



Technical Assistance Report

Project Number: 49150-001
Regional—Policy and Advisory Technical Assistance (R-PATA)
October 2015

Knowledge Development Support for Southeast Asia

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
ASEAN	–	Association of Southeast Asian Nations
CKP	–	country knowledge plan
CMS	–	consultant management system
CPS	–	country partnership strategy
DMC	–	developing member country
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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POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49150-001	
Project Name	Knowledge Development Support for Southeast Asia	Department /Division	SERD/SERC
Country	REG	Executing Agency	Asian Development Bank
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Public sector management	Economic affairs management	0.24	
	Public administration	0.15	
Agriculture, natural resources and rural development	Water-based natural resources management	0.37	
Finance	Infrastructure finance and investment funds	0.37	
Industry and trade	Industry and trade sector development	0.37	
		Total	1.50
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 4: Other regional public goods		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas		
	Knowledge sharing activities		
Partnerships (PAR)	Pilot-testing innovation and learning		
	Implementation		
Private sector development (PSD)	Regional organizations		
	Conducive policy and institutional environment		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Regional	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		1.50	
Policy and advisory technical assistance: Technical Assistance Special Fund		1.50	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		1.50	
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 world's most dynamic regions. Driven by strong growth, many of the region's developing member countries (DMCs) are entering middle-income status (i.e., Indonesia, Malaysia, the Philippines, and Thailand). Other Southeast Asian DMCs are also experiencing robust growth rates (i.e., Cambodia, the Lao People's Democratic Republic, and Myanmar).¹ The region's development and integration are expected to gain momentum with the realization of the Association of Southeast Asian Nations (ASEAN) Economic Community by the end of 2015, further fueling the region's growth, competitiveness, and integration within the global economy.² In the face of growing needs, DMCs and subregional entities are increasingly turning to the Asian Development Bank (ADB) for knowledge solutions. Despite ADB's increasing support, it is recognized that the region's DMCs need more responsive knowledge solutions. As a result, five of the seven Southeast Asian DMCs prepared their country knowledge plans (CKPs) as part of, or in parallel with, their country partnership strategies (CPSs) or country operations business plans.³ During CKP preparations, ADB received requests from various DMCs for further knowledge support.

2. As the region experiences momentum for development, the knowledge requirements of Southeast Asian DMCs and subregional entities are becoming more complex.⁴ Quick access to in-depth knowledge products and services is needed to formulate policies and provide solutions to emerging issues, including some knowledge services that cannot be anticipated in advance. Indeed, ADB's Midterm Review of Strategy 2020 (the midterm review) states that for the region to achieve the next stage of development, DMCs need to improve the quality of their economic policies, strengthen governance and capacities, and successfully transform the structure of their economies more towards manufacturing and high-value services.⁵ It is recognized that this transition will require knowledge-based approaches. Accordingly, this technical assistance (TA) is based on the knowledge requirements of Southeast Asian DMCs and their requests to ADB for enhanced knowledge support and solutions. The design and monitoring framework is in Appendix 1.⁶

II. ISSUES

3. In recognition of these evolving needs, the midterm review calls for ADB to provide Southeast Asian DMCs with faster, better-coordinated, and more operationally relevant knowledge support, which includes (i) enhancing internal coordination of knowledge management approaches; (ii) capturing knowledge embedded in investment operations; (iii) increasing resources for knowledge activities; and (iv) more effectively using information and

¹ Differences in the development levels of countries within the Southeast Asia region result in varying scope and requirements of knowledge support. This is one of the main reasons each country partnership strategy (CPS) in the region requires country-tailored knowledge plans to be developed. The Asian Development Bank's (ADB's) past knowledge support for Southeast Asia is summarized in ADB. 2012. *Knowledge First: Progressing Knowledge Management in the Southeast Asia Department, 2010–2011*. Manila.

² Economic integration in Southeast Asia is also facilitating integration with neighboring economies. 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. ASEAN–China trade reached 43% of intra-ASEAN trade in 2009.

³ The Myanmar CKP is expected to be completed in 2015, and the Lao People's Democratic Republic CKP in 2016.

⁴ The term "subregional entities" refers to subregional cooperation initiatives such as the Brunei Darussalam–Indonesia–Malaysia–Philippines–East ASEAN Growth Area, Greater Mekong Subregion, and Indonesia–Malaysia–Thailand–Growth Triangle. When graduated member countries are involved in technical assistance (TA) activities, their costs will be on a reimbursable basis.

⁵ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

⁶ The TA first appeared in the business opportunities section of ADB's website on 19 June 2015. The TA concept clearance was obtained on 24 August 2015.

communication technology for storage, retrieval, and dissemination of knowledge products and data. Although ADB has been providing knowledge support to Southeast Asian DMCs and subregional entities for many years, there is a continuous need to (i) provide faster and more operationally relevant knowledge support; (ii) ensure a readily available resource pool to respond to the countries' requests; and (iii) enhance coordination among the sector divisions, resident missions, and knowledge departments in formulating knowledge products and services.

4. The proposed TA will improve the timely and coordinated delivery of knowledge services and policy advice to Southeast Asian DMCs and subregional entities to promote inclusive and sustainable growth, as well as to increase ADB's operational efficiency, relevance and policy impact. To facilitate quick and effective responses to knowledge requirements of DMCs and subregional entities, the TA will be structured as a facility TA. ADB first developed the facility TA modality in partnership with the Government of the People's Republic of China to serve as a flexible, quick-response mechanism for funding multiple subprojects under a single TA.⁷ ADB's Independent Evaluation Department prepared a Corporate Evaluation Study on the Role of Technical Assistance in ADB Operations which recommended exploring options to expand the facility TA concept, noting that facility TA projects with clear implementation designs and criteria have had a substantial impact on policy analysis, and have consistently been rated *successful*.⁸

5. Using this facility TA modality will better enable ADB to provide timely knowledge support, particularly for policy advice pursuant to emerging DMC and subregional demands. It will improve responsiveness, while reducing administrative costs of processing individual TA projects. Knowledge needs are dynamic, and cannot be fully predicted. Streamlined approval procedures will also allow for more flexibility and swiftness in addressing urgent knowledge needs. This method is consistent with ADB's Finance++ approach to client relationships, as reflected in ADB's strategies, policies, and action plans.⁹

III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE

A. Impact and Outcome

6. The impact will be enhanced growth, competitiveness, and integration of Southeast Asia within the global economy. The outcome will be the adoption and application of knowledge solutions for improved policies, regulations, and capacities in Southeast Asian DMCs and subregional entities through: (i) DMC officials using knowledge solutions as envisioned in the midterm review and CKPs via the facility TA approach; and (ii) ADB (sector divisions and resident missions) and relevant agencies engaging in policy dialogue (as relevant for ADB

⁷ These facility TA projects are (i) ADB. 2003. *Technical Assistance for Fund for Strategic Policy Conferences and Studies for Poverty Reduction*. Manila (TA 4200-REG, \$400,000, 22 subprojects); (ii) ADB. 2004. *Technical Assistance for Facility for Policy Reform*. Manila (TA 4365-REG, \$450,000, 13 subprojects); (iii) ADB. 2006. *Technical Assistance for Facility for Reform Support and Capacity Building*. Manila (TA 4790-REG, \$500,000, 10 subprojects); (iv) ADB. 2007. *Technical Assistance for Facility for Policy Reform and Poverty Reduction*. Manila (TA 4933-REG, \$965,000, 18 subprojects); (v) ADB. 2009. *Technical Assistance for Facility for Policy Reform and Capacity Building III*. Manila (TA 7313-REG, \$1.5 million, 28 subprojects); and (vi) ADB. 2011. *Technical Assistance for Strengthening Institutional Reform and Capacity Building*. Manila (TA 7862-REG, \$1.3 million, 20 subprojects). An evaluation of the six TA projects was undertaken in ADB. 2013. *People's Republic of China: Facility-Type Technical Assistance Performance Evaluation Report*. Manila.

⁸ Independent Evaluation Department. 2014. *Corporate Evaluation Study on Role of Technical Assistance in ADB Operations*. Manila: ADB.

⁹ "Finance++" refers to ADB's approach to financing development, leveraging additional financing, and providing knowledge solutions and innovation.

operations) by the end of 2018, consistent with the CKP and midterm review priorities, and based on the recommendations from the TA knowledge solutions.

7. The outputs will be (i) the development of knowledge products for Southeast Asian DMCs or subregional entities and (ii) the conduct of dissemination activities related to the knowledge products and support. The key areas identified by the midterm review represent the overall priority framework for the subprograms to be supported by the TA, so that activities are focused and prioritized based on operational relevance. These areas include:

- (i) **Poverty reduction and inclusive economic growth.** Strengthening country focus, building closer operational and sector links with the inclusive growth agenda, improving the enabling environment, and more effectively monitoring and measuring results.
- (ii) **Environment and climate change.** Providing greater support to DMCs to reduce their vulnerabilities arising from environmental degradation and rising levels of water and air pollution, including greenhouse gas emissions, and to enhance their resilience to climate change and natural hazards.
- (iii) **Regional cooperation and integration.** Accelerating economic growth, raising productivity and employment, reducing economic disparities and vulnerabilities, and achieving closer policy coordination in support of regional and global public goods.
- (iv) **Infrastructure development.** Building resilience to economic and environmental vulnerabilities, and maintaining ADB's comparative advantage in infrastructure development.

8. The TA will be based on the CKPs prepared by ADB's Southeast Asia Department (SERD) and the CPSs. The CKPs have been prepared in consultation with DMCs based on their stated requirements, and they emphasize knowledge (particularly for policy advice) as an integral component for implementing country development strategies. The resident missions, along with the sector divisions and other knowledge departments, are the focal points for CKP implementation. A key operating principle is that all knowledge content reflected in the CPS lending and nonlending program is based on country needs and demands, stemming from country, sector, and thematic analyses, strategies and road maps, and related dialogue. The Southeast Asian DMCs with CKPs include Cambodia, Indonesia, the Philippines, Thailand, and Viet Nam. CKP preparation for the remaining DMCs is in process. The regional work will also be consistent with regional operations and business plans, as well as other guiding documents.

B. Methodology and Key Activities

9. Accordingly, the TA's main framework and purpose is to provide knowledge support to Southeast Asian DMCs on priorities outlined in the midterm review and CKPs. Potential subprojects that can be supported by the TA, based on the framework outlined in paragraph 7, include (i) knowledge support for regional transport and trade facilitation, infrastructure financing, and subregional programs (Regional Cooperation and Operations Coordination Division [SERC]); (ii) knowledge work to support studies in new transportation areas, including railways (Transport and Communications Division); (iii) knowledge work to support cross-border power-sharing and regional power grid development (Energy Division); and (iv) country-level diagnostics reviews on economic growth and identification of policy implications (Public Management, Financial Sector, and Trade Division). Other SERD sector divisions have also indicated the need for knowledge work in their respective areas. SERC will guide knowledge efforts at the regional level, which may draw upon knowledge gained from other subregions.

10. For new requests for knowledge subprojects, the facility TA modality includes a flexible mechanism to undertake strategic interventions in a timely manner. The mechanism allows for the selection and endorsement of new subprojects to meet the dynamic demands of Southeast Asian DMCs and subregional entities to respond to emerging development issues through high-quality research, knowledge guidance, and policy advice. Accordingly, there is no pre-earmarking of the TA resources; rather, support will be determined based on the strategic requirements of, and benefits to, DMCs, as well as relevance to ADB's key operations, as indicated in the midterm review, CKPs, and sector- and thematic-level operational priorities.¹⁰ This support could include knowledge work that not only complements ongoing operations, but also the scaling up of future ADB operations.

11. Recognizing that knowledge dissemination is as important as knowledge generation, the TA design also provides for dissemination activities (such as workshops, seminars, and other related activities, as appropriate) that can also contribute to better country- and sector-level knowledge management (i.e., depository, retrieval, and disclosure of TA outputs to complement the "k-Nexus" and "k-Portal," as well as other knowledge tools developed by ADB). The TA's subprojects will also require detailed dissemination plans, as appropriate. In addition, at the country and sector levels, the TA will provide opportunities for ADB to build partnerships with local and regional knowledge and research institutes.

12. Activities that will not be eligible for TA support, as other mechanisms exist to provide for such needs, include (i) direct project preparations (i.e., project preparatory activities, although the TA can provide supplementary knowledge support as appropriate); (ii) direct preparation of ADB country strategy or operation business plan-related documents (although inputs can be provided as appropriate); and (iii) project completion reports.

13. As noted above, ADB will be the TA executing agency, and SERD's SERC will manage implementation. Other SERD sector divisions, as well as ADB knowledge departments, SERD resident missions, and ADB communities of practice, will provide additional support.

C. Cost and Financing

14. The TA is estimated to cost \$1,500,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

15. The TA will be implemented from November 2015 to November 2018. The TA will require an estimated 40 person-months of international consulting services and 40 person-months of national consulting services. Based on the knowledge product to be developed or service to be provided, either firms or individual consultants can be recruited, following ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The outline terms of reference for consultants are in Appendix 3.

16. To facilitate staff coordination, a team of SERD staff members will form a working group to implement the TA and support the DMCs with relevant knowledge work. Each SERD sector division and resident mission or country office will nominate one international staff member as a

¹⁰ Many thematic priorities, such as integrating gender dimensions where relevant, will be based on each TA subproject's design.

focal person for knowledge programs (para. 9). In addition, ADB's knowledge departments and sector and thematic groups may also be involved in designing and implementing knowledge development programs as requested by DMCs. Detailed TA implementation procedures among sector divisions and resident missions, in coordination with SERC, are in Supplementary Appendix A.

17. Specific terms of reference for each subproject will be developed and endorsed by the relevant ADB sector division or resident mission director, in consultation with ADB's Operations Services and Financial Management Department, as appropriate. The relevant sector division or resident mission will also coordinate and administer consultant contracts. Per given subproject, the TA can use output-based, lump sum contracts. If many consultants are required, the TA can recruit consulting firms. Prioritization of knowledge programs will be based on consultations with participating countries. As possible, the TA will also coordinate with relevant ASEAN working groups and other subregional bodies. TA activities will be largely guided by ADB's midterm review, CPS, CKPs, and regional and national operational priorities. A summary of CKPs in Southeast Asia is in Supplementary Appendix B.

18. Through SERC, ADB will supervise TA performance, evaluate outputs at each milestone, and prepare a completion report. From SERC, two international staff members, one national officer, and one operations assistant will review and consolidate consultants' outputs. To promote quality administration, SERC (led by the director) will also develop internal arrangements for subproject processing and approval within SERD. Specifically, a template will require the rationale, description, expected outcome, and core outputs for each proposed subproject to be defined. This will facilitate the review of proposals and help enhance subproject design. Finally, in supporting knowledge services, the TA will maximize the use of ADB expertise whenever available. TA disbursements will follow ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).¹¹

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,500,000 on a grant basis for Knowledge Development Support for Southeast Asia, and hereby reports this action to the Board.

¹¹ As this TA is primarily intended for policy advisory support, equipment purchases are not required.

DESIGN AND MONITORING FRAMEWORK

Impact of the Technical Assistance Project is Aligned with Enhanced growth, competitiveness, and integration of Southeast Asia within the global economy. ^a			
Results Chain	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Risks
<p>Outcome</p> <p>Adoption and application of knowledge solutions for improved policies, regulations, and capacities by Southeast Asian DMCs and subregional entities</p>	<p>a. DMC officials using knowledge solutions as envisioned in the midterm review and CKPs via the facility TA approach^b (2015 baseline: 0)</p> <p>b. ADB (sector divisions and resident missions) and relevant agencies engaging in policy dialogue (as relevant for ADB operations) by the end of 2018, consistent with the CKP and midterm review priorities, and based on the recommendations from the TA knowledge solutions (2015 baseline: 0)</p>	<p>a1. Government reports, pronouncements, or policy briefs, as identified in the subprojects' design</p> <p>a2. Annual reports from the ASEAN Secretariat, agreements or declarations of subregional bodies, such as the Greater Mekong Subregion, Brunei Darussalam–Indonesia–Malaysia–Philippines–East ASEAN Growth Area, and Indonesia–Malaysia–Thailand–Growth Triangle, and other international institutions</p> <p>b1. Government reports and ADB staff member feedback</p>	<p>Changes to the political and macroeconomic environment create barriers to adoption and application of policies</p> <p>Factors such as budget limit government officials' ability to effectively use knowledge solutions for policy formulation</p>
<p>Outputs</p> <p>1. Development of knowledge products for Southeast Asian DMCs or subregional entities</p>	<p>At least seven knowledge products or activities developed, which provide inputs to the DMCs' policy and project development at national and regional levels, by end of 2018 (2015 baseline: 0)</p>	<p>TA reports that contain knowledge solutions, as requested by DMCs</p> <p>Formal documentation on the consultation process and agreement with member countries</p> <p>Regular, consolidated reports developed under</p>	<p>Limited absorption capacity of government officials to fully use knowledge products</p> <p>Requests for knowledge services made without adequate time to respond</p>

Results Chain	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Risks
		the TA	
2. Conduct of dissemination activities related to the knowledge products and support	At least seven dissemination activities (such as workshops, seminars, and other related activities as appropriate) on the knowledge products held by 2018 (2015 baseline: 0)	Reports and materials used at dissemination activities Number of participants, and their feedback on dissemination activities as appropriate	
<p>Key Activities with Milestones</p> <p>Governance capacity development, knowledge solutions, partnerships, and private sector development</p> <p>1. Knowledge products for Southeast Asian DMCs or subregional entities developed</p> <p>1.1 Sector divisions and resident missions consult with DMCs on development issues for which quick and timely knowledge product and service is required, or seek proposals for knowledge products and services at both national and regional levels on priorities consistent with CKPs, SERD operations, and ADB's midterm review priorities (continuous).</p> <p>1.2 Sector divisions and resident missions implement knowledge product and service based on DMC requirements and midterm review priorities (continuous).</p> <p>1.3 SERC prepares semiannual progress reports within a quarter after reference period with a compilation and summary of outcomes and outputs, as well as feedback and recommendations on means of improvement, if required (Q3 2016, Q1 2017, Q3 2017, and Q1 2018).</p> <p>1.4 Print or publish at least three knowledge products not later than 6 months after their completion.</p> <p>2. Dissemination activities related to the knowledge products and support conducted</p> <p>2.1 Sector divisions and resident missions conduct dissemination activities embedded in knowledge development plans (continuous).</p> <p>2.2 SERC prepares semiannual report with compilation and summary of outcomes and outputs, as well as feedback and recommendations on means of improvement, if required (Q3 2016, Q1 2017, Q3 2017, and Q1 2018).</p> <p>2.3 Conduct at least one dissemination event annually for knowledge products involving participants from government agencies, the private sector, nongovernment agencies, and international agencies (Q4 2016, Q4 2017, and Q3 2018).</p> <p>Project Management Activities</p> <p>Coordinate with sector divisions and resident missions on the selection and implementation of knowledge projects and services.</p> <p>Conduct regular meetings of SERD working group to design knowledge programs and agree on budget allocation for projects selected (Q4 2015, Q4 2016, and Q4 2017).</p> <p>Review and prepare reports on implementation progress (Q1 2016, Q1 2017, and Q1 2018).</p> <p>Prepare completion report (Q4 2018).</p> <p>Inputs</p> <p>Asian Development Bank: Technical Assistance Special Fund (TASF-V): \$1,500,000</p> <p>Assumptions for Partner Financing</p> <p>Not applicable.</p>			

ADB = Asian Development Bank, ASEAN = Association of Southeast Asian Nations, CKP = country knowledge plan, DMC = developing member country, Q = quarter, SERC = Regional Cooperation and Operations Coordination Division, SERD = Southeast Asia Department, TA = technical assistance.

^a ASEAN Secretariat. 2014. *Thinking Globally, Prospering Regionally ASEAN Economic Community 2015*. Jakarta.

^b ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila. Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	800.0
ii. National consultants	120.0
b. International and local travel	100.0
c. Reports and communications	10.0
2. Workshops, trainings, seminars, and conferences ^b	300.0
3. Miscellaneous administration and support costs ^c	50.0
4. Contingency	120.0
Total	1,500.0

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

^b These may include other dissemination events conducted by sector divisions, as appropriate for the subproject. The travel budget may cover expenses of ADB staff members serving as resource persons for the technical assistance following the relevant ADB guidelines.

^c Miscellaneous administration and support costs include office supplies for events, printing of banners, and translation between local language and English.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. General Framework

1. The technical assistance (TA) will use an estimated 40 person-months of national and 40 person-months of international expert inputs to support research, knowledge formulation, workshops, and other agreed activities. Depending on what is most appropriate for each subproject task, consultants will be engaged individually or through a firm.

2. Consultants (team and/or individuals) may be recruited for the following areas:

- (i) **Poverty reduction and inclusive economic growth.** Strengthening country focus, building closer operational and sector links with the inclusive growth agenda, improving the enabling environment, and more effectively monitoring and measuring results.
- (ii) **Environment and climate change.** Providing greater support to developing member countries (DMCs) to reduce their vulnerabilities arising from environmental degradation and rising levels of water and air pollution, including greenhouse gas emissions, and to enhance their resilience to climate change and natural hazards.
- (iii) **Regional cooperation and integration.** Accelerating economic growth, raising productivity and employment, reducing economic disparities and vulnerabilities, and achieving closer policy coordination in support of regional and global public goods.
- (iv) **Infrastructure development.** Building resilience to economic and environmental vulnerabilities, and maintaining comparative advantage in infrastructure development of the Asian Development Bank's (ADB).

3. The TA will also support subprojects that are directly relevant to, and supportive of, ADB operations. A list of potential subprojects to be carried out by ADB's Southeast Asia Department (SERD) sector divisions and/or resident missions and country office (in consultation with ADB knowledge departments, as appropriate) is provided in the main text.

4. More detailed terms of reference will be drafted with SERD sector divisions and resident missions or country office. ADB will recruit consultants following its Guidelines on the Use of Consultants (2013, as amended from time to time). Short-term resource persons and other task-specific experts will also provide inputs. The nature of the needed expertise and inputs will be determined on a case-by-case basis with participating member countries. SERD sector divisions, resident missions, and country offices will lead the consultation process.

B. Indicative Responsibilities for ADB and Consultants

5. ADB will be responsible for overall coordination, quality, and timeliness of output delivery, with one staff member acting as the focal point to provide inputs during the subproject.

6. External experts will report to and work under the guidance of ADB, along with relevant DMC government agencies, and will provide inputs and any other specific tasks the DMCs and ADB may reasonably request.

7. For each subproject, progress reports will analyze issues encountered and propose next steps, including updated work plans detailing inputs of the implementing agency, external experts, consultants, resource persons, and/or task-specific experts.