



Technical Assistance Report

Project Number: 54008-001
Knowledge and Support Technical Assistance (KSTA)
December 2020

Mongolia: Strengthening the Institutional Capacity of Public Utility Service Organizations

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 24 November 2020)

Currency unit	–	togrog (MNT)
MNT1.00	=	\$0.00035
\$1.00	=	MNT2,834

ABBREVIATIONS

ADB	–	Asian Development Bank
MCUD	–	Ministry of Construction and Urban Development
O&M	–	operations and maintenance
PIU	–	project implementation unit
PUSO	–	public utility service organization
RTC	–	regulator's training center

GLOSSARY

<i>aimag</i>	–	province
<i>soum</i>	–	sub-unit of an <i>aimag</i>

NOTE

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

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 54008-001	
Project Name	Strengthening the Institutional Capacity of Public Utility Service Organizations	Department/Division	EARD/MNRM
Nature of Activity Modality	Capacity Development, Policy Advice Regular	Executing Agency	Ministry of Construction and Urban Development
Country	Mongolia		
2. Sector		Subsector(s)	
✓ Water and other urban infrastructure and services		Urban policy, institutional and capacity development	
		ADB Financing (\$ million)	
		0.75	
		Total	0.75
3. Operational Priorities		Climate Change Information	
✓ Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum) 0	
✓ Accelerating progress in gender equality		Climate Change impact on the Project Low	
✓ Making cities more livable			
✓ Strengthening governance and institutional capacity			
		ADB Financing	
		Adaptation (\$ million) 0.00	
		Mitigation (\$ million) 0.00	
		Cofinancing	
		Adaptation (\$ million) 0.00	
		Mitigation (\$ million) 0.00	
Sustainable Development Goals		Gender Equity and Mainstreaming	
SDG 5.5		Effective gender mainstreaming (EGM) ✓	
SDG 6.a			
SDG 11.1			
		Poverty Targeting	
		General Intervention on Poverty ✓	
4. Risk Categorization Low			
5. Safeguard Categorization Safeguard Policy Statement does not apply			
6. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.75	
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.75	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.75	
Currency of ADB Financing: US Dollar			

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will help the Government of Mongolia strengthen the institutional capacity of public utility service organizations (PUSOs) and will enhance the sustainability of investments financed by the Asian Development Bank (ADB) by improving the PUSOs' technical capacity to provide reliable and safe water supply and wastewater services.

2. The TA is consistent with ADB's Strategy 2030 Operational Plans¹ and is included in ADB's country operations business plan, 2020–2021 for Mongolia.² It will support the government in achieving the objectives of the Mongolia Sustainable Development Vision, 2030³ and the Government Action Plan, 2020–2024;⁴ and will further strengthen ADB's role as a knowledge institution.⁵

II. ISSUES

3. Since 1997, ADB has invested more than \$150 million in helping the government respond to the urgent demand for provincial urban services and improved livability, and address urban–rural inequality and air, soil, and groundwater pollution. ADB has cooperated with the Ministry of Construction and Urban Development (MCUD), with whom ADB has a long-term partnership, to improve basic urban services across Mongolia. To address sector institutional deficiencies, a range of within-project components and parallel TA projects have been provided, with a focus on PUSO institutional reforms and strengthening capacity in financial management and administration. Lessons learned from ADB's prior support include the following: (i) the increasing skills obsolescence of the technical workforce is a key constraint on both the timely and efficient execution of investment projects, and the long-term sustainability of the assets created; (ii) reorganization of the government's structure and management after political changes often leads to the appointment of new officials or project management staff, creating a major challenge for efficient project and TA processing and implementation; (iii) projects should finance adequate operations and maintenance (O&M) to ensure resource availability in the early stages of operation; (iv) project stakeholders should be provided with targeted capacity building on ADB safeguard policies and community engagement practices; (v) an effective and functional grievance redress mechanism should be established, with clear roles, responsibilities, and a budget allocated; and (vi) close partnerships with nongovernment organizations are important to detect and address grievances.

4. The elements of existing government policy, strategy, and legislation⁶ indicate a trajectory for the growth and development of the public utility services sector and suggest where priority investments should be focused in the short to medium term. The MCUD has overall responsibility for formulating policies and regulations in the sector and for monitoring and coordinating their

¹ ADB. [Operational Plan for Priority 1: Addressing Remaining Poverty and Reducing Inequalities](#); [Operational Plan for Priority 2: Accelerating Progress in Gender Equality](#); [Operational Plan for Priority 4: Making Cities More Livable](#); and [Operational Plan for Priority 6: Strengthening Governance and Institutional Capacity, 2019–2024](#). Manila.

² ADB. 2020. *Country Operations Business Plan: Mongolia, 2020–2021*. Manila.

³ Government of Mongolia. 2016. *Sustainable Development Vision of Mongolia 2030*. Ulaanbaatar.

⁴ Government of Mongolia. 2020. *Government Action Plan, 2020–2024*. Ulaanbaatar.

⁵ The TA first appeared in the business opportunities section of ADB's website on 16 November 2020.

⁶ These include the Green Development Policy; Sustainable Development Vision of Mongolia, 2030; and Government Action Plan, 2020–2024 adopted by the State Great Khural in 2014–2020, as well as the State Policy on Housing and Public Utility Services approved by the government on 18 March 2020. Details available at <https://www.legalinfo.mn/law/details/10482>, <https://www.legalinfo.mn/law/details/11725>, <https://www.legalinfo.mn/law/details/15586>, and <https://www.legalinfo.mn/annex/details/11036?lawid=15373>

implementation. At the *aimag* and *soum* level, local governments implement policies and manage water supply and wastewater services but have limited financial and institutional resources to fulfill these responsibilities effectively through their respective PUSOs.

5. It has been observed under past and ongoing ADB-supported water supply and wastewater projects that, in addition to mandatory training provided to the operators by civil works contractors, suppliers, and consultants before the systems are put into operation, there is a need to update the skills and knowledge of PUSO technical staff to ensure the effective operation of newly constructed systems. Currently, 205 PUSOs provide water supply, wastewater, and partial district heating services to residents as well as public and business entities in urban settlements across Mongolia. Of these PUSOs, 36 operate in *aimag* and *soum* centers. PUSOs employ 10,950 staff, of whom 40% are women and 42% work in provincial utility organizations. Of the PUSO staff members, 18% are engineers and technicians who manage and operate the systems, and 29% of these are women. Common features of technical streams in utilities operations that do not cater the needs of women include unsupportive workplace environments and rotational and night shiftwork. Hence, most women who work in water utilities tend to be employed in administration, customer relations, and finance and accounting, and few are employed in the technical domains of engineering, supervision, and O&M. Improved workplace environments, flexible arrangements to ensure work-life balance, and increased training opportunities will help PUSOs retain female technical staff.

6. Acute funding constraints on capital investments and poor O&M have led to dilapidated infrastructure and ineffective services as a result of high losses from leaks, frequent breakdowns, and excessive repair costs. These limitations have undermined consumer confidence and willingness to pay for the services, and have increased the reluctance of the Urban Water Supply and Wastewater Services Regulatory Commission⁷ (henceforth referred to as the regulator) to raise service tariffs, further constraining PUSOs' financial and institutional performance.

7. Regular skills development of PUSO technical staff and the dissemination of knowledge and information on updated standards, norms, and regulations with respect to the construction and operation of facilities are essential for sustaining the sector's effective and efficient performance. The Mongolian University of Science and Technology trains water supply and wastewater engineers, while technical and vocational education training centers provide technicians (e.g., plumbers, laboratorians, and electricians) with professional qualifications. Further enhancing the skills and accreditation of PUSO staff is the responsibility of the Training, Research, and Information Division of the MCUD's Construction Development Center. However, the division's capacity and diverse training topics⁸ make it impossible to organize regular and targeted sessions for PUSO employees.

8. To address the PUSOs' institutional capacity and skills obsolescence, the regulator established the Training, Research and Data Center for Public Utility Services Sector in 2020. This institution, referred to as the regulator's training center (RTC), is at an early stage of formation, and needs support in developing training concepts and modules and equipping training classes. The RTC has a separate unit focusing on community awareness, education, and communications,

⁷ Established in 2012 with advisory support from ADB, the Urban Water Supply and Wastewater Services Regulatory Commission is responsible for setting tariffs and licensing, as well as evaluating, monitoring, and regulating the performance of PUSOs nationwide.

⁸ The division trains staff in the construction, urban development, and infrastructure sectors on construction codes and norms, architecture, land management and valuation, cadasters, geodesy and cartography, occupational health and safety, cost estimation, and other topics.

as well as the dissemination of best practices⁹ across the PUSOs. This TA is designed to establish an effective mechanism, working closely with the RTC for the technical training of PUSO staff, with a focus on provincial operators. As such, ADB will support the development of a professional training center for PUSO staff in line with civil society recommendations.¹⁰

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The TA is aligned with the following impact: urban water supply and wastewater services in Mongolia improved. The TA will have the following outcome: knowledge and skills of PUSO technical staff applied.

B. Outputs, Methods, and Activities

10. **Output 1: Policy advice on public utility service organizations' technical training strategy finalized.** This output will help establish a mechanism building on the RTC to address the knowledge and skills obsolescence of PUSO technical staff. The following activities will be completed: (i) develop a methodology for assessing the PUSOs' human resource, technical capacity, and training needs; (ii) conduct a gender-inclusive situational analysis on the current capacity of PUSO engineers and technicians; (iii) assess technical training needs over the short and medium term to ensure the effective delivery of services, and review key constraints (access, direct and indirect costs, availability, quality, and gender gaps); (iv) review the country's training capacity for upskilling PUSO technical staff by assessing existing training infrastructure (institutions, programs, and courses), governance structure, resource availability (human, equipment, and financial), facilities, and other elements (teaching aids, curricula, teaching materials, and demonstration and practical training sites); (v) develop a gender-responsive technical training strategy; and (vi) develop a monitoring framework to assess the performance of the strategy.

11. **Output 2: Capacity of the regulator's training center strengthened.** The TA will help the regulator develop a professional training center for PUSO technical staff. The TA activities are as follows: (i) formulate a detailed annual plan¹¹ for PUSO technical training; (ii) develop at least 10 gender-responsive training modules,¹² including four mandatory modules on (a) O&M of

⁹ In 2019, the water operator's partnership program, financed by Regional Technical Assistance 6498: Knowledge and Innovation Support for ADB's Water Financing Program, developed and implemented an education and community engagement strategy for the PUSO in Uvurkhangai *aimag*. Community consultations, public awareness events, and tours of the new wastewater treatment plant constructed under the ADB project helped disseminate knowledge about the PUSO operations while establishing and maintaining a positive relationship with the public being served.

¹⁰ These recommendations were made during consultations in April and September 2020 with civil society organizations on the country partnership strategy for Mongolia.

¹¹ This includes (i) the list and scope of technical training modules to be introduced to the RTC; (ii) the scope and budget for enhancing RTC facilities and equipment; (iii) measures for improved financial management and sustainability; (iv) measures for improved human resources management; (v) plans for preparing the new training modules and their renewal or updating; (vi) plans for training trainers on the new or improved training modules; (vii) plans for monitoring and evaluating training methods and approaches, including the assessment of the efficacy and impact of conducted training sessions; (viii) plans to enhance effective cooperation with relevant international training organizations, if desired; and (ix) other measures needed to improve the efficacy and sustainability of RTC operations. For each plan and activity, gender issues must be considered.

¹² For each module, the TA will (i) formulate an appropriate training methodology reflecting national and international best practices, new technologies, and innovation; (ii) test the modules with at least 300 PUSO technical staff

wastewater treatment plants similar to those supported by ADB,¹³ (b) decentralized sludge management, (c) sewage sludge re-use approaches, and (d) civil society and community engagement and education on utility services (topics for the six remaining training modules will be defined upon completion of the training needs and capacity assessments);¹⁴ (iii) organize international training tours of peer training entities in ADB member countries for concerned staff of the executing and implementing agencies; (iv) improve RTC training facilities, including furniture and office equipment for training classes, as well as tools, equipment, and materials for practical training units; and (v) develop a knowledge product on the PUSO technical training strategy, annual plan, and training modules, which will be presented and distributed at workshops and meetings, and through websites and media to stakeholders in Mongolia (e.g., government agencies, PUSOs, and training institutes).

C. Cost and Financing

12. The TA is estimated to cost \$800,000, of which \$745,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF 6). The key expenditure items are listed in Appendix 2. The government will provide counterpart support in the form of counterpart staff remuneration, office space for the consultants, data and information, training venues, staff time to review consultants' outputs, and other in-kind contributions.

D. Implementation Arrangements

13. ADB's East Asia Department, through its Mongolia Resident Mission, will administer the TA. The MCUD will be the executing agency and the regulator will be the implementing agency. The MCUD's existing steering committee for externally financed urban sector projects will provide overall policy guidance and will evaluate the TA implementation quarterly, or as often as required. ADB will regularly review the TA progress during quarterly portfolio review meetings and TA review missions. For day-to-day administration, the TA project will establish a project implementation unit (PIU) consisting of a part-time TA coordinator and part-time finance and administration officer. The PIU will be responsible for producing the TA outputs and deliverables in a timely and effective manner, and for organizing and carrying out all TA activities. The PIU will report to the ADB project officer. The PIU will establish a separate advance payment facility at a commercial bank acceptable to ADB in coordination with the Ministry of Finance and in line with ADB's Technical Assistance Disbursement Handbook (2020, as amended from time to time).

14. The coronavirus disease pandemic is not expected to affect implementation arrangements or cost estimates. The expertise required to implement the TA is available in the country, limiting dependency on international consultants. Desk reviews, assessments, and the development of strategy, an annual plan and training modules, and consultations can be conducted from the home office or virtually. The TA will take appropriate measures to engage safely with stakeholders during meetings and training activities. Slight delays in testing the training modules may occur if the pandemic continues beyond 2022.

(including 30% women); (iii) train RTC trainers; and (iv) consider gender equality and inclusiveness, where appropriate.

¹³ ADB. 2014. *Report and Recommendation of the President to the Board of Directors: Proposed Loans and Technical Assistance Grant to Mongolia for the Darkhan Wastewater Management Project*. Manila; ADB. 2016. *Report and Recommendation of the President to the Board of Directors: Proposed Loan for Additional Financing and Technical Assistance Grant to Mongolia for the Southeast Gobi Urban and Border Town Development Project*. Manila; and ADB. 2018. *Report and Recommendation of the President to the Board of Directors: Proposed Loan for Additional Financing for the Southeast Gobi Urban and Border Town Development Project*. Manila.

¹⁴ These may include modules on water supply operations and on planning for operational risk mitigation and emergency preparedness to mitigate shocks and stresses due to pandemics and natural disasters.

15. The implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	December 2020–December 2023		
Executing agency	Ministry of Construction and Urban Development		
Implementing agency	Urban Water Supply and Wastewater Services Regulatory Commission		
Consultants	To be selected and engaged by ADB		
	PUSO upskilling program development consulting firm (QBS)	64 person-months	\$244,650
	TA coordinator (ICS)	18 person-months	\$69,670
	Finance and administration officer (ICS)	16 person-months	\$30,875
Procurement ^a	To be procured by the PIU under ADB monitoring		
	RFQ	Classroom IT equipment	\$90,000
	RFQ	Furniture for classrooms	\$25,000
	RFQ	Tools, equipment, and materials for practical training units	\$85,000
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		
Asset turnover or disposal arrangement upon TA completion	Upon completion of TA activities, assets purchased under the TA will be turned over to the Urban Water Supply and Wastewater Services Regulatory Commission, which will cover the operations and maintenance costs of the equipment as allocated in the annual budget.		

ADB = Asian Development Bank, ICS = individual consultant selection, IT = information technology, PIU = project implementation unit, PUSO = public utility service organization, QBS = quality-based selection, RTC = regulator's training center, TA = technical assistance.

^a Procurement Plan (accessible from the list of linked documents in Appendix 3).

Source: ADB.

16. **Consulting services.** ADB's East Asia Department, through its Mongolia Resident Mission, will select, supervise, and evaluate the consultants and monitor the quality of their work. ADB will engage the consultants following ADB's Procurement Policy (2017, as amended from time to time) and its associated procurement staff instructions.¹⁵ ADB, in consultation with the executing agency, will recruit the TA coordinator (18 person-months) and a finance and administration officer (16 person-months). ADB will use quality-based selection to select a national consulting firm (64 person-months in total) to develop a PUSO upskilling program. An output-based lump sum contract for the consulting firm will be considered. The executing and implementing agencies confirmed the availability of national consulting firms with the expertise required to perform the tasks outlined in the terms of reference.

IV. THE PRESIDENT'S DECISION

17. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$745,000 on a grant basis to the Government of Mongolia for Strengthening the Institutional Capacity of Public Utility Service Organizations, and hereby reports this action to the Board.

¹⁵ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with Urban water supply and wastewater services in Mongolia improved ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
Outcome Knowledge and skills of PUSO technical staff applied	By 2023 a. At least 300 PUSO technical staff trained on new modules demonstrating improved knowledge or skills (2020 baseline: 0) (OP 1.1.1, OP 2.1.1) b. Technical performance of participating PUSOs for wastewater treatment improved, with effluent meeting the national standards for BOD, COD, and nutrients ^b (2020 baseline: not applicable) (OP 4.1.1) c. The RTC adopts and implements a PUSO technical training strategy (2020 baseline: not adopted) (OP 6.2.1)	a–b. TA consultant reports and ADB internal documents and reports; situational analysis report, training report, and results of training feedback questionnaire c. PUSO technical training strategy document	R: High turnover of trained staff
Outputs 1. Policy advice on PUSO technical training strategy finalized	By 2022 1a. A gender-inclusive situational analysis ^c report on the capacity of technical staff in selected PUSOs (including at least 30% women) prepared (2020 baseline: not prepared) 1b. An assessment ^d report on the training needs of PUSO technical staff and training capacity of concerned training institutions, including the RTC, prepared (2020 baseline: not prepared) 1c. A gender responsive PUSO technical training strategy ^e prepared and submitted to the RTC (2020 baseline: not prepared)	1a. Situational analysis report 1b. Assessment report 1c. TA consultant progress reports, ADB internal documents and reports, and media news	R: Frequent changes in government prolong the process of holding consultations on and the review and approval of the TA deliverables.

2. Capacity of the RTC strengthened	<p>By 2023</p> <p>2a. A detailed annual plan for training PUSO staff prepared and implemented (2020 baseline: not prepared)</p> <p>2b. At least 10 gender-responsive training modules, including four modules on wastewater and sludge management, sludge re-use, civil society, and community engagement developed and tested, with at least 30% women participants (2020 baseline: 0) (OP 6.2.4)</p> <p>2c. At least 300 technical staff of PUSOs (including 30% women) participate in pilot testing training modules, with at least 70% reporting improved knowledge and skills (2020 baseline: 0)</p> <p>2d. Equipment for the RTC installed and operational (2020 baseline: not installed)</p> <p>2e. A knowledge product on the PUSO technical training strategy, plans, and modules published (2020 baseline: not published)</p>	<p>2a. TA consultant progress reports and the regulator's reports and budget</p> <p>2b. TA consultant progress reports</p> <p>2c. Results of training feedback questionnaire for training participants</p> <p>2d–2e. TA consultant reports and the regulator's assets records</p>	
<p>Key Activities with Milestones</p> <p>1. Policy advice on PUSO technical training strategy finalized</p> <p>1.1 Mobilize consulting firm by Q2 2021.</p> <p>1.2 Complete training needs and training capacity assessments by Q4 2021.</p> <p>1.3 Obtain approval of PUSO training strategy by Q1 2022.</p> <p>2. Capacity of the RTC strengthened</p> <p>2.1 Obtain approval of annual training plan by Q2 2022.</p> <p>2.2 Develop and test training modules Q2 2022–Q3 2023.</p> <p>2.3 Install RTC furniture and office equipment by Q2 2021; and procure tools, equipment, and materials for practical training units by Q2 2022.</p> <p>TA Management Activities</p> <ul style="list-style-type: none"> Recruit PIU staff by Q1 2021. Deliver TA inception (Q2 2021), final (Q4 2023), and completion (Q2 2024) reports. <p>Inputs</p> <p>ADB: \$745,000 (TASF 6)</p> <p>Note: The government will provide counterpart staff, access to reports and information, office space for consultants, and other in-kind contributions.</p>			

ADB = Asian Development Bank, BOD = biological oxygen demand, COD = chemical oxygen demand, OP = operational priority, PIU = project implementation unit, PUSO = public utility service organization, Q = quarter, RTC = regulator's training center, R = risk, TA = technical assistance, TASF = Technical Assistance Special Fund.

^a Government of Mongolia. 2020. *State Policy on Housing and Public Utility Services*. Ulaanbaatar.

- ^b The effluent parameters in national standard MNS4943-2015 are as follows: BOD = 50 milligrams per liter (mg/l), COD = 20 mg/l, and nutrients = 20 mg/l. The 2019 baseline was, on average, as follows: BOD = 916 mg/l; COD = 268 mg/l, and nutrients = 401 mg/l.
- ^c Includes (i) a review of policy and strategy documents and statistical databases; (ii) a rapid assessment using short questionnaires, face-to-face interviews, and focus group discussions with at least 30% female participation; (iii) the assessment of gender-based occupational segregation; (iv) field visits and direct observations; and (v) sex-disaggregated data collection.
- ^d Includes a gender analysis to determine if existing arrangements, plans, and activities enable equal access and opportunities for female and male technical staff to participate in capacity building programs.
- ^e The technical training strategy will determine approaches to enhance the skills and knowledge of PUSO staff through delivering training programs consistent with sector and staff priorities and needs. It will propose actions for improved, gender-equal and -inclusive training opportunities, as well as specific and measurable targets and indicators to monitor the strategy implementation.

Contribution to Strategy 2030 Operational Priorities:

OP 1.1.1 People enrolled in improved education and/or training (number)

OP 2.1.1 Women enrolled in technical and vocational education and training, and other job training (number)

OP 4.1.1 Service providers with improved performance (number)

OP 6.2.1 Service delivery standards adopted and/or supported in implementation by government and/or private entities (number)

OP 6.2.4 Citizen engagement mechanisms adopted (number)

The expected values and methodological details for all OP indicators to which this TA will contribute results are detailed in the Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents in Appendix 3 of the TA report).

Source: ADB.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
Asian Development Bank^a	
1 Consultants ^b	
a. Remuneration and per diem	
i. National consultants (34 person-months)	93.5
ii. Consulting firm (64 person-months)	195.0
b. Out-of-pocket expenditures	
i. National travel-related expenses	5.8
ii. Workshop and training costs ^c	20.0
2 Equipment ^d	200.0.0
3 Workshops and training costs ^e	
a. Trainings	60.0
b. Study tours	50.0
4 Miscellaneous administrative support expenses ^f	60.0
5 Contingencies	60.7
Total	745.0

Note: The technical assistance (TA) is estimated to cost \$800,000, of which contributions from ADB are presented in the table above. The government will provide counterpart support in the form of counterpart staff remuneration, office space for the consultants, data and information, training venues, staff time to review consultant outputs, and other in-kind contributions. The value of the government contribution is estimated to account for 6.8% of the total TA cost.

^a Financed by ADB's Technical Assistance Special Fund (TASF 6).

^b Includes remuneration, per diem, national travel-related expenses, and workshop costs.

^c Includes the TA interim and final workshops, a seminar or workshop on the results of training modules testing, and the training of trainers.

^d The following equipment will be procured is (i) furniture and office equipment for training classes; and (ii) tools, equipment, and materials for practical training units. Equipment purchased under the TA will be turned over to the Urban Water Supply and Wastewater Services Regulatory Commission upon completion of the TA activities.

^e Includes testing of training modules with 300 participants and two study tours to peer training entities in ADB member countries for a maximum of eight executing and implementing agency staff per tour.

^f Includes project administration costs and all publications to be produced under the project, as well as all costs of translating TA-related documents other than consultants' deliverables.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=54008-001-TARreport>

1. Terms of Reference for Consultants
2. Contribution to Strategy 2030 Operational Priorities
3. Procurement Plan