



Technical Assistance Report

Project Number: 50032-001
Capacity Development Technical Assistance (CDTA)
August 2016

People's Republic of China: Capacity Building on Operational Knowledge

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 1 July 2016)

Currency unit	–	yuan (CNY)
CNY1.00	=	\$0.1506
\$1.00	=	CNY6.6415

ABBREVIATIONS

ADB	–	Asian Development Bank
MOF	–	Ministry of Finance
PRC	–	People's Republic of China
TA	–	technical assistance

NOTE

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

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CONTENTS

	Page
CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Methodology and Key Activities	3
C. Cost and Financing	4
D. Implementation Arrangements	4
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	9
3. Outline Terms of Reference for Consultants	10

CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 50032-001	
Project Name	Capacity Building on Operational Knowledge	Department /Division	EARD/PRCM
Country	China, People's Republic of	Executing Agency	Ministry of Finance
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Public sector management	Public administration		0.80
		Total	0.80
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
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	Some gender elements (SGE) ✓	
	Institutional development		
	Organizational development		
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities Pilot-testing innovation and learning		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Nation-wide	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.80	
Capacity development technical assistance: Technical Assistance Special Fund		0.80	
Cofinancing		0.00	
None		0.00	
Counterpart		0.08	
Government		0.08	
Total		0.88	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. During the 2015 country program mission, the Government of the People's Republic of China (PRC) requested the Asian Development Bank (ADB) to provide capacity development technical assistance (TA) to the Ministry of Finance (MOF) for Capacity Building on Operational Knowledge. ADB included the proposed TA in the country operations business plan, 2016–2018 for the PRC.¹ ADB approved the TA concept paper on 16 June 2016 and a fact-finding mission was fielded on 20 June 2016. The mission reached agreement with the government on the TA's impact, outcome, outputs, terms of reference for consultants, cost estimates, financing plan, and implementation arrangements. The design and monitoring framework is in Appendix 1.²

II. ISSUES

2. Upper-middle-income countries often face a dilemma on how to transition from an existing growth model when the very preconditions, capacities, and modern institutions needed to do so are nascent. Capacity building and operational knowledge (i.e., knowledge from, and used in, managing and undertaking loan and technical assistance activities funded by multilateral development banks) can make an important contribution to this transition process.

3. As a leading upper-middle-income country, the PRC is now entering a period of economic transition and reform. The government has recognized that its operational capacities and knowledge resources—of new institutions, mechanisms, processes, pilots, lessons, and platforms for dialogue—will be as important as its financial resources in stimulating innovation, maintaining a reform mindset, making reform choices, and avoiding reform inertia. This recognition is reflected in the PRC's 13th Five-Year Plan, 2016–2020, which includes a package of comprehensive and top-down reform strategies to systemically support reform needs. The plan calls for strengthening the government's capacity and knowledge structure to create an institutional framework that can promote the plan's goals for greater innovation, coordination, environmental sustainability, and inclusive development.³

4. This emphasis on building operational capacity, knowledge, and an institutional framework is also reflected in the PRC's drive to strengthen its think tanks to meet upper-middle-income country needs. For instance, the government has called for improved cooperation between agencies and think tanks to create (i) interactive information-sharing platforms; (ii) open, scientific, standardized, and transparent project mechanisms; (iii) long-term tracking research; (iv) improved policy analysis and tools; and (v) quality, innovative evaluation methods that focus on operations to increase the relevance and application of project results.⁴

5. However, actual reforms and the plan's implementation will mainly occur at the local level, where gaps exist between national and local government operational capacities, resources, incentives, tools, and information. ADB's experience has shown that some local governments and project executing and implementing agencies in poorer regions may lack the capacity to implement projects and pilots needed to address reform needs and create locally appropriate responses. For example, there were 412 project implementing agencies for ADB's 79 ongoing sovereign lending loans in 2015. Of these, one-quarter (102) were located at the

¹ ADB. 2016. *Country Operations Business Plan: People's Republic of China, 2016–2018*. Manila.

² The TA first appeared in the business opportunities section of ADB's website on 21 June 2016.

³ Central Committee of the Communist Party of China. 2015. *Recommendations on the Development of the 13th Five-Year Plan for National Social and Economic Development*. Beijing.

⁴ General Office of the Communist Party of China and the PRC State Council General Office. 2015. *Opinions on Strengthening the Construction of New Style Think Tanks*. Beijing.

municipal level and nearly two-thirds (255) at the county and township level. These agencies have little or no experience in working with international financial institutions. Consequently, their very basis for building innovative development solutions through projects needs to be strengthened through well-targeted capacity building and training. More practical courses are needed for project management officers and implementation agencies, including project planning, financial management, procurement, and contract management. This process cannot be a one-off activity. New project executing and implementing agencies are increasing and staff turnover is inevitable, particularly after capacities have been strengthened and program results become evident. Even more importantly, a well-resourced and systematic master training plan is required to tailor these capacity building processes and sustain their outcomes over the longer term. Such a master plan would also help to consolidate, and derive greater benefit from, currently fragmented ADB capacity development resources.

6. Such improvements in local operational capacity and knowledge also need to be matched and better supported with strong national executing agency capacities to create, manage, use, and share operational knowledge, including at the local level. This is consistent with the PRC–ADB Country Knowledge Plan, 2016–2018, which sets out a process for knowledge creation, management, and use that is suited to upper-middle-income countries.⁵

7. However, the Country Knowledge Plan, 2016–2018 also notes various knowledge areas that require strengthening. These include the following:

- (i) **Sharpen processes.** Processes for identifying TA projects and project clusters need to be sharpened to yield timely, relevant, and quality policy recommendations. This would require strengthening the TA proposal format and TA identification process; better mining past TA development experience for relevance to new reform opportunities and challenges; and enhancing executing agency capacity for knowledge storage, synthesis, and sharing.
- (ii) **Strengthen use of ADB-wide expertise.** This is necessary to identify and respond to urgent but unplanned PRC knowledge needs during its critical economic transition and reform period. This would involve periodic ADB–MOF meetings and greater interaction with PRC-based think tanks; government planning groups; and private sector, donor, and social organizations to identify and provide briefings on timely topics.
- (iii) **Increase executing agency communicating power.** This is essential to better convey operational knowledge to domestic knowledge users. This would require capacity building in policy brief preparation, case writing, and message making. The creation of well-crafted PRC operational knowledge cases from TA projects is a basis for increased sharing of PRC development experiences abroad.

8. Some capacity building pilot activities have already been undertaken. For example, the MOF and ADB piloted engagement of renowned PRC think tanks for third-party TA project review and shortlisting in preparation for the 2015 ADB–PRC country programming mission. Renewed efforts have also started to support timely dialogues in response to the pressing needs of PRC government agencies and think tanks. However, this work is still incipient or intermittent. More needs to be done to systematically strengthen executing and implementing agency capacities, and country ownership of operational knowledge processes and products. This TA responds to these needs through two targeted components that build government capacity to (i) design, select and implement TA and loan projects (Component 1); and (ii) better collect, store and share that operational knowledge (Component 2).

⁵ ADB. 2016. *Country Partnership Strategy: People's Republic of China, 2016–2020*. Manila.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impacts will be (i) stronger government agency capacities and institutional knowledge; and (ii) increased sharing of information between agencies and think tanks, policy analysis, and tools and results to support the implementation of the 13th Five-Year Plan, 2016–2020. The outcome will be stronger government agency capacities to implement ADB-financed projects and to create, use, manage, and share operational knowledge.

B. Methodology and Key Activities

10. The TA will undertake training needs assessment and training, data collection and database development, policy analysis, and the design of management processes to achieve four outputs: (i) capacity development and knowledge management training programs for key government executing and implementing agencies delivered, (ii) bilingual capacity building and operational knowledge databases created and updated, (iii) analytical reports and policy briefs submitted to the government and findings shared, and (iv) a process for regular third-party think tank engagement in the TA cycle developed.

11. **Output 1: Capacity development and knowledge management training programs for key government executing and implementing agencies delivered.** This will involve a training needs assessment of local executing and implementing agency staff responsible for managing and implementing ADB-financed loan or investment projects. A consolidated and phased master capacity building plan will be prepared, with individual training plans, together with project management training course materials. Pilot training workshops will be conducted to pre-test the training course for project management and, based on feedback from the pilot training, the project management course will be further revised and strengthened to enhance training effectiveness and help create new operational knowledge. A second phase of the master training plan will develop additional courses for a broader range of groups and will be funded under a follow-on TA project. National activities would involve strengthening the capacity of selected executing and implementing agency staff to document, manage, and share knowledge through training and mentoring in case writing, policy brief preparation, message making, and knowledge management. Some international trainers will be staff of ADB's Knowledge Sharing and Services Center or the center's hired consultants.

12. **Output 2: Bilingual capacity building and operational knowledge databases created and updated.** Two ADB–MOF operational knowledge databases will be created to (i) track progress of local executing and implementing agency staff responsible for managing and implementing ADB-financed loan or investment projects; and (ii) develop synopses of existing ADB TA projects for uploading to the MOF and ADB websites to improve future project design, knowledge work, and institutional memory.

13. **Output 3: Analytical reports and policy briefs submitted to the government and findings shared.** The project will assist the MOF to document TA synopses and other knowledge outputs in a new, annual MOF report and on the MOF website to strengthen operational knowledge sharing among project stakeholders. Policy briefings or briefs will be prepared to provide timely knowledge on urgent PRC reform needs and for national–provincial level and cross-province learning exchanges to report and share operational knowledge.

14. **Output 4: Process for regular third-party think tank engagement in technical assistance cycle developed.** The TA will assist the MOF to develop a process for the engagement of PRC think tanks in a joint TA project proposal shortlisting, evaluation, and selected case development.

15. The key risks in developing the outputs and expected outcome are (i) unanticipated government restructuring or downsizing of executing and implementing agencies that disperses trained staff and TA-created training resources; and (ii) an unanticipated natural disaster or socioeconomic shock that causes the executing and implementing agencies to reorient their efforts, disrupting the provision of training programs and sequencing of TA activities. The TA will endeavor to minimize risks by (i) tracking the related policy environment, and (ii) routinely disseminating interim TA products, findings, and updates to key stakeholders through the MOF and ADB websites and quarterly ADB–MOF meetings. Data sharing and access entitlements will be discussed and documented at the commencement of relevant activities.

C. Cost and Financing

16. The TA is estimated to cost \$880,000, of which \$800,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). This will be equally divided between TA component 1 (covering outputs 1 and 2) and TA component 2 (primarily covering outputs 3–4). The government will provide counterpart support in the form of counterpart staff; office space for consultation meetings; office supplies; relevant data and information; travel costs and per diems for MOF counterpart staff, and national and local government officials to visit study sites; and other in-kind contributions. The MOF will designate a TA focal point and alternate focal point to review reports and coordinate activities and in-kind contributions.

D. Implementation Arrangements

17. The TA will be implemented from August 2016 to July 2018. The MOF will be the executing agency. ADB's resident mission in the PRC will administer the TA, and ADB's Knowledge Sharing and Services Center will contribute to the oversee and monitor the performance of any international experts that it supports. The TA has two components, each with an MOF division as its implementing agency:

- (i) **Component 1: Capacity building program for executing/implementing agencies (phase 1).** The MOF's IFI Division II, Department of International Economic and Financial Management will be the implementing agency of this component. A joint working group will be established, comprising the director of MOF IFI Division II, the portfolio management unit head of the PRC Resident Mission, and the TA deputy team leader. A coordinator will be recruited for the joint working group to sit in the MOF and provide day-to-day coordination for implementation of this component.
- (ii) **Component 2: Operational knowledge activities.** The MOF's Knowledge Cooperation and TA Division will be the implementing agency for this component. ADB and the MOF will hold quarterly and ad hoc TA coordination meetings to review and update component 2 implementation status; endorse cost estimates approved by the PRC Resident Mission country director; and discuss emerging needs and opportunities for support under the TA, together with proposed work plans. All agreements reached by the MOF and ADB during the meetings will be documented and the activities updated accordingly.

18. In dialogue with the MOF, ADB will recruit individual national experts to provide inputs as consultants and to consider lump-sum payments and/or output-based contracts in line with the Strategy 2020 Midterm Review Action Plan.⁶ Consultants will be engaged by ADB in accordance with the Guidelines on the Use of Consultants (2013, as amended from time to time). Proceeds of the TA will be disbursed in accordance with the *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). A total of 69 person-months of national consulting services from five national consultants, two think tanks, and a consulting firm will be required in accordance with ADB's procedures for recruitment.

19. To implement component 1 (phase 1) activities for local executing and/ or implementing agency capacity building, a total of 42 person-months of national consultant inputs are required, comprising a coordinator (12 person-months), a capacity development and training specialist (4 person-months), and two project management specialists (total 12 person-months). In addition, a database development consulting firm (14 person-months) will be recruited to develop the participant database and to monitor the implementation of individual training plans. The TA will also cover three pilot training workshops on the project management course for about 120 staff of the executing and or implementing agencies.

20. To implement component 2, 27 person-months of individual national consultant inputs are required from a knowledge management coordinator (12 person-months). In addition, two think tanks will be recruited for third-party TA shortlisting, selected evaluation, and case studies in 2017 (3 person-months); and for TA synopsis preparation and training in policy brief preparation (12 person-months). The outline terms of reference for consultants is in Appendix 3.

21. The TA will have project-specific indicators and targets, including timely implementation, progress reporting, and periodic deliverables. Measurement of participant learning will be undertaken through surveys at training completion. Trainee progress will be monitored by the relevant TA consultants in accordance with their terms of reference. Post-workshop application of knowledge and skills in the workplace will be monitored and evident from the creation of training-related knowledge products and the updating of a database. The MOF and ADB will hold quarterly TA coordination meetings with each component's implementing agency to identify, track, and update TA activities and overall TA progress against milestones, and to oversee the delivery of timely TA outputs and effective dissemination. As a result, the MOF's capacity for overall TA implementation and quality control will be strengthened under this TA. A concluding quarterly meeting will include self-evaluations by participants. The TA will also support selected TA activity monitoring and evaluation by the PRC third-party think tank(s).

22. Good practices and lessons will be shared widely through (i) bilingual operational knowledge products maintained on the executing agency website and shared through TA-supported and other executing agency training and (ii) an executing agency annual report.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$800,000 on a grant basis to the Government of the People's Republic of China for Capacity Building on Operational Knowledge, and hereby reports this action to the Board.

⁶ ADB. 2014. *Midterm Review of Strategy 2020: Action Plan*. Manila.

DESIGN AND MONITORING FRAMEWORK

Impacts the Project is Aligned with			
Government agency capacities and institutional knowledge strengthened (13th Five-Year Plan) ^a			
Sharing of information between agencies and think tanks, policy analysis, tools, and results to support the implementation of the 13th Five-Year Plan, 2016-2020 increased (Opinions on Strengthening the Construction of New Style Think Tanks) ^b			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome Government agency capacities to implement ADB-financed projects and to create, use, manage, and share operational knowledge strengthened	a. Executing or implementing agency has created at least one annual knowledge report, one TA case study, and two updated databases; selected staff have co-trained in at least two training courses; and knowledge materials have been posted to the agency website by 2018 (2016 baseline: NA). b. Executing or implementing agency references the content, and acknowledges the value of, project-created operational knowledge and capacities in at least three agency publications, speeches, or reports by 2018 (2016 baseline: NA).	a. ADB-MOF Technical Assistance Cooperation: Annual Knowledge Report, produced annually by MOF. Database content; and MOF-ADB quarterly meeting minutes. b ADB-MOF Technical Assistance Cooperation: Annual Knowledge Report, produced annually by MOF. Leadership speeches and publications uploaded to MOF official website (www.mof.gov.cn), on issue; communications to national leadership; and media reports	Unanticipated government restructuring or downsizing of executing and implementing agencies redeploys trained staff and scatters TA-created training resources
Outputs 1. Capacity development and knowledge management training programs for key government executing and implementing agencies delivered	1a. At least eight capacity-building training events and learning exchanges conducted in 2016–2018 for at least 170 executing or implementing agency staff. Female staff participation will be at least proportionate to relevant female staff numbers (2016 baseline: NA). Participant learning will be surveyed at training completion. Post-workshop application will be evidenced through new	1a. MOF and executing or implementing agency master capacity building plan and tailored training plans, gender-disaggregated trainee name lists, training completion surveys, new database entries, and training-related knowledge products	Unanticipated natural disaster or socioeconomic shock that causes the executing and implementing agencies to reorient their efforts, disrupting the timely provision of training programs and sequencing of TA activities

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	knowledge products and database updates.		
	1b. At least two operational knowledge training manuals or guidelines are developed by March 2018 (2016 baseline: NA).	1b. MOF and executing or implementing agency operational knowledge training manuals or guidelines, and supporting training materials	
2. Bilingual capacity building and operational knowledge databases created and updated	2a. A training needs assessment report and a gender-disaggregated database of local trainees created and used for three targeted trainings by Q1 2017 (2016 baseline: NA). 2b. Database of bilingual synopses of ADB-funded TA projects in the PRC prepared and uploaded to executing agency's external website from Q4 2016 to Q4 2017 (2016 baseline: NA).	2a. MOF and executing or implementing agency PMO web portal content 2b. MOF and executing or implementing agency new database entries	
3. Analytical reports and policy briefs submitted to the government and findings shared	3a. At least eight bilingual well-timed policy briefings or briefs completed during 2016–2018 (2016 baseline: NA). 3b. Two annual operational knowledge reports prepared and posted to the MOF website by component 2 MOF implementing agency and ADB (Q4 2016 and Q4 2017) (2016 baseline: NA).	3a. MOF or executing or implementing agency research reports 3b. Component 2 MOF implementing agency annual operational knowledge report and website content	
4. Process for regular third-party think tank engagement in TA cycle developed	4a. At least one annual contracting of a third-party think tank for TA shortlisting and one pilot evaluation completed by Q1 2018 (2016 baseline: NA).	4a. Annual third-party think tank TA shortlisting and evaluation report and operational procedures	
Key Activities with Milestones			
Output 1. Deliver capacity development and knowledge management training programs for key government executing and implementing agencies			
1.1 Conduct training needs assessment for local executing and implementing agency staff responsible for managing and implementing ADB-financed projects (Q4 2016)			

- 1.2 Prepare a consolidated phase 1 master capacity building plan with individual training plans and a gender-disaggregated participant database capable of tracking individual progress (Q1 2017)
- 1.3 Develop capacity building and operational knowledge training course materials (Q4 2016 onward)
- 1.4 Conduct three pilot training project management workshops for targeted trainees (Q1 2017)
- 1.5 Train national executing agencies in case writing, policy brief preparation, message making, and knowledge management to develop co-trainer skills (Q4 2016 and Q4 2017)
- 1.6 Identify and pilot national–provincial level and cross-province learning exchanges through annual strategic TA workshop process (Q2 2017 and Q3 2017)

Output 2. Create and update bilingual capacity building and operational knowledge databases

- 2.1 Prepare component 1 (phase 1) database for tracking individual trainee progress (Q2 2017)
- 2.2 Prepare bilingual synopses of PRC TA projects and upload to the executing agency's website with provincial PMO access (Q1 2017–Q4 2017)

Output 3. Share analytical reports and policy briefs submitted to government and share findings

- 3.1 Develop and operationalize a policy briefing topic identification process (Q4 2016–Q2 2017)
- 3.2 Prepare policy briefings, followed by policy brief writing or reporting by topic teams, as needed (Q4 2016–Q4 2017)
- 3.3 Submit policy briefs to relevant national or provincial decision makers in appropriate formats (2016–2017)
- 3.4 Produce MOF annual reports using briefs, reports, and TA project synopses (2016–2017)

Output 4. Develop process for regular third-party think tank engagement in TA cycle

- 4.1 Document a third-party think tank engagement process in TA project shortlisting (Q1 2017, Q1 2018)
- 4.2 Pilot third-party think tank engagement in selected TA project evaluation (Q1–Q4 2017)
- 4.3 Pilot third-party think tank development of case studies from selected 2016 TA projects (2016–2017)

Inputs

ADB: \$800,000 (grant)

Note: The government will provide counterpart support in the form of counterpart staff, office meeting space for consultation meetings; office supplies; relevant data and information; travel costs and per diem for MOF counterpart staff, national, and local government officials to visit study sites; and other in-kind contributions.

Assumptions for Partner Financing

NA

ADB = Asian Development Bank, MOF = Ministry of Finance, NA = not applicable, PMO = project management office, PRC = People's Republic of China, Q = quarter, TA = technical assistance.

^a Central Committee of the Communist Party of China. 2015. *Recommendations on the Development of the 13th Five-Year Plan for National Social and Economic Development*. Beijing.

^b General Office of the Communist Party of China and the PRC State Council General Office. 2015. *Opinions on Strengthening the Construction of New Style Think Tanks with Chinese Characteristics*. Beijing.

Source: ADB.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. National consultants (69 person-months)	350.0
b. International and local travel	30.0
c. Reports and communications	73.0
2. Training, seminars, and conferences ^b	
a. Facilitators and resource persons	10.0
b. Training, seminars, and conferences	280.0
3. Surveys	10.0
4. Miscellaneous administration and support costs ^c	7.0
5. Contingencies	40.0
Total	800.0

Note: The technical assistance (TA) is estimated to cost \$880,000, of which contributions from the Asian Development Bank are presented in the table above. The government will provide counterpart support in the form of counterpart staff; office space for consultation meetings; office supplies; relevant data and information; travel costs and per diem for MOF counterpart staff, national, and local government officials to visit study sites; and other in-kind contributions. The value of government contribution is estimated to account for 9% of the total TA cost.

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

^b The project will hold approximately 11 training, workshops, and/or meetings and post-workshop discussions with about 10–50 participants per workshop in various locations. Pilot sites visits by project level participants to other ADB-funded projects may also be held, subject to funds availability. The indicative budget mainly includes travel costs of participants such as airfare and accommodation, and the cost of training materials and facilities or venues. The costs will be finalized upon completion of individual activity cost estimates during inception meetings. The estimated contingency is considered sufficient to cover any unanticipated shortfall.

^c Includes translation and interpretation services.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A total of 69 person-months of national consulting services will be required from five national consultants, two think tanks, and a consulting firm, all of which will work under the guidance of the Ministry of Finance (MOF) and the Asian Development Bank (ADB). Consulting services will be engaged in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The technical assistance (TA) expertise may be recruited as individual consultants, from consulting firms, research institutes, think tanks, academic institutions, government research bodies, and nongovernment organizations. All consultant knowledge products will comply with the ADB *Handbook of Style and Usage*.

A. Component 1: Capacity Building Program for Executing and/or Implementing Agencies (Phase 1)

2. **Capacity building coordinator** (national, 12 person-months). The coordinator will have a university degree, 5 years or more of demonstrated experience in processing and implementation of ADB-financed projects, and strong skills in coordination of multiple stakeholders. The coordinator will perform the following tasks:

- (i) work as a coordinator for the joint working group (comprising the director of MOF IFI Division II, the portfolio management unit head of the People's Republic of China Resident Mission, and the TA deputy team leader) for implementation of component 1;
- (ii) organize periodic meetings of the joint working group;
- (iii) assist the joint working group in coordinating the implementation of component 1;
- (iv) prepare quarterly TA progress reports for component 1;
- (v) provide comments on consultant inputs and reports;
- (vi) undertake specific documentation, assessment, or training tasks, as required, in the specific terms of reference prepared by the implementing agencies and endorsed by the MOF and ADB; and
- (vii) prepare a consolidated completion report for component 1.

3. **Capacity building and training specialist** (national, 4 person-months). The specialist will have a university degree, and 5 years or more of demonstrated experience in conducting capacity assessments and developing training plans. The specialist should also have knowledge in project management. The specialist will perform the following tasks:

- (i) review the roles of executing and implementing agency staff in project implementation for each sector;
- (ii) conduct a training needs assessment for the staff of executing and/or implementing agencies;
- (iii) examine current project implementation management training provided to staff of executing and/or implementing agencies by ADB;
- (iv) develop a master training development plan for staff of all executing and/or implementing agencies, including training plans for different groups of executing and implementing agency staff;
- (v) provide advice and inputs to the database development consulting firm for developing the gender-disaggregated capacity building database; and
- (vi) provide advice and inputs to the project management specialist for developing the project management training course and conducting or organizing training workshops.

4. **Project management specialists** (2 national, total of 12 person-months). Two project management specialists will be engaged. One will be more experienced in project implementation management and the other will be more experienced in conducting project management training. The specialists will each have a university degree and 10 years or more of demonstrated work experience in construction project management. The specialists should also have over 5 years of training experience in project management or related subjects. The specialists will perform the following tasks:

- (i) in consultation with the executing and/or implementing agency and ADB officers, identify about 10 key areas of project management that the executing and implementing agency staff must master to manage construction project implementation;
- (ii) identify project management methodologies to help executing and implementing agency staff better understand each topic or area (e.g., estimation methods that can help the executing and/or implementing agency better understand and manage project costs);
- (iii) develop a training manual for the identified project management methodologies;
- (iv) summarize requirements and/or principles from ADB guidelines and project administration instructions for each topic and develop a training manual on their application in managing ADB-financed projects;
- (v) summarize practical hints and tips on each topic; and
- (vi) conduct pilot training workshops and collect participant feedback and comments from ADB staff.

5. **Database development consulting firm** (national, 14 person-months). A national consulting firm will be recruited based on the quality- and cost-based selection method (with a quality–cost ratio of 90:10) using a simplified technical proposal. The consulting firm will develop the capacity building program database for each participant, based on inputs from the capacity building and training specialist. A lump-sum contract may be signed within the \$60,000 budget. The user-friendly database will be developed based on the operating system used by ADB. Functions of the database should at least include, but not limited to the following:

- (i) restore basic information and contact information for all staff of the executing and/or implementing agencies;
- (ii) store comprehensive training plans for different groups of the executing and/or implementing agency staff;
- (iii) generate a training plan for each participant, based on the role defined in the system;
- (iv) generate an invitation list of participants for each training workshop or topic;
- (v) monitor training progress for each participant and recommend training actions;
- (vi) monitor the performance of each participant in each training workshop; and
- (vii) provide warnings to nonperforming participants and in cases of repeat participation.

B. Component 2: Operational Knowledge Activities

6. **Knowledge management coordinator** (national, 12 person-months, intermittent). The coordinator will have a university degree and 10 years or more of demonstrated experience in development management, including undertaking routine report preparation, associated editing and translating, and coordinating training course arrangements and associated administrative tasks. The coordinator will perform the following tasks:

- (i) work as a TA team leader, taking overall responsibility for component 2, and liaise with the coordinator for component 1 and ADB to promote overall consistency in project activities and reporting;
- (ii) coordinate and support the short-term national consultants, resource persons, and ADB staff involved in implementing component 2;
- (iii) take prime responsibility for coordinating training activities for policy briefs, case writing, message making, and knowledge management, including (a) liaising with training institutions, trainers, and the implementing agency or ADB-identified participants; (b) coordinating logistics, venue preparation, interpretation, and translation, as required; and (c) monitoring and overseeing the timely production of training reports and the assembly, sharing, and storage of training resources and materials generated so that the implementing agency holds a sufficient package of material and knowledge to support follow-on training, information sharing, and storage;
- (iv) organize consultations and other meetings for component 2, including timely interviews and policy briefings;
- (v) take prime responsibility for coordinating and conducting the pilot learning exchanges, synthesizing and documenting final reports and learning outcomes, including a short bilingual learning brief that can serve as a model for documenting future learning exchanges;
- (vi) work with the implementing agency to prepare, print, and disseminate the annual bilingual implementing agency knowledge management report in electronic, web-ready format and hard copy, according to the structure and content agreed by the MOF and ADB;
- (vii) take prime responsibility for editing and proofreading Chinese to English and English to Chinese bilingual component 2 materials, including policy briefs, case studies, timely policy briefs, and synopses;
- (viii) support the dissemination of knowledge products by the implementing agency and ADB;
- (ix) prepare component 2 progress report for the ADB–MOF quarterly TA consultations;
- (x) supervise the administrative functions of component 2 short-term resource persons, including collecting data and reports, compiling and synthesizing information to produce timely knowledge products, and providing other support to MOF and ADB staff; and
- (xi) perform other related tasks as assigned by the PRC Resident Mission.

7. **Third-party technical assistance evaluation and shortlisting think tank** (national, 3 person-months). The project evaluation specialists from a reputed national think tank will hold relevant degrees and have over 8 years of professional work experience in fields relevant to ADB TA projects. One national project evaluation specialist will be recruited as team leader along with nine national project evaluation specialists with various sector backgrounds. Project evaluation specialists will carry out the following tasks:

- (i) recommend appropriate evaluation criteria for TA proposals;
- (ii) review all project proposals received against the set evaluation criteria;
- (iii) compile the complete list of newly applied ADB capacity development TA or policy advisory TA projects (2018–2020) and their basic information;
- (iv) advise on the shortlist of newly applied ADB capacity development TA or policy advisory TA projects (2018–2020), together with detailed analysis and evaluation opinions, and identify significant topics for TA tracking; and
- (v) coordinate among all necessary responsible parties.

8. **ADB technical assistance synopsis preparation and policy brief training think tank** (national, 12 person-months). A national think tank will prepare bilingual synopses of ADB TA projects undertaken solely in the PRC. The aim is to create an open access database of operational knowledge that strengthens implementing agency data resources, storage, and sharing for country programming. The consultants will (i) review ADB materials provided for each project and prepare a succinct bilingual account of the project and its significance to the PRC, including key development lessons learned, project outputs, and outcomes; (ii) include web links to the disclosed ADB project data sheet to avoid reduplication of this data and any resulting knowledge product; and (iii) include tables or figures, as relevant.

9. **Short-term resource persons or experts.** The responsibilities of the short-term resource persons or experts are as follows:

- (i) act as discussants or panelists on related policy issues;
- (ii) present research results;
- (iii) review and provide expert opinions on website development, case studies, and other reports;
- (iv) edit knowledge products in specialized fields;
- (v) undertake specific documentation, assessment, or training tasks as required in the specific terms of reference prepared by ADB and endorsed by the MOF; and
- (vi) provide practical and timely recommendations on the government's immediate policy options to overcome development constraints, including taking into consideration information and comparative experience from ADB developing member countries.