



Technical Assistance Report

Project Number: 48290-001
Regional—Capacity Development Technical Assistance (R-CDTA)
December 2014

Building Capacity for Enhanced Connectivity in Southeast Asia (Cofinanced by the Republic of Korea e-Asia and Knowledge Partnership Fund)

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
AEC	–	ASEAN Economic Community
ASEAN	–	Association of Southeast Asian Nations
BIMP-EAGA	–	Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area
ICT	–	information and communication technology
IMT-GT	–	Indonesia–Malaysia–Thailand Growth Triangle
GMS	–	Greater Mekong Subregion
MPAC	–	Master Plan for ASEAN Connectivity
SERC	–	Regional Cooperation and Operations Coordination Division
SERD	–	Southeast Asia Department
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: 48290-001	
Project Name	Building Capacity for Enhanced Connectivity in Southeast Asia	Department /Division	SERD/SERC
Country Borrower	REG x	Executing Agency	ADB POHQ
2. Sector	Subsector(s)	Financing (\$ million)	
✓ Transport	Multimodal logistics		0.15
Agriculture, natural resources and rural development	Agricultural policy, institutional and capacity development		0.08
Energy	Electricity transmission and distribution		0.15
Finance	Infrastructure finance and investment funds		0.08
Health	Disease control of non-communicable diseases and other priority programs		0.08
Industry and trade	Trade and services		0.15
Water and other urban infrastructure and services	Urban policy, institutional and capacity development		0.08
Total			0.75
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
Environmentally sustainable growth (ESG)	Global and regional transboundary environmental concerns		
Regional integration (RCI)	Urban environmental improvement		
	Pillar 1: Cross-border infrastructure		
	Pillar 2: Trade and investment		
	Pillar 3: Money and finance		
	Pillar 4: Other regional public goods		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change	No gender elements (NGE)	✓
	Institutional development		
	Institutional systems and political economy		
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas		
	Knowledge sharing activities		
Partnerships (PAR)	Pilot-testing innovation and learning		
	Bilateral institutions (not client government)		
	Implementation		
	International finance institutions (IFI)		
	Official cofinancing		
	Private Sector		
	Regional organizations		
Private sector development (PSD)	Conducive policy and institutional environment		
	Promotion of private sector investment		
5. Poverty Targeting	Location Impact		
Project directly targets poverty	No	Regional	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			

CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

Modality and Sources	Amount (\$ million)
ADB	0.25
Sovereign Capacity development technical assistance: Technical Assistance Special Fund	0.25
Cofinancing	0.50
Republic of Korea e-Asia and Knowledge Partnership Fund	0.50
Counterpart	0.00
None	0.00
Total	0.75

9. Effective Development Cooperation

Use of country procurement systems	No
Use of country public financial management systems	No

I. INTRODUCTION

1. Southeast Asia is one of the most dynamic regions in the world. Its resilience and growth continued even through the recent global financial and economic turmoil. The region's development and integration are expected to gain momentum with the realization of the Association of Southeast Asian Nations (ASEAN) Economic Community (AEC) by the end of 2015. ASEAN is already the third-largest economy in Asia and the seventh-largest economy in the world. Continued commitment and cooperation to realize the AEC is also expected to further fuel the region's growth, integration, and competitiveness within the global economy.¹

2. Despite ASEAN's progress and prospects, achieving the AEC targets and milestones by the end of 2015 remains a significant challenge. In fact, a study on the AEC targets by the ASEAN Secretariat indicates that removing connectivity constraints remains the most significant challenge.² Even after the AEC comes into being, considerable efforts will be needed to further strengthen connectivity (in terms of both hardware and software) within the region and with the rest of the world. As these challenges persist, there is still a tremendous need to build capacities to enhance connectivity—physical, institutional, and people-to-people—as defined in the Master Plan for ASEAN Connectivity (MPAC).³ More specifically, the implementation of the agreed targets and arrangements under the MPAC and the AEC will require substantial capacity development, institutional strengthening, as well as policy reforms as preconditions to achieving an integrated, inclusive, and sustainable AEC.⁴

3. The Asian Development Bank (ADB) has been working to promote connectivity in Southeast Asia through three subregional cooperation programs: (i) the Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area (BIMP-EAGA), (ii) the Indonesia–Malaysia–Thailand Growth Triangle (IMT-GT), and (iii) the Greater Mekong Subregion (GMS) Economic Cooperation Program. While these programs have achieved considerable success in promoting connectivity, continued efforts are needed for effective MPAC implementation.⁵ The design and monitoring framework has been formulated based on these requirements and is in Appendix 1.⁶

¹ Southeast Asia's economic integration, which facilitates its outreach to neighboring economies, is becoming more significant. For example, the ASEAN–China Free Trade Area (2010) is the largest free trade area in terms of population and the third largest in terms of nominal gross domestic product. Trade between ASEAN and the People's Republic of China reached 43% of intra-ASEAN trade in 2009.

² ASEAN Secretariat. 2012. *AEC Scorecard*. Jakarta.

³ ASEAN Secretariat. 2011. *Master Plan on ASEAN Connectivity*. Jakarta. The MPAC was formally endorsed by the ASEAN leaders in 2010. It represents an in-depth plan of action based on (i) a list of priority projects for ASEAN connectivity, (ii) requirements for institutional and policy coordination, and (iii) recommendations for financing key projects. The executive summary outlines MPAC's three-pronged strategy for connectivity—physical, institutional, and people-to-people connectivity.

⁴ The MPAC is consistent with the recent study on ASEAN connectivity (ADB Institute. 2014. *ASEAN 2030: Toward A Borderless Economic Community*. Tokyo). The study identifies major challenges for the future in the region. It further emphasizes the need for capacity development in terms of resilience to handle volatilities and shocks from within or outside the region and competitiveness to promote a business environment where successful firms operate in efficient markets under effective national and regional regulations.

⁵ The MPAC has identified 15 priority projects for the region: (i) ASEAN Highway; (ii) the Singapore Kunming Rail Link; (iii) ASEAN Broadband Corridor; (iv) Melaka-Pekan Baru Interconnection; (v) West Kalimantan-Sarawak Interconnection; (vi) the Roll-on/roll-off network; (vii) mutual recognition arrangements for priority industries; (viii) common rules for standards and conformity assessment procedures; (ix) National Single Windows; (x) framework/modality towards the phased reduction of scheduled investment restrictions; (xi) the ASEAN Agreements on transport facilitation; (xii) easing visa requirements for ASEAN nationals; (xiii) development of ASEAN Virtual Learning Resources Centres; (xiv) develop ICT skill standards; and (xv) ASEAN Community building programme.

⁶ The TA first appeared in the business opportunities section of ADB's website on 19 September 2014. ADB will not undertake any activities until a no-objection in writing is obtained from relevant developing member countries.

II. ISSUES

4. In the GMS, ADB has supported capacity building for subregional cooperation and connectivity since 2002 through the Phnom Penh Plan for Development Management Program. While the Phnom Penh Plan has achieved considerable results, it has also provided important lessons for designing a capacity building program that encompasses member countries of BIMP-EAGA, IMT-GT, as well as the GMS. Taking from the results of an evaluation study⁷, key design changes for any proposed successor programs should include (i) expanding the program to non-GMS countries, but retaining specific focus on Cambodia, the Lao People's Democratic Republic, Myanmar, and Viet Nam; (ii) enhancing the program's operational focus, relevancy, and linkages; and (iii) developing partnerships with research and training institutions to promote greater outreach and more sustainable knowledge sharing. Further, these design enhancements would need to be accomplished with a reduced number of training sessions, in consideration of administrative and budgetary constraints.⁸

5. Drawing from the experience gained and knowledge shared through the Phnom Penh Plan, the proposed regional technical assistance (TA) will maintain the overall capacity building objective of the Phnom Penh Plan, but with a sharpened focus on connectivity while broadening participation to include BIMP-EAGA and IMT-GT members. The new program will be closely aligned with and support the overall framework of the MPAC on regional connectivity and other relevant initiatives (especially from the subregional programs) to build on the AEC. The program's focused scope will ensure that implementation of the TA is results-based. Accordingly, the TA will consist of a series of training programs for government officials to enhance their capacities in advancing physical, institutional, and people-to-people connectivity within the region.

6. ADB's Regional Cooperation and Integration Strategy recognizes connectivity as an important strategic pillar for economic cooperation and integration.⁹ It further notes that infrastructure hardware needs to be combined with software components. The expansion of regional connectivity is also reflected in ADB's Midterm Review of Strategy 2020.¹⁰ Overall, this requires strong consensus and cooperation among the relevant countries at policy, regulatory, and institutional levels. For the developing member countries within ASEAN, developing a capacity building program aligned with the MPAC provides a clear focus for the TA's scope, expected outcome, and outputs – since the MPAC represents the detailed policy framework for ASEAN on the issues related to connectivity. The TA will seek to partner with existing institutions and initiatives which also support ASEAN for possible synergies and alignment of initiatives. Based on preliminary discussions, the ASEAN–Korea Center in the Republic of Korea and the Regional Knowledge Sharing Initiative of the People's Republic of China have indicated strong interest to collaborate in implementing the program.¹¹ Additional consultations will be initiated with similar institutions within the region and with the ASEAN Secretariat; the national secretariats of the GMS, IMT-GT, and BIMP-EAGA; and key development partners.

⁷ ADB. 2008. *Evaluation of Greater Mekong Subregion Program: Institutional Arrangements and Capacity Development Activities*. Manila.

⁸ The major lessons learned from Phnom Penh Plan include the need for (i) selection of learning programs with more sharpened focus and customization; (ii) better targeting of participants involved in programs and projects; (iii) follow-up and deepening of programs; (iv) progressive development of technical and financial sustainability; (v) more active roles of the institutions (both research and training), despite their weak capacities; (vi) development of a pool of GMS trainers and experts; and (vii) enhancement of learning materials.

⁹ ADB. 2006. *Regional Cooperation and Integration Strategy*. Manila.

¹⁰ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

¹¹ The Regional Knowledge Sharing Initiative was established in 2012 as a knowledge exchange center to promote knowledge communication in the region. It has been promoting policy dialogue, knowledge sharing, and operation training among the countries.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The impact of the TA will be the accelerated implementation of the MPAC for enhanced connectivity in the region. The outcome will be greater capacity of government officials in the region to develop and implement projects, programs, and policies in support of MPAC connectivity pillars. Members of BIMP-EAGA, IMT-GT, and the GMS will be the main target beneficiaries of this TA.

B. Methodology and Key Activities

8. The outputs will be (i) a comprehensive training program delivered; and (ii) an internet-based information repository established, to be shared with alumni, developing member countries, and partner institutions. Based on the three MPAC connectivity pillars (as listed below), the training program will include the following:

- (i) **Physical connectivity.** The MPAC's goal for physical connectivity is to develop an integrated and well-functioning intermodal transport, information and communication technology (ICT), and energy networks in ASEAN. Accordingly, the TA's program will include capacity building support for transport and trade facilitation and regional energy initiatives (such as the ASEAN Power Grid and other regional energy-related programs); ICT development (including for public sector management, trade and customs development, among others); as well as legal, institutional, and regulatory policies for promoting greater connectivity and coordination in these sectors.¹²
- (ii) **Institutional connectivity.** The MPAC's goal for institutional connectivity is to support regional trade and investment (including private investments) via enhanced legal and institutional mechanisms. Greater institutional coordination will be promoted among central government agencies and between the central government and local government agencies. In response to the challenge of rapid urbanization in the region, the TA will promote coordination and training of municipal agencies and institutions in urban planning, environmental management, and economic corridor development. Building upon efforts to integrate the finance sector in the region, the TA will also support coordination and training for financial institutions on regulatory policies and risk management. By linking key academic, research, and training institutions in the region, the TA will help build a sustainable knowledge-sharing network. To help address the specific capability development needs of Cambodia, the Lao People's Democratic Republic, Myanmar, and Viet Nam, sharing of knowledge and experience between countries will be encouraged, especially from middle-income countries.
- (iii) **People-to-people connectivity.** The MPAC's goal for people-to-people connectivity is to promote education, support human resource development, encourage innovation and entrepreneurship, and promote tourism. Accordingly, the TA's program will include policy and advisory support for promoting tourism as well as for addressing issues such as social protection, control of communicable diseases, and other regional public goods. The ASEAN 2030

¹² The GMS Regional Investment Framework could serve as an anchor for operationalizing knowledge and capacity development for physical connectivity pillar. The training programs on the infrastructure sector would also include components on the potential impact on the environment and climate change.

study (footnote 4) presented a number of recommendations that will be supported by the TA.

9. The training program will also be designed to include practical, project-based topics directly relevant to and supportive of ADB operations.¹³ Potential subject areas and the relevant Southeast Asia Department (SERD) divisions that will assume leadership roles include (i) transport and trade facilitation (Regional Cooperation and Operations Coordination Division [SERC]); (ii) economic zones, corridor towns, and green cities (Urban Development and Water Division); (iii) agriculture value chains and green freight corridors (Environment, Natural Resources and Agriculture Division); (iv) cross-border infrastructure and training for ICT development (Transport and Communications Division); (v) cross-border power sharing agreements and renewable energy (Energy Division); (vi) education, vocational training, and tourism (Human and Social Development Division); and (vii) finance sector development, small and medium-sized enterprises, and public–private partnerships (Public Management, Financial Sector and Trade Division). Other subject areas will be determined in close consultation with ADB knowledge departments and communities of practice, as appropriate.

10. It is expected that about 2–3 training activities will be undertaken per year. It is envisioned that a detailed training program and schedule will be completed by mid-2015, based on a needs assessment of the countries and consultations with the recipient countries. The target trainees are government officials who will be identified based on consultations with the recipient countries, ADB sector divisions, and resident missions. It is also envisioned that, as a result of the training, additional opportunities for networking, consultations, and dialogues among members will be facilitated. Accordingly, the TA will foster the development of specific, needs-based knowledge-sharing activities and appropriate delivery mechanisms. While the training program as outlined above is the key output of the TA, another important TA output is the establishment of an internet-based information repository system accessible to all relevant members and partner institutions. An annual release of the evaluation and outcome reports for both training and the repository system is envisioned.

C. Cost and Financing

11. The TA is estimated to cost \$750,000, of which (i) \$250,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources), and (ii) \$500,000 will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund. The fund from the Republic of Korea e-Asia and Knowledge Partnership Fund will be administered by ADB. It is also expected that nonrecipient countries in Southeast Asia (e.g., Singapore) as well as participating middle-income countries will support the TA implementation via technical contributions and hosting of some training activities. Specific details will be finalized during the early phase of the TA implementation.¹⁴

D. Implementation Arrangements

12. The TA is expected to be implemented from 1 January 2015 to 31 December 2017. ADB will be the executing agency. SERC of ADB's SERD will manage TA implementation. Additional support will be provided by other ADB sector divisions in SERD, as well as by ADB knowledge

¹³ The key assumption for the delivery of these outputs is that the design of the training activities is effective and appropriate, while the risk is the limited absorptive capacity of the nominated government officials participating in the training program.

¹⁴ Officials from high-income countries (e.g., Brunei Darussalam) are expected to bear the cost of their participation in training programs. Nongovernment officials could also be invited to participate in some events.

departments, resident missions, and communities of practice. Externally, the TA will foster partnerships with existing knowledge and research institutions with the objective of providing joint training activities.¹⁵ Such partnerships should also promote enhanced sustainability of the capacity development efforts through an internet-based information repository system, which will contain training materials and research on the subject areas covered by the TA.

13. A team of SERD staff members will form a working group to design and implement the training program. Each of the sector divisions within SERD will nominate one international staff member as a focal point to work on the key training areas identified in para. 8-9. In addition, ADB's knowledge departments and communities of practice may also be involved in designing and implementing relevant training programs. This effort will be coordinated by SERC. SERC staff including two professional staff members, one national officer, and one operations assistant will consolidate consultants' outputs and coordinate and administer consultant contracts. The outputs will be reviewed by the working group. Where appropriate, ADB staff could serve as resource persons. Prioritization and sequencing of the training programs will be based on consultations with the participating countries which are also expected to form a task force to support TA implementation. In addition, the TA will, to the extent possible, coordinate with the relevant ASEAN working groups and other regional bodies to help identify the needs, political support, and awareness of ADB activities in the countries.

14. It is estimated that 12 person-months of international consulting services and 12 person-months of national consulting services are required for the TA.¹⁶ Individual consultants will be recruited on an intermittent basis, in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The terms of reference for consultants are in Appendix 3. Purchases of equipment (computer hardware and software) will be undertaken in a cost-efficient manner in accordance with ADB's Procurement Guidelines (2013, as amended from time to time) and in coordination with ADB's Office of Information Systems and Technology and Office of Administrative Services, where applicable. After the TA completion, any procured equipment will be disposed of in compliance with ADB guidelines. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended time to time).

IV. THE PRESIDENT'S DECISION

15. The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund, and (ii) ADB providing the balance not exceeding the equivalent of \$250,000 on a grant basis for Building Capacity for Enhanced Connectivity in Southeast Asia, and hereby reports this action to the Board.

¹⁵ This also includes the existing institutions for training and government agencies that have participated in the implementation of the Phnom Penh Plan. Finally, since there are other ADB initiatives and TA projects which support ASEAN capacity development, close coordination with the relevant sector divisions will avoid overlap while seeking synergies.

¹⁶ Based on the Midterm Review of Strategy 2020, the use of more output-based contracts and lump-sum out-of-pocket expense payments will be explored during TA implementation.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Accelerated implementation of the MPAC for enhanced connectivity in the region</p>	<p>By 2020: Designed and commenced implementation of at least 8 out of 15 priority projects as identified in the MPAC</p> <p>Baseline (2014): None of the MPAC priority projects has been completed</p>	<p>Regional data on trade, investment, physical connectivity, policy coordination, and movement of people across the region</p>	<p>Assumption Continued emphasis on the effective implementation of the ASEAN Economic Community commitments and the MPAC among the member countries of the BIMP-EAGA, GMS, and IMT-GT</p> <p>Risk Political and macroeconomic environment changes act as barriers to the continued efforts towards regional cooperation and integration</p>
<p>Outcome Greater capacity of government officials in the region to develop and implement projects, programs, and policies in support of MPAC connectivity pillars</p>	<p>At least 150 government officials trained on key aspects of connectivity (which aims to link the members of BIMP-EAGA, IMT-GT, and GMS) by the end of 2017</p> <p>At least 70% of government officials participating in the program indicate that the TA has provided effective tools for policy formulation and implementation to promote effective support for the three pillars of the MPAC (physical, institutional, and people-to-people connectivity) by the end of 2017</p>	<p>Annual evaluation reports</p> <p>Feedback from participants</p> <p>Reports and evaluations of the MPAC implementation</p>	<p>Assumption Government officials have appropriate incentives to apply the knowledge and skills acquired</p> <p>Risk External factors limit the ability of government officials to effectively participate in the program (e.g., budget constraints and policy shifts, among others)</p>
<p>Outputs 1. A comprehensive training program delivered</p>	<p>A comprehensive training program designed and agreed among participating countries (by June 2015) Completion of relevant</p>	<p>TA reports which contain training program schedule and scope of training</p> <p>Formal documentation</p>	<p>Assumption Design of the training activities is effective and appropriate</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
2. An internet-based information repository established	materials well in advance of the training sessions	on the consultation process and agreement with the member countries	Risk Limited absorptive capacity of the nominated government officials participating in the training program
	Establishment of an internet-based information repository accessible to all members and partner institutions (January 2016) Timely release of annual evaluation and outcome reports for both training and the repository system	Report from the TA consultant Feedback documents and evaluation reports	

Activities with Milestones	Inputs
<p>Output 1: A comprehensive training program delivered</p> <p>1.1 Consultation and design of the training program (based on a needs assessment of member countries) to be completed by March 2015, formally agreed by member countries, and announced by June 2015</p> <p>1.2 Implementation of at least 2–3 training activities per annum (July 2015–December 2017)</p> <p>1.3 Annual report on evaluation, feedback, and ways for improvements based on consultation with participating officials and relevant agencies (December 2015, 2016, 2017)</p> <p>Output 2: An internet-based information repository established</p> <p>2.1 Design of an information repository and knowledge-sharing mechanism to be completed by September 2015</p> <p>2.2 Information repository to be tested and agreed by partner institutions by November 2015</p> <p>2.3 Information repository to be formally launched by January 2016</p> <p>2.4 Posting of the Annual report on evaluation, feedback, and ways for improvements based on consultation with participating officials and relevant agencies (December 2015, 2016, 2017)</p>	<p>ADB Technical Assistance Special Fund (TASF-other sources): \$250,000</p> <p>Republic of Korea e-Asia and Knowledge Partnership Fund: \$500,000</p> <p>ADB staff inputs</p> <p>Note: Nonrecipient countries in Southeast Asia as well as participating middle-income countries will support the TA implementation via technical contributions and hosting of some training activities</p>

ADB = Asian Development Bank, ASEAN = Association of Southeast Asian Nations, BIMP-EAGA = Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area, GMS = Greater Mekong Subregion, IMT- GT = Indonesia–Malaysia–Thailand Growth Triangle, MPAC = Master Plan for ASEAN Connectivity, TA = technical assistance.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank^a	
1. Consultants	
a. International and local travel	60.00
b. Reports and communications	10.00
2. Equipment	20.00
3. Workshops, training, seminars, and conferences ^b	100.00
4. Miscellaneous administration and support costs	50.00
5. Contingency	10.00
Subtotal (A)	250.00
B. Republic of Korea e-Asia and Knowledge Partnership Fund^c	
1. Consultants ^d	
a. Remuneration and per diem	
i. International consultants	264.00
ii. National consultants	36.00
2. Workshops, training, seminars, and conferences ^b	200.00
Subtotal (B)	500.00
Total	750.00

^a Financed by the Technical Assistance Special Fund (TASF-other sources) of the Asian Development Bank (ADB).

^b ADB discourages provision of cash advances to ADB staff, consultants, and resource persons. Direct payment through bank transfer to end-users and beneficiaries is encouraged.

^c Administered by the Asian Development Bank.

^d Lump-sum-based engagement will be explored.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. Individual consultants will be recruited to support technical assistance (TA) implementation. It is estimated that 12 person-months of international consulting services and 12 person-months of national consulting services are required. The indicative person-month requirements, tasks, and minimum qualifications of consultants are as follows:

A. Team Leader and/or Training Specialist (international, 12 person-months on intermittent basis)

2. Under the supervision of the Asian Development Bank (ADB), the team leader will (i) manage the day-to-day implementation and operation of the TA project's training program; and (ii) develop and support the implementation of the training programs. The team leader (i) should have a strong background in the management and delivery of capacity building and training programs in developing countries, preferably in Southeast Asia; and (ii) must have international work experience in the design, organization, and implementation of learning programs for civil servants and other capacity-development-related activities. Specific tasks include the following:

- (i) Develop an overall work plan for the training program, in collaboration with the responsible ADB staff, including details of the training program, participant levels, selection criteria, evaluation methods, and budgets.
- (ii) Support ADB to forge a consensus among the member countries for finalizing the training program scope and schedule.
- (iii) Coordinate with partner institutions to formulate the training materials and modules.
- (iv) Outline ongoing initiatives and TA programs by ADB and others in Southeast Asia to maximize synergy and avoid overlaps.
- (v) Develop a framework for an internet-based information repository system based on past and ongoing training materials.
- (vi) Undertake training program management to (a) assess the effectiveness of programs and review feedback and evaluations from faculty, institutional partners, and participants; (b) perform further training needs analyses; (c) explore web-based learning possibilities; and (d) supervise preparation of study materials.
- (vii) Identify appropriate trainers and training institutions under the guidance of ADB staff.
- (viii) Work with teaching faculty and resource persons in the design, delivery, and evaluation of learning programs and course materials.
- (ix) Monitor training program implementation and provide necessary inputs for the overall evaluation on an annual basis.
- (x) Provide recommendations to ADB staff in responding to specific training requests under the training program.

3. The specialist should have (i) extensive experience in the development, evaluation, and delivery of inputs on training and capacity development in Asia and the Pacific; and (ii) at least 10 years of experience in the relevant field. A degree in economics or public administration is preferred.

B. Program Analyst (national, 12 person-months on intermittent basis)

4. Under the supervision of the team leader, the program analyst will manage the day-to-day implementation and operation of the TA project's training program. The program analyst

should have a strong background in program management, and experience in and exposure to development management and capacity building. The specific tasks include the following:

- (i) Support the implementation of the work plan for the training program, in collaboration with the responsible ADB staff and the team leader, including details of the training program, participant levels, selection criteria, evaluation methods, and budgets.
- (ii) Develop a web-based database on past and ongoing course materials and other materials (Output 2) based on the framework as formulated by the team leader.
- (iii) Provide all relevant logistical support for the training activities, including the preparation of budget estimates and facility use, among others.
- (iv) Support ADB staff in developing the future direction and scope of the training program.

5. The analyst should have (i) extensive experience in the development, evaluation, and delivery of capacity development inputs in Asia and the Pacific; and (ii) at least 5 years of experience in the relevant field. A degree in economics or public administration is preferred.

C. Resource Persons (international and national)

6. The TA will also consider recruiting resource persons to support and undertake the relevant training activities. About 3 person-months in total could be allocated for the resource persons for the duration of the TA.¹ The specific number of resource persons and scope of their work will be based on each of the planned activities.

¹ This is based on the assumption that around two resource persons would be recruited per training program (1 week each), or around 0.5 person-months. There will be around three programs per year, so it would be around 1.5 person-months annually. Since the TA implementation period is 2 years, a total of 3 person-months would be expected. The required resource can be allocated from the workshop or training budget.