



# Technical Assistance Report

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Project Number: 51332-001  
Knowledge and Support Technical Assistance (KSTA)  
August 2018

## Demonstrating Innovative Employment Solutions through Regional Knowledge-Sharing Partnerships with Youth Organizations

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
DMC	–	developing member country
ICT	–	information and communication technology
ICT4D	–	information and communication technology for development
NGO	–	nongovernment organization
SDG	–	Sustainable Development Goal
TA	–	technical assistance
YES	–	youth employment solutions

## NOTE

In this report, “\$” refers to United States dollars.

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## KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number:</b> 51332-001
<b>Project Name</b>	Demonstrating Innovative Employment Solutions through Regional Knowledge-Sharing Partnerships with Youth Organizations	<b>Department/Division</b> SDCC/NGOC
<b>Nature of Activity Modality</b>	Capacity Development Regular	<b>Executing Agency</b> Asian Development Bank
<b>Country</b>	REG (All DMCs)	
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>ADB Financing (\$ million)</b>
✓ Education	Technical and vocational education and training	0.08
Information and communication technology	ICT industries and ICT-enabled services	0.08
Public sector management	ICT strategy and policy, and capacity development Decentralization	0.05 0.05
	Social protection initiatives	0.05
	<b>Total</b>	<b>0.31</b>
<b>3. Strategic Agenda</b>	<b>Subcomponents</b>	<b>Climate Change Information</b>
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive Pillar 3: Extreme deprivation prevented and effects of shocks reduced (Social Protection)	Climate Change impact on the Project Low
Regional integration (RCI)	Pillar 3: Money and finance Pillar 4: Other regional public goods	
<b>4. Drivers of Change</b>	<b>Components</b>	<b>Gender Equity and Mainstreaming</b>
Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change Civil society participation	Effective gender mainstreaming (EGM) ✓
Knowledge solutions (KNS)	Knowledge sharing activities	
Partnerships (PAR)	Civil society organizations Implementation	
<b>5. Poverty and SDG Targeting</b>		<b>Location Impact</b>
Geographic Targeting	No	Regional High
Household Targeting	No	
SDG Targeting	Yes	
SDG Goals	SDG1, SDG4, SDG5, SDG8, SDG16, SDG17	
<b>6. Risk Categorization</b>	Complex	
<b>7. Safeguard Categorization</b>	Safeguard Policy Statement does not apply	
<b>8. Financing</b>		
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>
<b>ADB</b>		<b>0.30</b>
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.30
<b>Cofinancing</b>		<b>0.00</b>
None		0.00
<b>Counterpart</b>		<b>0.00</b>
None		0.00
<b>Total</b>		<b>0.30</b>

## I. INTRODUCTION

1. The regional knowledge and support technical assistance (TA) supports the vision of the Strategy 2030 of the Asian Development Bank (ADB), to achieve a prosperous, inclusive, resilient, and sustainable Asia and the Pacific while sustaining its efforts to eradicate extreme poverty.<sup>1</sup> The TA does this by mobilizing youth from ADB's developing member countries (DMCs) to maximize regional youth productivity through innovating and upscaling youth employment solutions (YES). The TA supports ADB's education sector program by engaging with civil society organizations and nongovernment organizations (NGOs) working with youth and who can contribute and add value to youth employability programs.<sup>2</sup> The TA builds on lessons from ADB's NGO and Civil Society Center's Youth for Asia initiative launched under ADB's TA for Civil Society Participation for Development Effectiveness, and supports ADB's proposed Education Partnership Platform by seeking to achieve the following objectives: (i) develop a road map of demonstration projects that increase youth employability; (ii) demonstrate increased youth skills and employability; and (iii) expand YES among ADB DMCs, development partners, and youth in support of poverty reduction and the Sustainable Development Goals (SDGs).<sup>3</sup>

2. The TA is included in the 2018 work plan of ADB's Sustainable Development and Climate Change Department.<sup>4</sup>

## II. ISSUES

3. **Youth in the region are not as productive as they can be.** Youth unemployment in Asia and the Pacific remains one of the biggest challenges in the region. The International Labour Organization in 2017 indicated that youth unemployment is nearly three times that of adult unemployment.<sup>5</sup> A closer look at employment trends and the quality of jobs youth have access to illustrates that nearly 50% of employed youth in South Asia, more than 25% in Southeast Asia, and almost 15% in East Asia are living below the poverty threshold.<sup>6</sup> Gender is a clear underlying issue, with women often facing barriers that are deeply rooted in culture and prevailing norms that prevent access to education and employment opportunities.<sup>7</sup>

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<sup>1</sup> ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

<sup>2</sup> ADB uses the term "youth" to include individual young people aged 18–30 years and youth-led and youth-focused civil society organizations. Such youth organizations generally operate as NGOs.

<sup>3</sup> Youth for Asia is an ADB initiative that was launched in early 2013 to support the participation of youth as important stakeholders in development by building their capacity to be engaged meaningfully in ADB operations in the continuing development of Asia and the Pacific; ADB. 2013. *Technical Assistance for Civil Society Participation for Development Effectiveness*. Manila (TA 8595-REG); and ADB. 2018. *Technical Completion Report: Civil Society Participation for Development Effectiveness*. Manila (recommendation to "support the Youth for Asia initiative, support youth contribution to project operations, increase support to youth employability in the region, and further support SDG initiatives such as the Youth for Global Goals (Y4GG)"); ADB. 2017. *Technical Assistance on Innovation in Education Sector Development in Asia and the Pacific*. Manila (TA 9415-REG). The TA will be implemented closely with the Education Partnership Platform to leverage opportunities for youth engagement.

<sup>4</sup> The TA first appeared in the business opportunities section of ADB's website on 17 May 2018.

<sup>5</sup> International Labour Organization. 2017. *Asia-Pacific Labour Market Update, January 2017*. Bangkok, Thailand. Regional average youth unemployment is 11.8% (Sri Lanka = 22.2%, Indonesia = 19.5%, and the Philippines = 14.4%.)

<sup>6</sup> Footnote 5. Defined as \$3.10 per day.

<sup>7</sup> Footnote 5. Average female youth unemployment rate is nearly 20% compared with the 12% average; and wage premium of a young male worker is over 17% compared with female employees.

**4. Maximizing youth productivity requires strategic prioritization of and investments in youth employment solutions and youth engagement mechanisms by ADB and DMCs.**

There are 2.2 billion individuals under the age of 30 living in Asia and the Pacific, comprising 60% of the global youth population and making Asia and the Pacific the most youthful region.<sup>8</sup> Strikingly, the segment aged below 30 represents some 50% of Asia and the Pacific's total population.<sup>9</sup> Favorable demographics or demographic dividends are often correlated to strong economic development and social progress, but this is contingent on the ability of DMCs to offer quality jobs and maximize the productivity of its workers (footnote 1). Among ADB's regional member countries, 58% of youth live in low middle-income countries and low-income countries;<sup>10</sup> without good education and training, these countries may not be poised to maximize youth productivity. The body of literature shows that youth who live in lower socioeconomic status environments are disadvantaged when it comes to education, health, employment, and exposure to (and at times participation in) nefarious activities, which negatively impact their long-term productivity, exacerbating political conflicts and instability.<sup>11</sup>

**5. Youth's contributions to the implementation of development programs and projects add value to the attainment of the Sustainable Development Goals.**

Experience from ADB's TA for Civil Society Participation for Development Effectiveness shows that youth have much to contribute to sustainable development.<sup>12</sup> National and regional efforts are needed to create enabling environments for wider youth engagement in DMCs supported by development partners. Many DMCs do not have adequate engagement mechanisms that facilitate youth participation.<sup>13</sup> By enhancing direct engagement with local DMC youth on productivity and employability, ADB can further advance the SDGs.

**6. Youth's catalytic role in innovating programs and projects is critical for poverty reduction.**

An inclusive approach to development allows DMCs to tap into the creativity of youth. For example, youth often lead the way in creating and implementing information and communication technology for development (ICT4D) and are the primary users of digital technology. The concept of ICT4D is not new. Some 110 ADB projects (loans and grants) from 2010 to 2017 have included information and communication technology (ICT). ADB typically uses ICT to improve (i) project delivery and (ii) for direct use by the beneficiaries. There is evidence in the development literature that youth catalyze ICT4D innovations. YES in the region are not keeping up with innovations in ICT (e.g., internet of things). They are unable to adequately apply

<sup>8</sup> United Nations. 2015. *World Population Prospects: The 2015 Revision*. Geneva: Department of Economic and Social Affairs, Population Division.

<sup>9</sup> Footnote 5. Afghanistan = 72.77%, Timor-Leste = 69.38%, Pakistan = 63.81%, the Philippines = 59.65%, Uzbekistan = 57.41%, and Mongolia = 55.58%.

<sup>10</sup> Data based on United Nations Population Division estimates (2015) and World Bank estimations on income level classifications.

<sup>11</sup> I. Janssen, WF. Boyce, K. Simpson, and W. Pickett. Influence of individual- and area-level measures of socioeconomic status on obesity, unhealthy eating, and physical inactivity in Canadian adolescents. *The American journal of clinical nutrition* 83, no. 1, 2006: pp. 139–145.; and S. De Coster, K. Heimer, and SM. Wittrock. Neighborhood disadvantage, social capital, street context, and youth violence. *The Sociological Quarterly*, no. 4, 2006: pp. 723–753.

<sup>12</sup> ADB. 2018. *Technical Assistance Completion Report: Civil Society Participation for Development Effectiveness*. Manila (concluded: "the significant relevance of youth to the development process and their potential contribution to the SDGs... ADB may well... support youth contribution to project operations, increase support to youth employability in the region, and further support initiatives such as the Youth for Global Goals initiative").

<sup>13</sup> Young people have hidden assets, leading sometimes to unexpected contributions, which are often not valued or measured, including their ability (i) to seek out partnerships, network, and build alliances, working both inter- and intra-generationally; (ii) to influence their parents, teachers, peers, as well as communities, local and national governments; (iii) to contribute towards development policies or legislation that supports development; and (iv) as co-designers and co-implementers of initiatives, they may be provocateurs or creative adapters in program design.

ICT-based tools in program methodologies and are ineffective in skilling up youth on labor market needs. While several private sector companies possess the capacity to integrate, teach, and implement digital tools within YES, only a handful of DMCs have digital interventions.

7. **Regional cooperation plays a crucial role in addressing the regional jobs challenge and reducing poverty.** Regional cooperation is important to maximize youth productivity in DMCs effectively. For instance, the Association of Southeast Asian Nations has been emphasizing and promoting mutual recognition of knowledge and skills, given the high labor mobility of youth in the region. Countries are competing to attract talent, and regional cooperation and collaboration are necessary to recognize different academic certificates and degrees. There is a lack of regional programs that bring about YES and inadequate collaborative mechanisms to facilitate the development of regional YES initiatives.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

8. The TA is aligned with the following impact: employability and productivity of youth in select DMCs increased.<sup>14</sup> The TA will have the following outcome: youth skills for employment enhanced.<sup>15</sup>

#### B. Outputs, Methods, and Activities

9. **Output 1: Road map of demonstration projects that increase youth employability developed.**<sup>16</sup> Output 1 focuses on identifying, planning, and designing innovative and scalable demonstration activities. The TA will (i) work closely with ADB's Education Partnership Platform and build on outputs from the Solutions for Youth Employment initiative,<sup>17</sup> and (ii) identify scalable YES preparing a road map of demonstrations to support ADB's operations in the Association of Southeast Asian Nations DMCs, including investment opportunities across Asia and the Pacific.

10. **Output 2: Increased youth skills and employability demonstrated.** The TA will (i) through "Wired for Work" ICT tools and expertise: increase capacity of Indonesian government agencies to monitor and evaluate JobStart pilots to improve learning and labor market outcomes for young people in Indonesia;<sup>18</sup> (ii) support the design of JobStart in Indonesia to capacitate youth to gain market-relevant skills through e-learning and blended approaches;<sup>19</sup> (iii) support ADB initiatives promoting entrepreneurship and innovation by increasing participation of youth in these

<sup>14</sup> United Nations Development Programme. SDG 8: Decent Work and Economic Growth.

<sup>15</sup> The design and monitoring framework is in Appendix 1.

<sup>16</sup> The TA is designed with expansion planned and will respond to support young people, programs and projects, DMCs, and capacity building and events from across the Asia and Pacific region. The TA will initially focus on demonstration implementation activities in Indonesia and prepare a road map of demonstrations to develop skills and enhance youth employability for future funding. Demonstration projects will be identified on a demand-driven basis working closely with DMCs and ADB's regional departments.

<sup>17</sup> [Solutions for Youth Employment](#) is a multistakeholder coalition among public and private sectors, civil society actors, government officials, foundations, think tanks, and young people that aims to increase the number of young people in productive work.

<sup>18</sup> JobStart is a training pilot project assisting at-risk youth to become job-ready and is being assisted by ADB SERD in Indonesia. The TA will provide independent evaluation, ex-post and ex-ante.

<sup>19</sup> "Wired for Work" is the youth employment initiative being implemented by Plan International and Accenture, which creates digital tools to help young people gain the skills required to find employment and entrepreneurship opportunities.

initiatives and scaling up young entrepreneurs' financial and business skills, leadership, and resilience, among others; (iv) support operational initiatives empowering, mobilizing, and skills-building of DMC youth into ADB operations,<sup>20</sup> and (v) support youth activities in the Pacific region.<sup>21</sup>

**11. Output 3: Youth employment solutions among ADB DMCs, development partners, and youth expanded.**<sup>22</sup> Partnerships with locally based youth organizations are essential to collaborate with DMCs and source, conceptualize, and develop youth-led or youth-focused activities that can be implemented by mobilizing local youth in selected ADB projects that support the SDGs and create decent jobs for local youth. The TA will (i) support Youth for Asia partnerships and regional working groups and networks, activities of ADB's resident missions with DMC youth groups, youth communications through social media channels, and partnering and networking with universities;<sup>23</sup> (ii) mobilize local DMC youth partners to build soft skills through participating in SDGs-related activities; and (iii) support implementation of employability and skills-focused youth-led events and workshops, including ADB's flagship Asian Youth Forum.

### C. Cost and Financing

12. The TA is estimated to cost \$300,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources).<sup>24</sup> The key expenditure items are listed in Appendix 2.

### D. Implementation Arrangements

13. ADB will administer the TA. Individual consultants will be recruited through individual consultant selection to provide international and national consulting inputs. A firm will also be recruited using consultant qualification selection to manage and facilitate youth support.<sup>25</sup> ADB will engage the consultants and carry out procurement following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. The TA will be implemented in close coordination with the Education Sector Group, and civil society organization focal staff in ADB's regional departments and resident missions. The implementation arrangements are summarized in the table.

#### Implementation Arrangements

Aspects	Arrangements
Indicative implementation period	August 2018–July 2020
Executing agency	Asian Development Bank (ADB)
Implementing agencies	Thematic Advisory Service Cluster, Sustainable Development and Climate Change Department, ADB
Consultants	To be selected and engaged by ADB

<sup>20</sup> A number of ADB's regional department initiatives started under ADB's TA for Civil Society Participation for Development Effectiveness, are ongoing in Cambodia and Viet Nam (Central and West Asia Department, East Asia Department, Pacific Department, and Southeast Asia Department).

<sup>21</sup> The TA will support ADB's Pacific Department's ongoing work with youth-led organizations in Fiji and the Pacific region initiated under ADB's TA for Civil Society Participation for Development Effectiveness.

<sup>22</sup> Selection criteria will be developed closely with ADB's regional departments during implementation of the TA.

<sup>23</sup> ADB has been an active member of United Nations-led Asia Pacific Inter-agency Network on Youth since its formation in 2017.

<sup>24</sup> Cofinancing from other fund sources will be explored to support upscaling and expanding the three outputs and funding of projects identified under this TA.

<sup>25</sup> The firm will have expertise in youth recruitment, youth exchanges, and working with international agencies across Asia and the Pacific.



Aspects	Arrangements		
	Firm: consultant's qualifications selection	International project management, supervision, and implementation consultant (30 person-months)	\$100,000
	Individual: individual selection	International expertise (8 person-months)	\$58,000
	Individual: individual selection	National expertise (3 person-months)	\$5,000
Procurement <sup>a</sup>	To be procured by ADB		
Advance contracting	Shopping	2–3 contracts	\$500
Disbursement	Firm: International project management, supervision, and implementation consultant		
Asset turnover or disposal arrangement upon technical assistance completion	The technical assistance resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time).		
	All goods purchased will be turned over to ADB or disposed of in accordance with ADB's guidelines upon completion.		

<sup>a</sup> Procurement of minor goods such as, but not limited to, memory cards, batteries, and cameras using shopping procedures is envisaged.

Source: Asian Development Bank.

14. **Consulting services.** ADB will engage consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.<sup>26</sup>

15. **Knowledge partnerships.** A knowledge partnership will be used with Plan International Australia using “Wired for Work” ICT tools and expertise to increase the capacity of government agencies implementing JobStart pilots in Indonesia to improve learning and labor market outcomes for young people, and capacitate youth to gain market-relevant skills.<sup>27</sup>

16. **ADB's procurement.** All TA-financed goods shall be procured in accordance with ADB Procurement Policy (2017, as amended from time to time) and the associated project administration instructions and/or TA staff instructions.

17. **Social media and websites.** Use established social media sites and/or relevant websites (e.g., ADB's Knowledge Sharing and Services Center's knowledge management sites) to serve as a repository of TA activities following the Guidelines on Social Media at ADB and the Branding Tool Kit.

#### IV. THE PRESIDENT'S DECISION

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$300,000 on a grant basis for Demonstrating Innovative Employment Solutions through Regional Knowledge-Sharing Partnerships with Youth Organizations, and hereby reports this action to the Board.

<sup>26</sup> Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3). Output-based/lumpsum contracts will be considered for all consulting services.

<sup>27</sup> Knowledge Partnership Agreement (accessible from the list of linked documents in Appendix 3).

## DESIGN AND MONITORING FRAMEWORK

<b>Impact the TA is Aligned with</b> Employability and productivity of youth in select DMCs increased (SDG 8) <sup>a</sup>			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Risks</b>
<b>Outcome</b> Youth skills for employment enhanced	90% of participating youth report enhanced skills set (50% young women from at least three DMCs) by May 2020 (2017 baseline: 0)	Near-end of TA survey targeting youth participants  TA progress report	Changing economic and employment environment
<b>Outputs</b> 1. Road map of demonstration projects that increase youth employability developed  2. Increased youth skills and employability demonstrated  3. YES among ADB DMCs, development partners, and youth expanded	1a. ASEAN plan for YES demonstration projects completed by May 2020 (2017 baseline: 0)  1b. List of potential projects shared with ADB operations departments by May 2019 (2017 baseline: 0)  2a. 95% of youth enrolled in JobStart training programs successfully monitored by March 2020 (2017 baseline: 0)  2b. Youth network awareness of ADB initiatives supporting entrepreneurship and innovation increased by 30% in two DMCs by May 2020 (2017 baseline: 0)  2c. 90% of participating DMC youth, of which 50% are young women, on three projects in ADB operations report improved skills by May 2020 (2017 baseline: 0)  3a. At least one knowledge event in selected DMC focused on youth employment and employability co-organized with five youth partners with 50% young women participants by August 2018 (2017 baseline: 0)  3b. DMC youth partnerships in two DMCs through ADB resident missions raise local	1a.–b. TA and/or project reports (ASEAN Plan Scoping Report)  1b. TA progress reports  2a.–c. TA and/or project reports  2b. Training awareness summary survey  3a. Event documentation  3b. TA progress reports	Projects not yet scalable into ADB investments; limited resources in DMCs to support youth programs

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
	youth engagement by May 2020 (2017 baseline: 0)		
<p><b>Key Activities with Milestones</b></p> <p><b>1. Road map of demonstration projects that increase youth employability developed</b>  1.1 Initiate review of YES demonstration projects (August 2018–May 2019).  1.2 Identify further investment opportunities across Asia and the Pacific (August 2018–October 2018).</p> <p><b>2. Increased youth skills and employability demonstrated</b>  2.1 Design and organize market-demand skills monitoring using information and communication technology-based tools and mechanisms (August 2018–May 2020).  2.2 Mobilize youth participation and youth network awareness in ADB initiatives supporting entrepreneurship and innovation, and the scaling up of enterprises funded through these initiatives (September 2018–May 2020).  2.3 Co-design youth components in ADB projects with governments and project officers (August 2018–May 2020).</p> <p><b>3. Youth employment solutions among ADB DMCs, development partners, and youth expanded</b>  3.1 Support consultations with local DMC youth networks in close coordination with ADB regional departments, resident missions, and youth-driven civil society organization partners (August 2018–March 2020).  3.2 Mobilize youth participation in ADB and DMC events.  3.3 Lead implementation of the 6th Asian Youth Forum (August 2018).  3.4 Support Asia-Pacific Interagency Network on Youth regional youth thematic working groups that contribute to catalyzing and upscaling innovative YES in the region (August 2018–May 2020).  3.5 Support multilateral development bank’s Youth Development Working Group in advancing opportunities for youth development in Asia and the Pacific (August 2018–May 2020).</p>			
<p><b>Inputs</b></p> <p>ADB: \$300,000<sup>b</sup></p>			
<p><b>Assumptions for Partner Financing</b></p> <p>Not applicable</p>			

ADB = Asian Development Bank, ASEAN = Association of Southeast Asian Nations, DMC = developing member country, SDG = Sustainable Development Goal, TA = technical assistance, YES = youth employment solutions.

<sup>a</sup> United Nations Development Programme. SDG 8: Decent Work and Economic Growth; 8.2. Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value-added and labor-intensive sectors; and 8.6. By 2020, substantially reduce the proportion of youth not in employment, education, or training.

<sup>b</sup> Note that future co-financing arrangements is being considered as stated in footnotes 16 and 23 of the main text. Source: Asian Development Bank.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Amount
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	140.5
ii. National consultants	5.0
b. Out-of-pocket expenditures	
i. International and local travel	11.0
ii. Reports and communications <sup>b</sup>	0.5
iii. Miscellaneous administration and support costs <sup>c</sup>	1.0
iv. Others	5.0
2. Contributions to knowledge partner	100.0
3. Printed external publications <sup>d</sup>	1.0
4. Goods (rental or purchase) <sup>e</sup>	0.5
5. Training, seminars, workshops, forum, and conferences <sup>f</sup>	25.0
6. Contingencies	10.5
<b>Total</b>	<b>300.0</b>

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

<sup>b</sup> Includes costs for online media and communications.

<sup>c</sup> Includes funding for research assistants.

<sup>d</sup> Includes publications and translation costs.

<sup>e</sup> Includes purchase or rental of camera(s), recorder, external hard drive or other digital storage devices, batteries, or similar. All goods purchased will be turned over to ADB or disposed of in accordance with ADB's guidelines.

<sup>f</sup> Includes airfare, hotel accommodation, daily subsistence allowance, miscellaneous travel expenses, and land transport for workshop participants and resource persons, including ADB staff as resource persons, to and from ADB member and nonmember countries, job training, mentoring, internships, cross-learning visits, online dialogues, interactions, e-learning, and blended learning. It may also include workshop kits and items such as, but not limited to, shirts, bags, and flash drives. In recognition of valuable contributions made by individuals and/or partner organizations to the preparation and implementation of an event, representation expenses for meals, tokens, plaques of appreciation, and/ or trophies may be provided. It also includes the cost of travel of ADB staff to assist in the implementation of technical assistance activities, e.g., as part of a secretariat or in any administrative support in workshops and seminars. See also the Memorandum on Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget, issued by ADB's Budget, Personnel, and Management Systems Department and Strategy, Policy and Review Department on 26 June 2013.

Source: Asian Development Bank estimates.

**LIST OF LINKED DOCUMENTS**

<http://www.adb.org/Documents/LinkedDocs/?id=51332-001-TARreport>

1. Terms of Reference for Consultants
2. Knowledge Partnership Agreement