Technical Assistance Report

Project Number: 49328-001
Regional—Capacity Development Technical Assistance (R-CDTA)
December 2015

Delivering Knowledge Solutions in Asia and the Pacific

Asian Development Bank

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1.	**Basic Data**			**Project Number:** 49328-001
	Project Name	Delivering Knowledge Solutions in Asia and the Pacific	**Department /Division**	SDCC/SDCC-KS
	Country	REG	**Executing Agency**	Asian Development Bank

2.	**Sector**	**Subsector(s)**	**ADB Financing ($ million)**
✓	Multisector	ADB's corporate management, policy and strategy development	1.50
		Total	**1.50**

3.	**Strategic Agenda**	**Subcomponents**	**Climate Change Information**	
	Inclusive economic growth (IEG) Environmentally sustainable growth (ESG)	Pillar 1: Economic opportunities, including jobs, created and expanded Disaster risk management	Climate Change impact on the Project	Low

4.	**Drivers of Change**	**Components**	**Gender Equity and Mainstreaming**	
	Governance and capacity development (GCD) Knowledge solutions (KNS)	Civil society participation Application and use of new knowledge solutions in key operational areas Knowledge sharing activities	Some gender elements (SGE)	✓

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**	
Capacity development 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	Yes
	Use of country public financial management systems	Yes

I.   INTRODUCTION

1.   Highlighting "knowledge solutions" as a strategic priority, the Midterm Review of Strategy 2020 of the Asian Development Bank (ADB) identified the need to strengthen knowledge management to meet the demands of ADB's developing member countries (DMCs) through stronger institutional coordination. This would better capture the knowledge embedded in operations and ensure that the knowledge generated outside operations flows back to shape future operations.[1] ADB's midterm review also called for the adoption of a "One ADB" approach to knowledge solutions by closely integrating knowledge operations with country operations. A key means to operationalize this approach is the increased involvement of the recently established sector and thematic groups (STGs) in project development, and preparation of knowledge products and services (KPS) to reflect DMC demands and support ADB operations.[2]
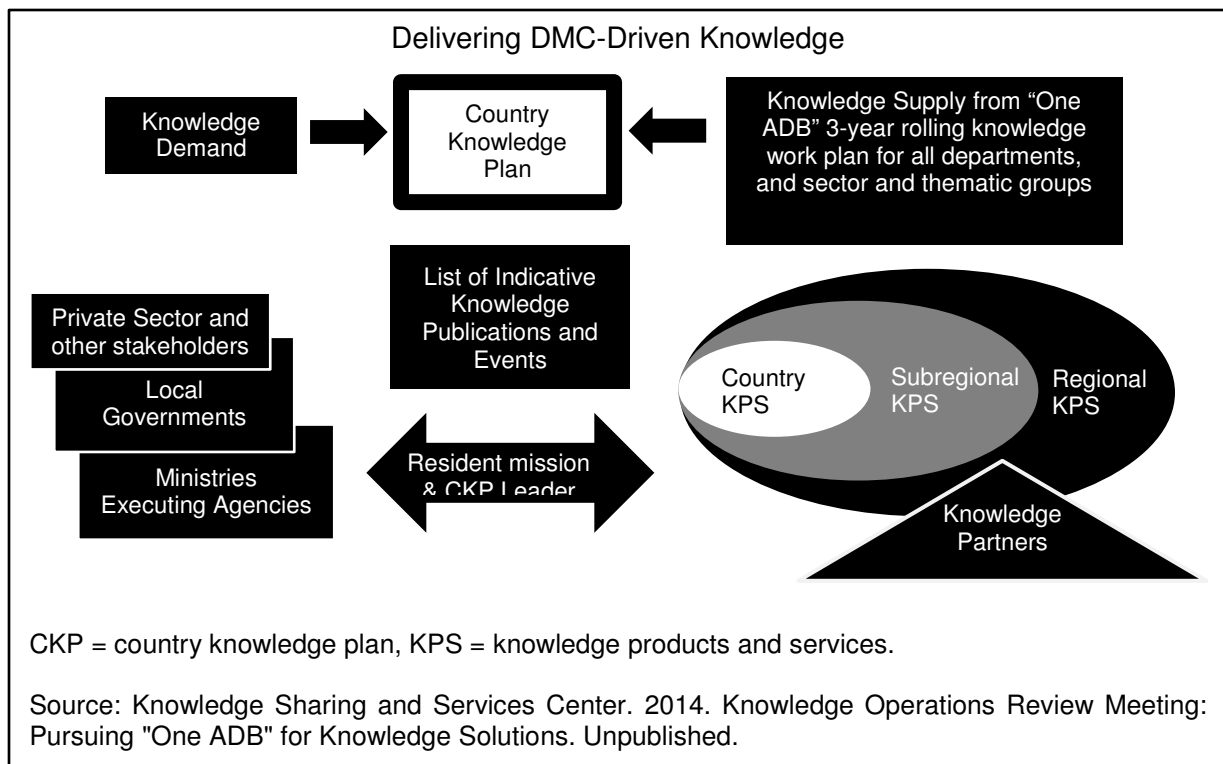
II.   ISSUES

2.   The development issue at the core of this technical assistance (TA) is the need to provide DMCs with more and better knowledge solutions to help achieve sustainable development and manage matters related to environment and climate change. ADB's midterm review recognizes the fast-changing development landscape and that most DMCs have achieved, or are expected to achieve, middle-income status by 2020. For one, DMCs are now more closely integrated and connected thanks to improved infrastructure and information and communication technology. These developments necessitate enhanced knowledge support for ADB's lending and nonlending activities. Further, several events in 2015—(i) Third International Conference on Financing for Development in Addis Ababa in July, (ii) adoption of the Sustainable Development Goals (SDGs) during the United Nations' annual meeting in New York in September, and (iii) the 21st Conference of the Parties in Paris in December—have significantly changed or will change the development landscape in the region, and require ADB to respond better and faster to DMC needs.[3]

3.   The nature of the challenges faced by DMCs continues to evolve and clients increasingly demand Finance++ solutions—financing matched with knowledge solutions and faster and better coordinated delivery of knowledge solutions. This evolution is reflected in the areas specified for DMC knowledge support in (i) ADB country partnership strategies, (ii) country knowledge plans (CKPs), (iii) lists of indicative knowledge products and events, and (iv) work plans of the STGs. The preparation of CKPs provides a mechanism for more consultations and coordination with ADB's operations departments and its resident missions, and informs the work of the STGs. The following figure illustrates the parties, relationships, and flows involved in delivering DMC-driven knowledge.

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[1] ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific.* Manila.
[2] The TA first appeared in the business opportunities section of ADB's website on 25 September 2015. Please refer to midterm review action items 1.2.4.3 and 3.4 (resident missions as knowledge custodians) and 3.5.3 (sector and/or thematic realignment).
[3] As ADB President Takehiko Nakao noted in Baku during the 2015 Annual Meeting: "The success of these global initiatives on poverty and climate change will depend largely on actions by Asia and the Pacific—after all, the region has 54% of the world's population and around 35% of world GDP [gross domestic product], and will account for more than 60% of global growth this year."

Delivering DMC-Driven Knowledge

| Knowledge Demand | → | Country Knowledge Plan | ← | Knowledge Supply from "One ADB" 3-year rolling knowledge work plan for all departments, and sector and thematic groups |

List of Indicative Knowledge Publications and Events

Private Sector and other stakeholders

Local Governments

Ministries Executing Agencies

← Resident mission & CKP Leader →

Country KPS / Subregional KPS / Regional KPS

Knowledge Partners

CKP = country knowledge plan, KPS = knowledge products and services.

Source: Knowledge Sharing and Services Center. 2014. Knowledge Operations Review Meeting: Pursuing "One ADB" for Knowledge Solutions. Unpublished.

4.   The TA will support the implementation of ADB's knowledge management strategy, and help tackle some critical weaknesses in ADB's delivery of knowledge solutions to its DMCs. For one, project-specific efforts are not being linked to each other to ensure that knowledge flows from one DMC to another. Second, the flow of information is insufficient to understand and respond to knowledge demand and supply by DMCs across the boundaries of ADB's operations departments, which creates a "silo" reality.[4] As confirmed in ADB's recent 2015 top task survey, ADB is valued for its knowledge sharing but the respondents, including DMCs, commented that ADB's "knowledge offerings are not such a good match for what they want."[5] Helping to break these silos, offer better matches, and accelerate the information flow, the TA will ensure that knowledge solutions developed under it will be leveraged, shared, and disseminated through various means, including ADB's k-Portal and k-Learn knowledge platforms, as well as sector and thematic training programs (including co-learning programs involving both DMC officials and ADB staff), such as the Asia Leadership Program on Sustainable Development and Climate Change.[6]

5.   After consultations with ADB's operations departments, including resident missions and STGs, in particular during the formulation of their 3-year rolling work priorities and programs, the TA will target support in the following areas: (i) cross-sector, nexus, and crosscutting work (e.g., sustainable and smart cities; smart green infrastructure; food–energy–water–climate nexus;

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[4] Technical assistance for (i) Knowledge for Solutions – Partnerships-Centers of Excellence (Subproject 1) focuses on partnerships and centers of excellence (TA 8827-REG); (ii) Knowledge for Solutions – South–South Knowledge Sharing Program (Subproject 2) focuses on South–South knowledge exchange (TA 8831-REG); (iii) Knowledge for Solutions – Knowledge Portal (Subproject 3) focuses on developing the knowledge portal (TA 8833-REG); and (iv) the proposed regional TA Unlocking Innovation for Development will focus on unlocking innovation.

[5] C. Dedolph-Cabrera., A. Stojanov., and P. Vermeij. 2015. *Knowledge: What ADB Stakeholders Really Want: Top Task Survey*. https://lnadbg1.adb.org/opr0010p.nsf/dashboard.xsp?pid=STRATEGY2020&m=3

[6] The k-Portal is expected to be launched during the second quarter of 2016. The k-Learn will be launched by the fourth quarter of 2015.

gender and sustainable cities; mainstreaming of governance and capacity development into sector operations; natural resource management; public–private partnerships and capacity development in sector operations, as well as energy, health, social protection, and/or urban interconnected issues); (ii) new areas and approaches reflecting recent developments, such as the SDGs and climate change agenda; (iii) continuous learning, networking, and knowledge sharing with DMCs, including through co-learning programs, in partnership with k-hubs, centers of excellence (COEs), and external partners; and (iv) promotion of global and regional best practices for application in DMCs. Given the extent and urgency of DMC demand in these areas, however, many are currently under-resourced.

6.   By supporting these new knowledge priorities of the STGs and ADB's operations departments, the TA will respond to the suggestions from the Knowledge Management Action Plan and Knowledge Operations Review meetings that ADB use its operations cycle to ensure that its knowledge solutions are relevant to DMCs and can be incorporated into operations. Taking into account the flows and links between the various parties (see the figure above), the TA will help ADB to deliver DMC-driven knowledge. One key need to be addressed by the TA is supporting resident mission country directors deliver just-in-time KPS, particularly requiring technical expertise, so that they can carry out their role as "knowledge custodians" in the design and implementation of CKPs.

III.   THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A.   Impact and Outcome

7.   The impact will be that more integrated development solutions and services in DMCs are implemented. The outcome will be that more crosscutting and demand-driven knowledge solutions for DMCs are adopted.

B.   Methodology and Key Activities

8.   The TA will support DMCs in the priority areas described in para. 5 and, based on indicative proposals from the STGs and operations departments for TA support in the first half of 2016, will have the following outputs:
(i)   **Crosscutting knowledge products and services released.** The TA will support cross-sector, crosscutting knowledge work, including but not limited to the following topics: water (institutional reform of water agencies) and gender; governance and infrastructure (open government initiatives to enhance infrastructure delivery, particularly in disaster-affected areas); environmental management and management of climate change and disaster risks (region-wide assessment of critical infrastructure and risks from climate change impacts); education and infrastructure (for skills development, technical and vocational education, and training projects); and water, agriculture, and energy for the water–food–energy nexus.
(ii)   **Timely response to unplanned developing member country knowledge needs strengthened.** The TA will support just-in-time delivery of KPS, as may be identified by ADB's operations departments and resident missions, so that ADB can respond quickly and flexibly to changing or unforeseen circumstances and demands. This output will address the needs of resident mission country directors when additional technical expertise is required urgently.
(iii)   **Knowledge in new emerging areas and approaches applied**. The TA will support (a) research on financing needs to deliver the social protection agenda of

the SDGs (e.g., estimating the financial size of national social policy gaps in relation to the new SDGs, and exploring financing options to close national social protection policy gaps in the region); (b) a study of sustainable transport priorities of DMCs and potential donor partners (for financial or in-kind contributions) and the application of new technologies and techniques in preparing a financing partnership facility to help DMCs achieve sustainable transport and meet financing gaps; and (c) a health study on innovative universal health-care projects, both nationally and subregionally.

(iv) **Continuous learning (including co-learning), networking, and knowledge sharing for DMCs in partnership with k-hubs, centers of excellence, and external partners expanded.** The TA will support co-learning training, networking and knowledge-sharing events for DMCs in partnership with k-hubs, COEs, and other external partners, including co-learning with DMC officials during (a) Social Protection Week, which will include focus on the new SDGs; (b) a climate risk management workshop to quantify risks and recognize and implement viable climate change adaptation responses in South Asia; (c) partnership with local government units and COEs to develop actions plans (including legal frameworks and the institutional and financial capacity of local governments) and carry out activities to achieve SDG 16 (peace, justice, and strong institutions) with a focus on better public service delivery; and (d) a conference with the United Nations Environment Programme on sanitation, and a regional study on fundable projects and policy reforms in the Asia and Pacific region.

C.   Cost and Financing

9.   The TA is estimated to cost $1,500,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund ($590,000 from TASF-V and $910,000 from TASF-other sources).

D.   Implementation Arrangements

10.   ADB's Sustainable Development and Climate Change Department (SDCC), in close collaboration with the STGs and ADB's regional departments, will have overall responsibility for TA implementation. The Knowledge Sharing and Services Center (KSSC) in SDCC, in consultation with the Sector Advisory Service Division and the Social Development, Governance and Gender Division, will be responsible for receiving proposals from the STGs. Selection of the activities to be supported by the TA will be the responsibility of the TA advisory group, including the senior director of the Sector Advisory Service Division; director of the Social Development, Governance and Gender Division; and advisor of the SDCC and head of the KSSC. Proposals for TA support during the first half of 2016 have been received, and have been summarized on an indicative basis (para. 8). To meet urgent, unanticipated, and catalytic demands from DMCs, proposals for just-in-time activities may be submitted by the regional departments or resident missions at any time through the relevant STGs. Proposals for TA support during the second half of 2016 will be solicited in March 2016. The STG or regional department or resident mission that submitted an approved proposal will be the "activity owner" and will be tasked to implement the proposed activity, including delivering the respective KPS and conducting related activities, such as recruiting consultants, substantiating disbursements, and/or seeking any counterpart support from government agencies concerned. Given the role of ADB's KSSC in the development of knowledge platforms, such as k-Portal or k-Learn, as well as its responsibility for sector and thematic skills development programs, KSSC will support knowledge

dissemination and leveraging of the resulting KPS. The TA is expected to be implemented from December 2015 to April 2017.

11.   The principles and process in selecting TA activities are:

(i)   A proposal can be prepared and submitted by ADB staff in her/his capacity as an STG member or regional department staff (including resident mission staff) for review by the relevant STG chair(s) and technical advisor(s). The proposal should indicate (a) the issues to be addressed in one or more DMCs; (b) the outputs and implementation arrangements, e.g., the coordination arrangements, as relevant, with the relevant regional department(s) and STG(s), and the timetable; and (c) the means of knowledge sharing and dissemination (as relevant).

(ii)   All proposed products and activities must be included in the STGs' work plans and/or reflect the demands of DMCs, as confirmed by the relevant regional department through the country partnership strategies and CKPs, and the country operations business plan's list of indicative knowledge products and services (as appropriate).

(iii)   Proposals endorsed by the STG technical advisor(s) will be reviewed and prioritized by the TA advisory group. The implementation capacity of the "activity owner," including its ability and commitment to carry out activities on schedule and within budget, substantiate disbursements, and provide a brief activity completion report, will be considered in the selection of proposals.

12.   Based on indicative activities and discussions with the STGs and regional departments, about 32 person-months of international and 37 person-months of national consultants are expected to be needed to support TA activities and monitor the TA. These will include individual international and national consultants with relevant sector or thematic expertise. Consultants will be engaged by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time). Contracts will be on an output-based or lump-sum basis. Disbursements under the TA will be carried out in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

13.   To ensure efficient and effective use of TA funds, terms of reference and project budgeting will be required, along with periodic reporting (including financial) on activity implementation. SDCC will regularly communicate with the relevant STG members or regional department officers and be responsible for overall TA implementation, including the preparation of reports. The TA will be monitored by assessing quality and timely delivery of outputs.

IV.   THE PRESIDENT'S DECISION

14.   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 Delivering Knowledge Solutions in Asia and the Pacific, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impacts the Technical Assistance Project is Aligned with			
More integrated development solutions and services in DMCs implemented[a]			
Results Chain	**Performance Indicators with Targets and Baselines**	**Data Sources or Reporting Mechanisms**	**Risks**
Outcome More crosscutting and demand-driven knowledge solutions for DMCs adopted	By 2017, at least five knowledge solutions for DMC policymakers included or referenced in DMC policies or strategies (Baseline 2015: not applicable)	Country operations business plan list of indicative KPS for 2016 and 2017; country knowledge plans of relevant DMCs Resident mission/regional department reports on dissemination	Change in government priorities in the DMC(s) where solutions are targeted
Outputs 1. Crosscutting KPS released	1a. At least five crosscutting KPS uploaded to k-Portal and k-Learn by 2017 (Baseline: 0) 1b. At least 60% of KPS cited in media (Baseline: 0)	1a. Annual progress reports on k-Portal and k-Learn 1b. STGs accomplishment reports and Factiva[b] citations	Change in government leadership refocusing priorities to other areas Similar KPS produced by other institutions divide media attention
2. Timely response to unplanned DMC knowledge needs strengthened	2. At least two just-in-time KPSs produced (Baseline: 0)	2. Annual progress reports on k-Portal and k-Learn	
3. Knowledge in new emerging areas and approaches enhanced	3a. Two research and three flagship knowledge events in emerging areas conducted by end-2016, of which one event discusses gender issues on a thematic area. (Baseline: 0) 3b. At least 70% of participants give the event a rating of 3.7 (out of 5.0) in terms of intention to use (Baseline: 0) 3c. At least 50 participants, including at least 15 DMC officials, for each knowledge event 3d. Media coverage in at least three newspapers and websites	3a. Event proceedings and published research reports 3b. Event feedback form used in the KRF 3c. Event proceedings 3d. Newspaper and website coverage	

Results Chain	Performance Indicators with Targets and Baselines	Data Sources or Reporting Mechanisms	Risks
4. Continuous learning (including co-learning), networking and knowledge-sharing events for DMCs in partnership with k-hubs, COEs, and external partners expanded.	4a. Three co-learning events, networking, and knowledge-sharing events conducted with k-hubs, COEs, DMCs, and partners by end of 2016 4b. 70% of participants reporting skills improved 4c. At least 70% of participants give favorable feedback 4d. At least 50 participants, including at least 15 DMC officials, 20 from ADB and 15 from knowledge partners, for each event	4a. Periodic reports from regional departments and STG accomplishment reports 4b. Event feedback form used in the KRF 4c. Event feedback form used in the KRF 4d. Event proceedings	

Key Activities with Milestones

Outputs 1, 2, 3, and 4

Products and activities in Q4 2015, and Q1–Q2 2016
1. Regional departments and STGs submit proposed products and activities for TA funding to STG chairs and technical advisors by mid-November 2015.
2. STG chairs and technical advisors endorse the proposals and submit to TA advisory group for review by mid-November 2015.
3. TA advisory group finalizes list of products and services for TA funding and informs relevant regional departments and STGs by end-November 2015.
4. Maintain dialogue and obtain consensus ("no objection") on the scope and timing of the knowledge portal with the DMC beneficiary or beneficiaries.
5. Regional departments and STGs complete the products and activities by April 2016.
6. Identify and implement follow-on knowledge-sharing activities with relevant ADB offices and DMCs by May 2016 (e.g., workshops and co-learning programs).

Products and activities in Q3–Q4 2016
1. Regional departments and STGs submit proposed products and services for TA funding to STG chairs and technical advisors by March 2016.
2. STG chairs and technical advisors endorse proposals and submit to TA advisory group for review by March 2016.
3. TA advisory group finalizes list of products and services for TA funding and informs relevant regional departments and STGs by April 2016.
4. Maintain dialogue and obtain consensus ("no objection") on the scope of and timing of the knowledge portal with the DMC beneficiary or beneficiaries.
5. Regional departments and STGs complete the products and activities by December 2016.
6. Identify and implement follow-on knowledge-sharing activities with relevant ADB offices and DMCs by November 2016 (e.g., workshops and co-learning programs).

Inputs

Asian Development Bank: Technical Assistance Special Fund (TASF-V)
    $590,000

	Technical Assistance Special Fund (TASF-other sources) $910,000 Total: $1,500,000
Assumptions for Partner Financing Not applicable.	

ADB = Asian Development Bank, COE = center of excellence, DMC = development member country, KPS = knowledge products and services, KRF = Knowledge Results Framework, Q = quarter, STG = sector and thematic group, TA = technical assistance.

[a] James McGann. 2015. *Knowledge Partnerships and Innovation: A Review*. Philadelphia.

[b] Factiva is a media aggregator that the Department of External Relations and Office of Administrative Services subscribe to for information on citations to ADB publications.

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	580.0
ii. National consultants	150.0
b. International and local travel	70.0
c. Reports and communications	90.0
2. Training, seminars, and conferences[b]	
a. Developing member country participants	250.0
b. Resource persons	70.0
c. Training programs	100.0
d. Representation expenses[c]	15.0
3. Miscellaneous administration and support costs[d]	100.0
4. Contingencies	75.0
Total	**1,500.0**

Note: The technical assistance is estimated to cost $1,500,000, of which the contribution from the Asian Development Bank is presented in the table above.
[a] Financed by the Asian Development Bank's Technical Assistance Special Fund ($590,000 from TASF-V and $910,000 from TASF-other sources).
[b] At least two conferences, two co-learning programs, and two training programs are expected to be supported by the technical assistance.
[c] Including alcoholic beverages.
[d] Knowledge product dissemination-related expenses, including interpretation, transcription, and translation expenses (as relevant) and other resident mission expenses to support knowledge products and services dissemination.
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1.   Individual consultants will be recruited, as necessary, to help carry out the sector and thematic group (STG) activities under the technical assistance (TA) (e.g., collaborative cross-sector, nexus, and/or crosscutting work; flagship knowledge events and publications; research to inform future operations; and continuous learning, networking, and knowledge sharing with developing member countries, k-hubs, centers of excellence, and other external partners). Expertise, scope of work, and tasks will depend on the requirements of each activity. Each consultant will need to have the necessary technical expertise, and project and/or research experience.

2.   **Knowledge sharing and learning specialist** (national, 8 person-months). A knowledge sharing and learning specialist will be recruited to help identify and act on opportunities to distill and develop knowledge products and services based on the STG activities supported by the TA.

3.   **Scope of work**. The specialist will assess the TA-supported STG activities and recommend knowledge products and services that can be developed or reused based on such activities. In consultation with the TA team leader and the Knowledge Sharing and Services Center (KSSC) of the Asian Development Bank (ADB), the specialist will then work with the ADB project officers (including the technical advisors and STG secretariat) and any consultant(s) responsible for such STG activities to produce such products and services, and leverage their impact, e.g., by including them in existing or new sector and/or thematic training programs, helping develop case studies, and sharing them on ADB knowledge platforms, such as k-Nexus, k-Learn, and k-Portal. The specialist will be recruited to work in ADB headquarters for 8 person-months intermittently from December 2015 to April 2017.

4.   **Minimum qualification requirements.** The specialist should have at least 5 years of relevant experience in knowledge sharing and dissemination, and designing and delivering learning programs. The specialist will work in, and will be a citizen of, the Philippines.

5.   **Technical assistance administration consultant** (national, 12 person-months). An experienced TA administration consultant will be recruited for 12 person-months intermittently in ADB headquarters from December 2015 to April 2017 to ensure smooth and expeditious TA implementation. The consultant will support the TA team leader and other KSSC staff, ADB officers in the relevant STGs and regional departments, and the other TA consultants.

6.   **Scope of work:**
   (i)   Preparation of the TA implementation plan.
   (ii)   TA coordination with the relevant STG secretariats regarding consultant recruitment and monitoring of procurement (if any) carried out by the STGs.
   (iii)   Administrative support for international and national consultants, as needed.
   (iv)   Preparation of periodic progress reports and, if needed, assistance to the TA team leader in convening meetings.
   (v)   TA budget monitoring.
   (vi)   Support in preparing TA progress and other reports.
   (vii) Ascertainment that TA information is published on the websites and/or in the e-newsletters of ADB's Sustainable Development and Climate Change Department, the STGs, and regional departments in consultation with the TA team leader, knowledge sharing and learning specialist, and STG secretariats.
   (viii) Consolidation of inputs required for the preparation of the TA completion report.
   (ix)   Performance of any other tasks required by the TA team leader.

7.   **Minimum qualification requirements.** The TA administration consultant should have at least 3 years of relevant project administration experience—e.g., preparation of logistics and implementation plans; budget preparation and monitoring; preparation of project financial and other implementation reports; preparation of materials to promote and share knowledge (e.g., e-mail alerts, brochures, and website content); organization of meetings, workshops, and other events; interaction with ADB units to facilitate TA implementation; and use of standard Microsoft Office programs, such as Word, Excel, and PowerPoint. The consultant will work in, and will be a citizen of, the Philippines.