies who are involved in public sector management. APCoP also includes development practitioners and experts, other regional CoPs on MfDR, and multilateral and bilateral development partners.

² Asia-Pacific Community of Practice on Managing for Development Results. 2011. *Framework for Results-Based Public Sector Management*. Manila: Asian Development Bank. Public sector management comprises the five components of planning, resource allocation, implementation, monitoring and evaluation.

³ ADB 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila. In finance ++ the first 'plus' is leverage and the second 'plus' is knowledge.

⁴ The need for support has been expressed in surveys of APCoP members, dialogue with other multilateral development banks, other regional CoPs on MfDR, and from the positive responses to pilot initiatives that earlier TA projects have supported. In 2013, APCoP published a review, Asia-Pacific Community of Practice on Managing for Development Results. 2013. *Promoting Results through Country-Based Communities of Practice*, which summarized the role of CoPs such as APCoP in developing capacity and promoting results, reflected on lessons, and suggested future actions, including demands by members for country-level support on innovative approaches that would enhance knowledge and practical experience.

⁵ The TA first appeared in the business opportunities section of ADB's website on 19 March 2014.

II. ISSUES

4. Public expenditure reviews persistently highlight weak PSM systems in DMCs that constrain the delivery and assessment of development initiatives.⁶ This is not unique to least-developed countries, as countries that have already achieved or are aspiring to achieve middle-income status face similar challenges, albeit at a different level.

5. Two elements define the character of PSM in ADB DMCs. The first is the nature of the key challenges faced by their governments, e.g., economic and social inequality, exclusion, poor governance undermined by corruption, a limited ability to protect the environment, and the need for higher levels of growth. The second is weak public sector managers who are working with weak public administration systems that are struggling to modernize, reduce their resource requirements, and for many of the DMCs assist in the national effort to break out of the “middle-income country trap”.⁷ Given this context, especially as regards inequality and exclusion, PSM needs to focus on the provision of socially effective, equitable services underpinned by legitimate governance. Suitable policies, programs, and institutional structures are essential elements, which need to be complemented by effective implementation by public administration systems. To be effective, all components of a robust, results-based PSM system must be present. PSM capacity development in DMCs—both in terms of system enhancement and individual capacity strengthening—has been short term, is often supply-driven, and suffers from inadequate attention to the lack of necessary results dimensions that perpetuate weak PSM systems.

6. MfDR introduces features that, when applied to PSM, will enable countries to better plan, allocate resources, implement, monitor, and evaluate for results. Results-oriented PSM is key to development effectiveness as it improves delivery of services, and enables governments to make informed decisions and allow for continuous learning to sustain development outcomes. Efforts to develop and adopt these capabilities have been successful in helping public management in a wide range of countries to improve their social and economic performance. For example, results-focused monitoring and evaluation (M&E) highlights the requirements for effective service delivery by providing the empirical basis to assess whether expected outputs and outcomes have been achieved. More importantly, it makes explicit the extent to which intended results are achieved and ultimately what value is added, and at what cost. This in turn informs future planning, resource allocation and implementation.

7. However, mainstreaming results-based approaches requires some adaptation, especially in the orientation of public sector managers. The establishment of APCoP and the development of its members as “change agents” have proven to be an integral and successful element in undertaking this adaptation; their understanding of cutting-edge challenges can help to transform weak PSM systems into robust results-based systems.

8. Support to APCoP has been provided over three phases: phase 1 (a pilot phase in 2006); phase 2 (the development phase from 2007 to 2010); and phase 3 (an expansion phase from 2011 to 2013). APCoP establishment, development, and expansion was made possible by: (i)

⁶ The review of ADB’s Strategy 2020 by ADB’s Independent Evaluation Department highlighted the important role of results-based PSM in ensuring the effective delivery of development initiatives.

⁷ The “middle-income trap” is the phenomenon of hitherto rapidly growing economies stagnating at middle-income levels and failing to graduate into the ranks of high-income countries. Avoiding the middle income trap entails identifying strategies to introduce new processes and find new markets to maintain export growth. Ramping up domestic demand is also important—an expanding middle class can use its increasing purchasing power to buy high-quality, innovative products and help drive growth.

the shared concept of results-based PSM, which was identified, developed, and applied through a common framework; (ii) the APCoP membership, which began with 100 members in 2006 and expanded and diversified over the next two phases to over 1,000 members; (iii) APCoP programs, which moved from online discourse to face-to-face meetings that became regularized in regional centers of excellence on cutting-edge themes; and (iv) financing, which was originally dependent solely on funding through ADB's main TA facility, and is now increasingly self-financed by DMC governments. Finally, in terms of results, APCoP has moved from being a network within the Asia and Pacific region requiring capacity development, to one in which members are increasingly able to articulate a DMC perspective on results-based PSM through intraregional and interregional dialogue. In addition, APCoP members are increasingly able to demonstrate the ability to apply MfDR concepts in strengthening results-based PSM systems and policies. Future support aims to sustain these successes by mainstreaming results-based PSM at the country level, through an extensive, diversified network of APCoP members that can interact effectively in South–South dialogue through self-financed mechanisms. ADB's role would be to catalyze these interactions, work closely with centers of excellence, and bring together best practices and experts to engage with APCoP.

9. The TA will promote demand-driven capacity development assistance. APCoP members will be supported in country-level work on results-based PSM as requested by member countries or through ongoing programs of ADB regional departments to promote sustainability of outcomes. The TA will strengthen results-based PSM systems—such as M&E, evaluation policy, and planning and budgeting systems—based on a country's specific circumstances. The CoP modality provides an effective forum for DMC officials to discuss specific sector issues and improve their governance systems. Results-based PSM also provides complementary and deepened ADB support to country operations. APCoP assistance enables governments to move toward results-based management of sectors, particularly ADB priority sectors over the longer term.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

10. The impact of the TA is that MfDR approaches will be further advanced in participating countries. This will be demonstrated through replication or expansion of plans for MfDR approaches in PSM in other sectors, ministries, and departments. The outcome will be increased application of MfDR by APCoP members in their country contexts. The outcome will be seen in the number of APCoP members reporting application of MfDR approaches on results-based PSM and MfDR principles applied in national and sector development plans or frameworks, knowledge products, and workshops and conferences, among others.

B. Methodology and Key Activities

11. This TA supports APCoP members through country-level and regional activities. To achieve its outcome, the TA will deliver three outputs: (i) results-based PSM assessments undertaken country-level activities, (ii) South–South dialogue enhanced, and (iii) best practices in PSM distilled and disseminated.

12. The TA will focus on supporting capacity development on MfDR at the country level, specifically developing plans for MfDR approaches in PSM through training and workshops on specific country-level PSM issues. At least four country-level activities initiated by APCoP

members will be supported under this TA. These will be selected during the course of TA implementation in close cooperation with ADB regional departments.

13. Support for the country initiatives will focus on national, subnational, or sector PSM issues; these will serve to bring together senior government officials from the central (planning and finance) and sector ministries, technical experts, and civil service organizations to focus on specific results-based PSM issues. This will begin to establish country-based CoPs on MfDR to mirror the work of APCoP members at a regional level. APCoP members will use the results-based PSM framework⁸ as a tool to lead assessments in selected DMCs. The assessments will be undertaken through the gap analysis in selected DMC PSM systems and identifying the capacity-building initiatives needed to make the PSM processes results-oriented, and to enhance achievement of national outcomes. This process will assess PSM issues at a national level or for specific sectors. The assessment process, capacity initiatives, and implementation experiences will be distilled into knowledge products. This bottom-up approach will strengthen the ownership, accountability, and sustainability of proposed capacity development initiatives. APCoP's capacity development assistance could respond to requests initiated by APCoP members on MfDR, and involve APCoP members working with ADB regional departments to identify issues through joint country-based PSM assessments to (i) better inform project, sector, and country strategies; and (ii) strengthen the implementation of proposed or ongoing results-based PSM loan and TA initiatives.

14. The TA will enhance South–South dialogue by bringing together APCoP members at the subregional level to share their country-level MfDR implementation experiences. APCoP will hold two knowledge-sharing seminars in the People's Republic of China (PRC) and one in Singapore. Topics that could be discussed include cutting-edge practices on PSM in the Asia and Pacific region, such as results-based management in country systems, and thematic and sector PSM issues.

15. Best practices on PSM will be distilled and disseminated through a regional knowledge-sharing conference of APCoP members to be held in the PRC, and through publications from the country-level PSM work, South–South dialogues, and the regional knowledge-sharing event. APCoP will conduct the regional conference in cooperation with international experts and partners to share their experiences on capacity building for results-based management of selected sectors and thematic focus, such as targeted equitable growth, public sector strengthening for public-private partnerships, and monitoring of education and health sector indicators, among others. This approach will promote a bottom-up approach to distilling knowledge from the countries on their PSM implementation experiences. The existing APCoP website will continue to facilitate knowledge storage, sharing, and dissemination.

16. There are a number of risks and assumptions associated with the TA outcome and outputs, as listed in the design and monitoring framework. At the outcome level, it is assumed that the MfDR plans and frameworks will be promoted by the government, because a criterion for country selection is that the assistance is demand-driven, i.e., requested by the DMC or through existing ADB operations. There is a risk that senior government officials lack commitment to develop and implement MfDR systems. This will be mitigated through the other TA outputs and components, specifically those dealing with South–South dialogue and expert support.

⁸ Asia-Pacific Community of Practice on Managing for Development Results. 2011. *Framework for Results-Based Public Sector Management*. Manila: Asian Development Bank.

C. Cost and Financing

17. The total cost of the TA is \$500,000, which is to be financed on a grant basis by the People's Republic of China Regional Cooperation and Poverty Reduction Fund and administered by ADB. The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

18. ADB, through the Results Management Unit of the Strategy and Policy Department, will be the executing agency of the TA and will be responsible for overall management and monitoring of the activities. To increase DMC ownership, the coordinating committee, composed of senior DMC public officials, will guide TA implementation.⁹ The Results Management Unit, as secretariat of the APCoP, will coordinate activities with ADB regional departments (through the MfDR focal point network), resident missions, and its Regional and Sustainable Development Department. All TA proceeds will be disbursed in accordance with the ADB *Technical Assistance Disbursement Handbook* (May 2010, as amended from time to time).

19. The TA will be implemented over 14 months, commencing 1 May 2014 and ending 30 June 2015. It will require two international consultants on an intermittent basis for the duration of the regional TA (up to 4.5 person-months of work). The international Technical Advisor will be responsible for identifying key PSM issues for consideration by the CoP; overseeing publications on emerging topics on results-based PSM; sourcing experts; and discussing workshop contents with PSM practitioners. High-quality, experts consultants will support the country-level CoP-driven PSM interventions in selected DMCs, and will be engaged on an intermittent basis (about 1 person-month of work in total). Two full-time and one part-time national consultants will be required for financial, administrative, management, and research support for TA activities, particularly for the DMC-based workshops (which will range from 8 to 14 person-months each). International subject matter experts will also be engaged as resource persons and facilitators. All consultants will be recruited on an individual basis in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). Equipment will be purchased in accordance with ADB's Procurement Guidelines (2013 as amended from time to time), and will be handed over to the relevant department administering the TA at the end of the TA period. The outline terms of reference for consultants is in Appendix 3.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the People's Republic of China Regional Cooperation and Poverty Reduction Fund for Mainstreaming Results-Based Public Sector Management—Supporting the Initiatives of the Asia-Pacific Community of Practice on Managing for Development Results, and hereby reports this action to the Board.

⁹ The APCoP coordinating committee consists of six senior government officials from Cambodia, Malaysia, Mongolia, the Philippines, and Sri Lanka. They are self-selected.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact MfDR approach further advanced in participating countries</p>	<p>Replication and/or expansion of plans for MfDR PSM approaches in other sectors, ministries, and departments</p>	<p>MfDR assessments, Paris Declaration indicator 11 (proxy)</p> <p>Follow-up to assessments, Paris Declaration survey</p> <p>Task-based network members, documents on plan implementation and monitoring of the TA</p> <p>Survey of APCoP members</p>	<p>Risk Lack of commitment and incentives within governments to implement MfDR</p>
<p>Outcome Increased application of MfDR by APCoP members in their country contexts</p>	<p>10% increase in the number of APCoP members reporting application of MfDR approaches to results-based PSM (baseline: 0 in 2014)</p>	<p>CoP event evaluation surveys</p> <p>Secretariat desk monitoring report</p>	<p>Assumption Plans and frameworks promoted and enacted by government</p> <p>Risk Senior government officials lack commitment to develop and implement MfDR systems</p>
<p>Outputs 1. Results based PSM assessments undertaken country-level activities</p> <p>2. South–South dialogue enhanced</p>	<p>Assessments undertaken supported by country workshops on specific PSM issues to identify capacity development initiatives. These joint PSM assessments will inform projects, sector analyses, or country partnership strategies. (Target: four assessments at a country level produced using the APCoP framework)</p> <p>Inter-country dialogues and training and seminars (two in the PRC and one in Singapore)</p>	<p>Capacity development plans and/or PSM assessments</p> <p>CoP internal data collection</p>	<p>Assumptions Government and partner agencies collaborate on MfDR initiatives</p> <p>APCoP members acquire knowledge on application of MfDR principles and approaches</p> <p>Cooperation with resident missions and ADB sector departments to promote DMC participation</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
3. Best practices in PSM distilled and disseminated	Regional knowledge-sharing conference in the PRC (target: one event) Knowledge product on results-based PSM created and disseminated (target: 10)	CoP internal data collection, documents, web statistics	Risk Low interest in participating at MfDR events
Activities with Milestones 1. Plans for MfDR approaches in PSM developed (through country-level activities) 1.1 Undertake country-level work on specific PSM issues (four countries): two in 2014, and two in 2015. 2. South–South dialogue enhanced 2.1 Facilitate South–South dialogue of APCoP experts at the subregional level through training and seminars co-sponsored by the PRC and Singapore (three subregional training sessions and seminars: two in 2014 and one in 2015). 2.2 Conduct one regional conference in 2015 to share implementation experiences on MfDR country-level work on specific PSM issues (e.g., public private partnerships, inclusive growth, and sector M&E). 3. Best practices in PSM distilled and disseminated 3.1 Produce and disseminate publications from above activities and those initiated by APCoP members (10 studies -5 in 2014 and 5 in 2015). 3.2 Update and maintain the APCoP website (continuous).			Inputs People’s Republic of China Regional Cooperation and Poverty Reduction Fund: \$500,000

ADB = Asian Development Bank, APCoP = Asia-Pacific Community of Practice on Managing for Development Results, DMC= Developing Member Country, PRC = People’s Republic of China, CoP = community of practice, M&E = monitoring and evaluation, MfDR = Managing for Development Results, PPP = public–private partnerships, PSM = public sector management, TA = technical assistance.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
People's Republic of China Regional Cooperation and Poverty Reduction Fund^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	43.80
ii. National consultants	111.21
b. International and local travel	33.00
c. Reports and communications	0.30
2. Equipment ^b	0.50
3. Training, seminars, and conferences ^c	
a. Facilitators and resource persons	107.20
b. Training program	180.00
4. Surveys	2.00
5. Miscellaneous administration and support costs ^d	3.80
6. Contingencies	18.19
Total	500.00

^a Administered by the Asian Development Bank.

^b Includes laser pointers, scanner, and banners to be used during workshops and seminars.

^c Includes travel of resource persons, travel of Asian Development Bank staff as resource persons, participants' travel cost, per diem, report printing, and other related costs.

^d Includes printing, photocopying, and printing supplies.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. **Technical advisor** (international, 3.5 person months, intermittent). This regional capacity development technical assistance (TA) requires an international technical advisor to perform a full range of technical coordination functions with international partners and experts for the Asia-Pacific Community of Practice on Managing for Development Results (APCoP). He or she should have proven ability to dialogue on content, and innovative skills to pinpoint, analyze, and process current and emerging public sector management (PSM) issues to ensure successful delivery of expected TA outputs. The detailed tasks are as follows:

- (i) analyze and identify key PSM issues for consideration by APCoP members;
- (ii) oversee and liaise with APCoP members, senior government officials, academics, and PSM experts;
- (iii) design, manage, and facilitate country-based MfDR capacity development programs, including seminars and workshops;
- (iv) conduct research and prepare background material related to the preparation of case studies on results-based public sector management in conjunction with Asian Development Bank staff;
- (v) oversee and review publications on results-based PSM;
- (vi) source and discuss workshop agenda and content with PSM practitioners, academics, and consultants;
- (vii) assist with administrative requirements and project implementation; and
- (viii) perform other tasks related to the work above.

2. The technical advisor should have a global perspective on MfDR, especially in developing countries; an extensive network of PSM practitioners and academics; and proven research skills and knowledge related to results-based PSM frameworks.

3. **Expert support consultant** (international, 1 person month, intermittent). The consultant will be engaged on an intermittent basis to provide expert support to the APCoP. The consultant will facilitate conferences, seminars, workshops, training courses, and the South–South PSM dialogue agenda, as necessary. The consultant’s specific tasks include the following:

- (i) support APCoP discussions by designing programs for workshops, seminars, training, and South–South PSM dialogue;
- (ii) introduce international experiences on MfDR, and solutions and practices from developed and developing country experiences;
- (iii) design and implement conferences, seminars, workshops, and training courses; and provide support, guidance, and feedback to CoP member participants; and
- (iv) provide policy advice to APCoP on cutting-edge and emerging issues and trends on results-based PSM.

4. The consultant should have global experience in MfDR, especially in developing countries and in introducing a results-based approach to PSM in Asia and the Pacific.

5. **Technical coordinator** (national, 14 person months). The Philippine national technical coordinator (to be based at ADB headquarters) will perform technical functions to ensure successful delivery of expected TA outputs, and lead the production, validation, and dissemination of MfDR knowledge products. In addition, he or she will coordinate inputs from senior government officials and PSM experts for MfDR meetings. The technical coordinator

should be able to independently manage a subset of the activities under the TA, and in particular (i) work with the People’s Republic of China (PRC) and developing member country (DMC)-based workshops; (ii) provide conceptual support for APCoP workshops; and (iii) contribute analytical support to “the preparation of written materials (e.g., concept notes and papers) related to PSM, including general support to APCoP activities and MfDR TA implementation. The detailed tasks are as follows:

- (i) manage key workshop and conference deliverables, and work closely with international experts and the APCoP coordinating committee to organize, implement and follow-up regarding specific APCoP workshops, both at the regional level and in specified DMCs—this will include preparing the agenda; identifying resource persons, preparing their terms of reference, and ensuring their inputs are consistent with the objectives of the ADB results framework;¹ drafting speeches for senior ADB staff and government officials; preparing background research documents; reviewing country presentations; and preparing survey and/or evaluation questionnaires;
- (ii) where necessary, act as facilitator and/or moderator for workshop sessions;
- (iii) lead the production of MfDR knowledge products associated with the above workshops, seminars, and conferences;
- (iv) review consultants' reports and outputs on APCoP's various training and knowledge-sharing activities, as well as project proposals and reports on MfDR and results-based PSM;
- (v) manage APCoP and country-level APCoP material prepared for APCoP and MfDR websites, newsletters, brochures, and in response to external requests—this will include providing expert input, and reviewing and editing material as necessary;
- (vi) manage the cofinancing for the TA, including preparation of concept notes, updating the TA paper, and coordinating with ADB departments and DMC counterparts;
- (vii) act as a consultation focal point for various stakeholders, including the APCoP coordinating committee, ADB departments, DMC governments and academics, and centers of excellence in support of MfDR and results-based PSM activities;
- (viii) work with the project analyst on administrative matters relating to the implementation of TA projects of the Results Management Unit of the Strategy and Policy Department or other support to DMCs, including, but not limited to the preparation and monitoring of the APCoP work program and accomplishment report, assisting in the monitoring of technical expert contracts, and other financial matters relating to the TA; and
- (ix) provide other support and participate in ADB missions as required.

6. The technical coordinator should have an expert understanding of the Framework for Results-Based Public Sector Management or its equivalent, the policy issues relating to results-based PSM and governance, and be capable of introducing results-based approaches in a country context. The coordinator should have practical experience in managing resource persons, reviewing and drafting key documents, interacting with senior officials and experts, and summarizing and providing recommendations as required. He or she should have a minimum of 7 years of experience relevant to the assignment.

¹ Asia-Pacific Community of Practice on Managing for Development Results. 2011. *Framework for Results-Based Public Sector Management*. Manila: Asian Development Bank.

7. **Project analyst** (Philippine national, 14 person months). The TA project analyst (ADB headquarters-based) will provide technical, administrative, and logistics support in TA implementation, including support in implementing training sessions, workshops, seminars, and conferences; assist in knowledge sharing among APCoP members; manage the TA budget; monitor TA outputs; maintain the APCoP website; oversee project assets; facilitate contracting of short-term consultants and/or services; and provide general administrative support. The detailed tasks are as follows:

- (i) support knowledge sharing among APCoP members, including preparation and dissemination of quarterly e-newsletters, the APCoP brochure, and other publications; and coordinate with members in stock taking of results-based PSM initiatives at the country level;
- (ii) manage the TA budget, including planning, monitoring the TA financial status, processing fund disbursements and liquidation, and realigning funds, consistent with ADB rules and procedures;
- (iii) prepare trust fund status and accomplishment reports;
- (iv) provide logistical services and administrative support, including drafting correspondence and agendas, providing guidance on financial process for conducting APCoP events, preparing requisition notes to the ADB Controller's Department, and working closely with the TA team in making arrangements for training sessions, workshops, and conferences;
- (v) monitor and report on progress of TA accomplishments against targets, including collating stakeholder feedback, regularly updating the online TA monitoring systems, and producing monitoring reports, as necessary;
- (vi) maintain the APCoP website and membership database including by supervising web experts and interfacing with staff from the results unit of SPD on the MfDR websites, and maintaining project files and records;
- (vii) facilitate the contracting and monitoring of short-term consultants and/or services, including preparing terms of reference and cost estimates, coordinating with consultants on various tasks, monitoring consultant deliverables, preparing contract variations, and reviewing claims;
- (viii) manage project assets (knowledge products and equipment) and facilitate their procurement and/or production, liaise with concerned units for approval and execution, and disseminate knowledge products; and
- (ix) provide other support and participate in ADB missions, as required.

8. The project analyst should have considerable experience in project administration and financial management functions including budgeting, disbursements, liquidations, and reporting; and knowledge of mainframe systems. He or she should have a minimum of 5 years of experience relevant to the assignment.

9. **Logistics and project coordinator** (Philippine national, 8 person months). The consultant will coordinate implementation of the TA activities. He or she will perform the following tasks:

- (i) provide logistical support to MfDR training, workshops, and conferences, including preparation of draft correspondence, budget estimates, participants' accommodation and travel arrangements, payment of allowances, and collection and dissemination of meeting materials and outputs;
- (ii) prepare requests for payments and liquidation of expenses for TA activities;
- (iii) assist in preparing reports and studies on APCoP and MfDR;

- (iv) assist in maintaining the APCoP information database, including registers of contacts and experts;
- (v) maintain and update the APCoP website;
- (vi) coordinate with relevant offices and departments outside ADB on APCoP and MfDR-related matters; and
- (vii) provide other support for the implementation of the TA, and participate in ADB missions as required.

10. The consultant should have substantive experience in project administration and logistical support. He or she should have a minimum of 5 years of experience relevant to the assignment.