



Technical Assistance Report

PUBLIC

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Knowledge and Support Technical Assistance (KSTA)
March 2022

India: Supporting Institutional Knowledge Development and Capacity Building for Planning of Innovative and Sustainable Projects and Programs

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 10 February 2022)

Currency unit	–	Indian rupee/s (₹)
₹1.00	=	\$0.013
\$1.00	=	₹74.81

ABBREVIATIONS

ADB	–	Asian Development Bank
COVID-19	–	coronavirus disease
DEA	–	Department of Economic Affairs
PPP	–	public–private partnership
TA	–	technical assistance

NOTE

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

Vice-President	Shixin Chen, Operations 1
Director General	Kenichi Yokoyama, South Asia Department (SARD)
Deputy Director General	Manmohan Parkash, SARD
Country Director	Takeo Konishi, India Resident Mission (INRM), SARD
Team leader	Keerthi Kumar Challa, Associate Project Officer (Energy), INRM, SARD
Team members	Smruti R. Behera, Associate Project Analyst (Project Development Unit), INRM, SARD Soumya Chattopadhyay, Senior Programs Officer, INRM, SARD Mayank Choudhary, Principal Investment Specialist, Infrastructure Finance Division 1, Private Sector Operations Department Sanjay Grover, Senior Public–Private Partnership Specialist, Public–Private Partnership Thematic Group Secretariat, Office of Public–Private Partnership Nilaya Mitash, Principal Operations Coordination Specialist (Regional Cooperation), INRM, SARD Chandni Narang, Project Assistant, INRM, SARD Devender Rawat, Associate Programs Analyst, INRM, SARD Mihir Sorti, Senior Project Officer (Transport), INRM, SARD Ashok Srivastava, Senior Project Officer (Urban), INRM, SARD

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CONTENTS

	Page
KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE TECHNICAL ASSISTANCE	4
A. Impact and Outcome	4
B. Outputs, Methods, and Activities	4
C. Cost and Financing	4
D. Implementation Arrangements	5
IV. THE PRESIDENT'S DECISION	6
APPENDIXES	
1. Design and Monitoring Framework	7
2. Cost Estimates and Financing Plan	10
3. List of Linked Documents	11

KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 55311-001
Project Name	Supporting Institutional Knowledge Development and Capacity Building for Planning of Innovative and Sustainable Projects and Programs	Department/Division SARD/INRM
Nature of Activity	Capacity Development	Executing Agency Department of Economic Affairs, Ministry of Finance
Modality	Regular	
Country	India	
2. Sector		ADB Financing (\$ million)
✓ Water and other urban infrastructure and services	Urban policy, institutional and capacity development	0.600
Energy	Energy utility services	0.290
Finance	Finance sector development	0.400
Health	Health system development	0.050
Transport	Transport policies and institutional development	0.500
		Total <u>1.840</u>
3. Operational Priorities		Climate Change Information
✓ OP1: Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum) 0.000
✓ OP2: Accelerating progress in gender equality		Climate Change impact on the Project Low
✓ OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability		ADB Financing
✓ OP4: Making cities more livable		Adaptation (\$ million) 0.000
✓ OP6: Strengthening governance and institutional capacity		Mitigation (\$ million) 0.000
		Cofinancing
		Adaptation (\$ million) 0.000
		Mitigation (\$ million) 0.000
Sustainable Development Goals		Gender Equity and Mainstreaming
SDG 3.8		Some gender elements (SGE) ✓
SDG 5.5		
SDG 7.1		
SDG 8.10		
SDG 11.6, 11.a		
4. Risk Categorization Complex		Poverty Targeting
		General Intervention on Poverty ✓
5. Safeguard Categorization Safeguard Policy Statement does not apply		
6. Financing		
Modality and Sources		Amount (\$ million)
ADB		1.840
Knowledge and Support technical assistance: Technical Assistance Special Fund		1.840
Cofinancing		0.000
None		0.000
Counterpart		0.000
None		0.000
Total		1.840
Currency of ADB Financing: US Dollar		

I. INTRODUCTION

1. The knowledge and support technical assistance (TA)¹ for Supporting Institutional Knowledge Development and Capacity Building for Planning of Innovative and Sustainable Projects and Programs responds to India's need for knowledge solutions by helping deepen policy and institutional insight, and capacity in related partner agencies, including central ministries and state government departments. The TA aims to enhance upstream knowledge support for demand-driven policy advisory and strategic studies of developmental agendas, and the conceptualization and planning of innovative and sustainable initiatives, programs, and projects in a fiscally prudent manner that also incorporates climate and disaster-resilient elements.

2. The TA intends to provide knowledge services to meet the operational and thematic priorities of the country partnership strategy, 2018–2022 of the Asian Development Bank (ADB) and India.² In line with the emphasis of ADB's Strategy 2030 on strengthening ADB's role as provider of operationally relevant knowledge products,³ the TA will enable ADB to proactively engage with India in the search for holistic solutions to the country's increasingly complex development challenges. It will do so by providing quality policy and strategic advice while helping strengthen India's institutional knowledge and capacity for managing those issues across multiple sectors.

II. ISSUES

3. India had witnessed a robust economic performance before the outbreak of coronavirus disease (COVID-19), averaging annual growth of about 7% during 2004–2018.⁴ Despite being set back by the COVID-19 pandemic, the country is expected to pursue a fast, green, sustainable, and inclusive economic recovery, and return to its path of rapid structural transformation. However, it needs to overcome several long-term and new development challenges:

- (i) **Inadequate formal job creation.** India had hoped to capitalize on its demographic dividend in that a high share of young people in the overall workforce would lead to more economic growth. But even before COVID-19, unemployment was high. India also lagged peer countries in creating jobs in manufacturing, especially in formal manufacturing where jobs are relatively better paid.⁵ A competitive environment with quality infrastructure is vital in developing high value-added services and manufacturing that link to global value chains and absorb labor.
- (ii) **Large infrastructure deficit.** India's infrastructure deficit is one of its most critical constraints to making growth more inclusive—despite its already significant investments in infrastructure. ADB estimated that the country would need to spend another \$230 billion per year.⁶ Infrastructure plays a crucial role in supporting supply chains and digital transformation. As demand for it grows and becomes more complex, India's capacities and resources to strategically plan, design, implement, and sustain infrastructure will require substantial augmentation, including mobilization of private capital and innovative financing instruments.

¹ The TA first appeared in the business opportunities section in ADB's website on 25 November 2021.

² ADB. 2017. [Country Partnership Strategy: India, 2018–2022—Accelerating Inclusive Economic Transformation](#). Manila.

³ ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

⁴ World Bank. 2019. [Supporting India's Transformation](#). Washington, DC.

⁵ ADB. 2016. [Scaling New Heights: Vizag–Chennai Industrial Corridor, India's First Coastal Corridor](#). Manila.

⁶ ADB. 2017. [Meeting Asia's Infrastructure Needs](#). Manila.

- (iii) **Insufficient private sector participation.** The pandemic has strained the fiscal capacity of the central and state governments. This increases the need for the private sector to step in and play its part in narrowing the huge infrastructure deficit. Well-structured public–private partnerships (PPPs) could deliver infrastructure projects in a fast and efficient manner in India,⁷ but the decreasing trend in PPP projects is a great concern.
- (iv) **Rapid urbanization.** The share of India’s urban population in its total population has doubled from 18% in 1960 to 35% in 2020. The speed and scale of urbanization put considerable pressure on the delivery of basic services and infrastructure, including affordable housing, water supply, sanitation, health, and transport, all of which affect livability. Environmental degradation caused by unbridled urbanization seriously undermines air and water quality, which in turn challenges the provision of public goods and governance in terms of integrated and simultaneous management of industrialization and urbanization while ensuring efficient economic agglomeration.
- (v) **Threat to climate resilience.** Environmental challenges such as declining air quality and falling groundwater levels, as well as the difficulties of sustainably managing natural resources are compounded by the increasing impact of climate change. An ADB study predicts that this impact may lead to a loss of 1.8% of India’s annual gross domestic product by 2050. The temperature in the country is projected to increase progressively,⁸ resulting in more extreme weather events. Apart from climate change mitigation efforts, India needs more risk-informed and effective development planning that integrates climate adaptation and disaster risk reduction, especially in cyclone-prone coastal areas, flood- and drought-prone river basins, hilly areas, and vast drylands.
- (vi) **Human capital constraints.** India’s growth trajectory is critically linked to investments in education, skills development, health care, and social protection, since these translate into higher productivity and competitiveness. While the country has made good progress in making basic education and health services broadly available, their quality needs to be further improved. The COVID-19 pandemic and the migrant labor crisis highlighted the disparity in human capital development.
- (vii) **Development gaps.** The variation in per capita incomes and social development indicators among India’s regions remains large and persistent. Aside from equity concerns, geographic disparities may be counterproductive for economic efficiency because the lack of opportunities for some people will leave their potential untapped and constrain overall growth. This calls for strategic investments and capacity building to better manage the issues faced by lower-income states, while investing in transformative projects in higher-income states which could then be replicated in lagging areas.
- (viii) **Weak capacity.** Many government institutions, particularly at lower levels, have weak capacity, which limits their ability to formulate policy and to conceptualize and implement projects and programs. These governance and capacity issues reduce the development impact of investments and must be resolved.

⁷ ADB. 2019. *Public–Private Partnership Monitor (Second Edition)*. Manila. In India, 879 PPP projects at an estimated total cost of \$229.4 billion reached financial closure between 1990 and 2017. Of these, 90% were in the transport and energy sectors.

⁸ ADB. 2014. *Assessing the Costs of Climate Change and Adaptation in South Asia*. Manila. The projected temperature changes in India are 0.6°C–2.4°C in 2030, 1.1°C–3.5°C in 2050, and 1.9°C–6.2°C in 2080.

4. **Need for knowledge solutions.** Enhanced knowledge solutions and capacity are needed to equip the government and ADB to navigate these complex and emerging developmental challenges. Tackling these intertwined issues in a holistic manner calls for greater support in upstream knowledge work. Country-focused, relevant, demand-driven, and timely knowledge solutions are critical to the removal of these development constraints. The success of ADB's assistance hinges on knowledge support—e.g., policy analysis, concept development, project implementation, capacity building, and lessons from other countries' experiences—that is formulated with and provided by local stakeholders, civil society, think tanks, and other development partners.

5. ADB's upstream support to policy advice and strategic development planning in India—not least to the development of economic and industrial corridors, and an integrated logistics ecosystem—ultimately led to operationally relevant downstream programs and projects that tackle the challenge of ensuring inclusive and holistic growth. As India embarks on the journey to becoming a \$5 trillion economy, it is critically important to scale up this approach and help promote inclusive and integrated development across states and sectors, and innovative and sustainable projects and programs. Such early knowledge-based advisory support will embed finance-plus elements at the project conceptualization stage.

6. **Strategic approach to knowledge provision.** Inclusive and integrated development support from ADB will require a strategic approach. To meet state-level challenges, for example, stronger engagement with state and local governments and private sector agents through upstream support is pivotal in shaping inclusive development across the region.⁹ Climate-focused projects and programs require strong expertise in developing inbuilt and long-lasting climate adaptation and mitigation features including policy and planning frameworks, in holistically addressing the growing threats posed by climate change and disasters with appropriate risk mitigation measures.

7. Equitable infrastructure growth driven by private sector investments is instrumental in pursuing sustainable economic growth. Upstream work to determine the appropriate policy and regulatory environment and best possible mix of public and private investment components in different sectors—including untapped areas such as health, education, and waste management—can significantly maximize the value for money for all stakeholders. As such, supporting knowledge work to inform the development of PPP frameworks for sectors and states, along with institutional capacity building, can effectively supplement the government's efforts to achieve a quick and sustainable economic recovery. Stronger institutional capacity is key to creating robust pipelines of novel PPP projects.

8. This TA will therefore support upstream knowledge solutions that underpin the formulation of programs and projects with high development impact¹⁰, as well as enabling policy and institutional environment and capacity-building activities that foster forward-looking, gender-inclusive, innovative, and operationally relevant projects. Apart from the knowledge work associated with a strategic engagement with states, the TA will also help deepen the knowledge and capacity to promote private sector investments and PPPs that can narrow India's infrastructure deficit across sectors and states.

⁹ In consultation with the Department of Economic Affairs (DEA), ADB has commenced consultations for strategic engagement with selected states for planning long term engagement through multisector development initiatives to address emerging challenges.

¹⁰ Projects or programs having multi-sectoral development impact projects (as indicated in footnote 12) are considered as initiatives which lead to high development impact.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The TA is aligned with the following impact: inclusive and integrated development supported (footnote 3). The TA will have the following outcome: knowledge-driven, innovative, sustainable, and resilient projects and programs with increased private sector participation prepared.¹¹

B. Outputs, Methods, and Activities

10. **Output 1: Upstream knowledge solutions to support inclusive and integrated development prepared.**¹² The TA will support upstream knowledge work to underpin holistic and integrated development. Upstream support will be extended to the policy advice, strategic planning, and preparation of high-impact programs or projects with strategic, cross-sector development significance. The solutions will be demand driven, tailored to specific development issues, and ensure impact across sectors with a multipronged approach. The TA will also assist executing agencies in early-stage conceptualization through analytical studies for developing projects and programs, which could further evolve into investment opportunities for promoting inclusive and integrated development.

11. **Output 2: Capacity to develop innovative, sustainable, and climate- and disaster-resilient projects and programs with increased private sector participation strengthened.** The TA aims to build the institutional capacities¹³ of executing and implementing agencies for strategic planning, and conceptualizing and formulating holistic interventions that demonstrate innovativeness, sustainability, and climate and disaster resilience. It will also assist executing and implementing agencies in understanding feasible ways of increasing private sector participation, and provide the upstream support necessary to tackle development challenges in a fiscally prudent manner. The TA will help create an enabling environment for private participation in infrastructure development and services across selected states and central ministries.

12. **Output 3: Knowledge sharing, and production and dissemination of knowledge products supported.** The TA team will organize various learning events that will help executing and implementing agencies generate, share, and apply knowledge and thereby deepen their institutional expertise. This includes activities such as forums, consultation workshops, publications, and study visits organized in partnership with other countries to allow tapping into their experiences. The output will give India useful directions for its own development path. Other learning events will promote interregional knowledge sharing.

C. Cost and Financing

13. The TA financing amount is \$1,840,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). The estimate covers (i) consulting

¹¹ The design and monitoring framework is in Appendix 1.

¹² The indicative topics to be supported by this TA may include state-level economic corridor planning; climate change responses (e.g., planning, investments, financing, institutional strengthening, decarbonization); sustainable management of natural resources and natural capital; disaster resilience; resilient health infrastructure; private sector development; and PPPs. This output will be driven by demand and will prioritize states with lower per capita gross domestic product.

¹³ Institutional capacity building is planned through workshops, webinars and development of knowledge products.

services; (ii) direct costs of TA implementation, such as international and local travel, monitoring and evaluation, reporting, and support for the preparation of knowledge products; (iii) diagnostic studies and tools; and (iv) workshops, seminars, training sessions, and high-level meetings. The government will contribute counterpart support in the form of providing and/or undertaking relevant analytical outputs¹⁴ of the designated knowledge agenda that the TA will build upon. In addition to counterpart staff, workshop venues, office and housing accommodation, office supplies, secretarial assistance, domestic transport, and other in-kind contributions.

D. Implementation Arrangements

14. The TA will be implemented over 3 years, from March 2022 to March 2025. The executing agency will be the Department of Economic Affairs (DEA) of India's Ministry of Finance. ADB will administer the TA through its India Resident Mission. ADB will select, supervise, and evaluate the consultants. All activities—including consultations, training, and workshops—will be coordinated with the resident mission. ADB will periodically inform the DEA of the status of TA activities and TA implementation and seek its guidance. The implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	March 2022–March 2025		
Executing agency	DEA, Ministry of Finance		
Implementing agencies	Respective line departments or agencies in state and central governments		
Consultants	To be selected and engaged by ADB		
	Firms: quality- and cost-based selection (90:10)	2–3 firms (110 person-months, cumulative) providing expertise on project management, economics, infrastructure development, industrial development, corridor development, transport, urban development, energy, health, regulatory issues, procurement, gender equality and social inclusion, and climate change	\$1,196,000
	Individuals: individual selection	International and national consultants (60 person-months, cumulative) providing expertise on capacity development, infrastructure development, PPP project structuring, project finance and appraisal, technical and legal aspects of PPPs, health, data analytics, and information and communication technology	\$644,000
Disbursement	Disbursement of technical assistance resources will follow ADB's <i>Technical Assistance Disbursement Handbook (2020, as amended from time to time)</i> .		

ADB = Asian Development Bank, DEA = Department of Economic Affairs, PPP = public–private partnership.
Source: ADB.

15. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. The TA team will engage consulting firms as well as individual experts.¹⁵ Based on indicative activities, the estimated need is for 170 person-months of consulting services

¹⁴ For undertaking activities planned under TA outputs, counterpart government agencies will be requested to provide their inputs, data and analysis on prevailing development issues and challenges. The TA will further build on such analytical inputs during implementation.

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

(60 person-months of international and national input from individuals, and 110 person-months of international and national input from firms) with expertise on various sectors, project management, information and communication technology, PPPs, and project and financial appraisals.

IV. THE PRESIDENT'S DECISION

16. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,840,000 on a grant basis to the Government of India for Supporting Institutional Knowledge Development and Capacity Building for Planning of Innovative and Sustainable Projects and Programs, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with Inclusive and integrated development supported ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
Outcome Knowledge-driven, innovative, sustainable, and resilient projects and programs with increased private sector participation prepared	By 2025: a. At least 10 upstream studies in support of holistic and integrated development utilized in the design of projects or programs (2021 baseline: 0) b. At least 10 projects or programs that demonstrate innovativeness, sustainability, and climate and disaster resilience identified through upstream work (2021 baseline: 0) (OP 3.2.2) c. Upstream support to facilitate at least two private sector investment opportunities provided (2021 baseline: 0) (OP 6.1.2)	Government reports ^b and TA review mission reports	R: Change in the priorities of the government may affect support for proposed downstream investments.
Outputs 1. Upstream knowledge solutions to support inclusive and integrated development prepared	By 2025: 1. At least 10 analytical studies supporting inclusive and integrated development through innovative, sustainable, climate- and disaster-resilient projects and programs completed (2021 baseline: 0) (OP 6.1.1; OP 3.3.5; OP 4.3.1)	Government websites, government reports, and published information	R: Incomplete or unavailable data may delay finalization of upstream studies.
2. Capacity to develop innovative, sustainable, and climate- and disaster-resilient projects and programs with increased private sector participation strengthened	By 2025: 2a. At least 10 government agencies supported in undertaking upstream work necessary to identify and prepare projects or programs that demonstrate innovativeness, sustainability, and climate and disaster resilience. (2021 baseline: 0) (OP 6.1.1; OP 3.2.2) 2b. At least 50 staff from executing and implementing agencies (30% of them women) report increased skills and knowledge to conceptualize and plan projects and programs that are innovative, sustainable, and climate and disaster resilient. (2021 baseline: 0) (OP 6.1.1; OP 3.2.5; OP 2.3.1)	2a. User surveys and feedback 2b. Government websites, government reports, and published information	R: New outbreaks of coronavirus disease and reimposition of prolonged lockdowns. R: New

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
	2c. At least two states supported with options to tackle development challenge through private sector investments. (2021 baseline: 0) (OP 1.2.1)	2c. Government websites, government reports on projects and program monitoring, published information	legislations prevent private investments in select sectors.
3. Knowledge sharing, and production and dissemination of knowledge products supported	<p>By 2025:</p> <p>3a. At least 100 staff from executing and implementing agencies (at least 30% of them women) report increased knowledge on emerging economic and development issues and their possible solutions (2021 baseline: 0) (OP 1.1.1; OP 2.3.1; OP 6.1.1)</p> <p>3b. At least five knowledge products on tackling emerging development challenges or sector issues published and disseminated (2021 baseline: 0)</p>	<p>3a. Evaluation reports on training workshops</p> <p>3b. Published information and ADB reports</p>	R: Incomplete or unavailable data may delay finalization of analytical studies.
<p>Key Activities with Milestones</p> <p>1. Upstream knowledge solutions to support inclusive and integrated development prepared</p> <p>1.1 Identify key agencies for strategic engagement, consultations for obtaining requisite analytical inputs, data for facilitating upstream studies, and requirement analysis (Q4 2022).</p> <p>1.2 Mobilize experts for carrying out upstream studies (Q2 2023).</p> <p>1.3 Submit draft report and discussions on findings with key stakeholders (Q3 2023).</p> <p>1.4 Submit final report to government stakeholders (Q1 2025).</p> <p>2. Capacity for developing innovative, sustainable, and climate- and disaster-resilient projects and programs with increased private sector participation strengthened</p> <p>2.1 Identify and touch base with key stakeholders and nodal agencies (Q3 2022).</p> <p>2.2 Mobilize consultants for capacity building and the preparation of knowledge products, including frameworks for attracting private investments (Q4 2022).</p> <p>2.3 Hold consultation meetings with potential project executing and implementing agencies across states to identify development problems (Q1 2023).</p> <p>2.4 Identify and detail exact areas of upstream knowledge work required for addressing development problems in a sustainable and resilient manner (Q1–Q2 2023).</p> <p>2.5 Select and mobilize experts and start analytical work to help plan innovative and sustainable initiatives, projects, and programs that are fiscally prudent but tackle development problems effectively (Q3 2023).</p> <p>2.6 Conduct stakeholder consultations and submit reports on the upstream work (Q2 2024).</p> <p>2.7 Organize training units or workshops for nominated staff from project executing agencies (Q3 2024).</p> <p>2.8 Finalize the report on private sector financing along with recommendations and implementation modalities for the projects identified (Q4 2024).</p> <p>2.9 Submit knowledge products to different stakeholders for review and finalization (Q1 2025).</p> <p>2.10 Submit final report and publish knowledge products (Q1 2025).</p>			

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>3. Knowledge sharing, and production and dissemination of knowledge products supported</p> <p>3.1 Engage with executing agencies and conduct consultations on development issues, obtain analytical inputs, required data and feedback from key stakeholders (Q4 2022).</p> <p>3.2 Mobilize sector and subject matter experts; hold expert consultations (Q2 2023).</p> <p>3.3 Organize knowledge-sharing sessions and workshops (Q3 2023).</p> <p>3.4 Prepare and review knowledge products (Q2 2024).</p> <p>3.5 Submit final knowledge solutions and products to stakeholders (Q4 2024).</p>			
<p>Inputs</p> <p>ADB: \$1,840,000 from Technical Assistance Special Fund (TASF-other sources)</p> <p>Note: The government will provide counterpart support in the form of counterpart staff time, workshop venues, office and housing accommodation, office supplies, secretarial assistance, domestic transport, and other in-kind contributions.</p>			

ADB = Asian Development Bank, OP = operational priority, Q = quarter, R = risk, TA = technical assistance, TASF = Technical Assistance Special Fund.

^a ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

^b Annual reports of ministries and departments, budget documents, economic surveys, special departmental reports, government website disclosures, and other TA-related documents.

Contribution to Strategy 2030 Operational Priorities:

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

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	960.0
ii. National consultants	520.0
b. Out-of-pocket expenditures	
i. International and local travel	60.0
ii. Training, seminars, and conferences ^b	80.0
iii. Reports and communications ^c	50.0
iv. Miscellaneous administration and support costs ^d	20.0
2. Contingencies	150.0
Total	1,840.0

Note: The technical assistance is estimated to cost \$1,940,000, of which contributions from the Asian Development Bank are presented in the table. The government will provide counterpart support in the form of counterpart staff, workshop venues, office and housing accommodation, office supplies, secretarial assistance, domestic transport, and other in-kind contributions. The value of the government contributions is estimated to account for 5.2% of the total TA cost.

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

^b Includes hiring of venues; resource persons; expenses related to travel and lodging of guests and speakers; and other expenses relating to training, seminars, workshop, forums, and conferences.

^c Includes cost of printing reports, publications, and other knowledge material to be used during workshops and seminars. Wherever possible, electronic versions of reports and publications will be used, and printing will only be undertaken as requested by various state government counterparts.

^d Costs will cover requisite software licensing costs, including Office 365 licenses for individual consultants.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=55311-001-TARreport>

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