



Technical Assistance Report

PUBLIC

Project Number: 56014-001
Knowledge and Support Technical Assistance (KSTA)
June 2022

India: Support to Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 23 May 2022)

Currency unit	–	Indian rupee/s (₹)
₹1.00	=	\$0.013
\$1.00	=	₹77.82

ABBREVIATIONS

ADB	–	Asian Development Bank
CBC	–	Capacity Building Commission
CBMU	–	capacity building management unit
CBP	–	capacity building plan
COVID-19	–	coronavirus disease
CSI	–	Civil Services of India
DOPT	–	Department of Personnel and Training
iGOT	–	Integrated Government Online Training
OP	–	operational priority
TA	–	technical assistance

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: 56014-001	
Project Name	Support to Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure	Department/Division	SARD/SAPF
Nature of Activity	Capacity Development	Executing Agency	Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions
Modality	Regular		
Country	India		
2. Sector		ADB Financing (\$ million)	
✓ Public sector management	Subsector(s) Public administration		1.000
		Total	1.000
3. Operational Priorities		Climate Change Information	
✓ OP2: Accelerating progress in gender equality		GHG Reductions (tons per annum)	0
✓ OP6: Strengthening governance and institutional capacity		Climate Change impact on the Project	Low
		ADB Financing	
		Adaptation (\$ million)	0.000
		Mitigation (\$ million)	0.000
		Cofinancing	
		Adaptation (\$ million)	0.000
		Mitigation (\$ million)	0.000
Sustainable Development Goals		Gender Equity and Mainstreaming	
SDG 1.b		Some gender elements (SGE)	✓
SDG 5.b			
SDG 10.1		Poverty Targeting	
SDG 16.6, 16.7		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		1.000	
Knowledge and Support technical assistance: Technical Assistance Special Fund		1.000	
Cofinancing		0.000	
None		0.000	
Counterpart		0.000	
None		0.000	
Total		1.000	
Currency of ADB Financing: US Dollar			

I. INTRODUCTION

1. This knowledge and support technical assistance (TA) will support the Capacity Building Commission (CBC), Department of Personnel and Training (DOPT), Ministry of Personnel, Public Grievances and Pensions, to implement the National Program for Civil Services Capacity Building, or Mission Karmayogi.¹ The TA aims to strengthen the institutional capacity building ecosystem in the country and support the CBC in strengthening the competency, institutional, and policy pillars of the national program, Mission Karmayogi by (i) preparing capacity building plans (CBPs) based on standardized approach for select ministries and departments, (ii) strengthening institutional frameworks for outcome-oriented capacity building, and (iii) devising actionable recommendations for training policy frameworks. The TA aligns with the operational priorities (OPs) of the Asian Development Bank (ADB) Strategy 2030 and the country partnership strategy for India, 2018–2022 by focusing on governance and capacity development as a key driver of change for improving public service delivery and development outcomes.²

II. ISSUES

2. **Overall system of Indian public administration.** The Indian Constitution formulated a federal and state government machinery to govern the world's largest democracy by population. The Civil Services of India (CSI) is mandated to operate this triple-layered system of central, state, and local governments. The central government comprises staff drawn from the three All India Services and 58 Group A Central Services, and the state governments have dedicated state and local level cadres.³ Together, the CSI forms the backbone of public governance and administration, translating national priorities into actions that deliver a range of public services. As the development needs of the country continue to be redefined by globalization, technology, demographics, and climate change, the CSI has strived to manage the increasingly complex multidisciplinary and transnational challenges. Successive attempts have been made to realign the functioning and capacity of the CSI, which persists almost entirely with its original structure and character (footnote 3).⁴ However, these initiatives focused mostly on intermittent training programs for specific themes or on the recruitment of experts on a temporary basis, neither of which contributed to long-term institutional capacity building. There is, therefore, an urgent need for the CSI to transition from a rules-based to a roles-based model that focuses on outcomes in order to deliver inclusive and sustainable economic growth.

3. **National Program for Civil Services Capacity Building (Mission Karmayogi).** Recognizing the imperative for reforms and learning from past initiatives, the program adopts a whole-of-government approach to developing and implementing a strategic workforce plan for a responsive, future-resilient, technology-driven, and citizen-centric workforce. It aims to create a

¹ The National Program for Civil Services Capacity Building ([Mission Karmayogi](#)) was approved in April 2021. The CBC has been constituted under the DOPT to make the program operational, vide [GOI Gazette Notification F. No. T-16017/09/2020-iGOT](#).

² ADB. 2017. [Country Partnership Strategy: India, 2018–2022—Accelerating Inclusive Economic Transformation](#). Manila; and ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila. The OPs that the TA will support are (i) OP2: accelerating progress in gender equality; and (ii) OP6: strengthening governance and institutional capacity. The TA first appeared in the business opportunities section of ADB's website on 24 March 2022.

³ Government of India, Committee on Civil Services Reform. 2004. [Report of the Committee on Civil Services Reform](#). New Delhi. While the cadres of the three All India Services are shared between the central and state governments, the other central services groups are deputed to various institutions and organizations directly administered by the central government, and the state services are mostly limited to respective states.

⁴ Several important recommendations, both on the CSI and the government machinery and its functioning, were made by the Administrative Reforms Commissions, Central Pay Commissions, Expenditure Reforms Commission, National Commission to Review Working of the Constitution, and the studies commissioned by the cabinet secretariat.

competency-led capacity building culture of lifelong learning for improved public service delivery to promote ease of living, and inclusive economic growth outcomes. The program's strategic framework draws on six pillars: (i) policy framework, (ii) competency framework, (iii) institutional framework, (iv) Integrated Government Online Training (iGOT) Karmayogi, (v) electronic human resources management systems, and (vi) monitoring and evaluation. While the DOPT is focused on delivering the larger institutional and policy outputs of the program, the CBC is mandated to drive standardization and harmonization across the central government's capacity building landscape and make recommendations on policy interventions in the areas of personnel, human resources and capacity building to the DOPT. Among the CBC's immediate tasks are to support ministries and departments to prepare and implement annual CBPs (footnote 1).

4. **ADB's contributions to capacity development in India.** ADB has been supporting India through a range of institutional support and knowledge management interventions to strengthen country systems and institutional capacities, including knowledge sharing, innovative solutions, and institutional assessments, delivered through tailored approaches suitable to India's federal administrative setup. Notably, the Capacity Development Resource Center, established in ADB's India Resident Mission jointly with the Department of Economic Affairs, has pioneered quality training systems for operations and project implementation, growing from a training provider to a knowledge custodian.⁵ Building on this experience, ADB has provided initial support for the DOPT's capacity building efforts covering the areas of (i) implementation support for iGOT, (ii) capacity building of frontline workers of the coronavirus disease (COVID-19) pandemic, (iii) a school of leadership for the CSI, and (iv) establishment of a digital learning lab at the DOPT.⁶

5. **ADB support for Mission Karmayogi.** ADB has been requested for advisory support to strengthen and effectively implement Mission Karmayogi under the TA, building on earlier engagements with DOPT and drawing on lessons learnt. ADB's operational experience gained during its support for public sector management, governance, and capacity development initiatives in India and elsewhere will bring a long-term programmatic approach and sustainability in implementation.⁷ The TA brings a sharper focus on strengthening country systems for improved institutional performance outcomes, in line with ADB's strategy to contribute to and support the Sustainable Development Goals through finance and knowledge partnerships.⁸

6. The TA will support the CBC in (i) preparing CBPs based on standardized approach for select ministries and departments, in line with ADB's knowledge management action plan;⁹ (ii)

⁵ ADB. 2010. [Capacity Development for Project Implementation](#). Manila. A total of 203 capacity development programs on thematic and implementation issues were conducted for 7,137 executing agency staff in association with premier institutes in India, such as the Administrative Staff College of India and the Indian Institute of Technology (Roorkee). Major recommendations include continued collaboration with the DOPT to facilitate obtaining counterpart financial support for training programs as well as to anchor such initiatives within the government for long-term sustainability.

⁶ ADB scaled up capacity building initiatives of the Capacity Development Resource Center under the [TA for Capacity Building for Project Design, Implementation and Evaluation](#). ADB also supports the DOPT under the [TA for Establishing Online Capacity Building Infrastructure at DOPT](#) which facilitates the program's fourth pillar: iGOT Karmayogi (para. 3).

⁷ ADB. 2014. [Thematic Evaluation Study: ADB Support for Enhancing Governance in its Public Sector Operations](#). Manila; and ADB. 2016. [Better Performing Institutions in ADB Member Countries](#). Manila.

⁸ ADB. 2019. [Strategy 2030 – Operational Plan for Priority 6: Strengthening Governance and Institutional Capacity, 2019–2024](#). Manila; ADB. 2021. [ADB's Support for the Sustainable Development Goals: Enabling the 2030 Agenda for Sustainable Development through Strategy 2030](#). Manila; and United Nations. [Sustainable Development Goals](#). The TA supports goal 16.6: Develop effective, accountable and transparent institutions at all levels; and goal 17.9: Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all Sustainable Development Goals.

⁹ ADB. 2021. [Knowledge Management Action Plan 2021–2025: Knowledge for a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

institutionalizing measures for sustainability of program interventions; and (iii) documenting best practices for dissemination across ADB knowledge networks. Continued prioritization of and commitment to the program's strategic objectives by the government is a critical assumption underlying the TA (Appendix 1). The TA approach is deemed most appropriate as it presents ADB with a unique opportunity to strengthen the operational ecosystems of policy-formulating institutions.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The TA is aligned with the following impact: competencies and productivity of the civil service improved (footnote 1). The TA will have the following outcome: competency-driven capacity building strategy for the civil service institutionalized.¹⁰ The TA aims to strengthen the institutional capacity of select departments within the government through the development of CBPs and the establishment of frameworks to institutionalize capacity building.

B. Outputs, Methods, and Activities

8. **Output 1: Competency-led capacity building frameworks and plans developed.** The TA will advise on the development of a standardized and harmonized CBP framework and support selected ministries and departments in CBP preparation while advising on the program's strategic framework. Selection of ministries and departments will be demand-driven and undertaken in consultation with the CBC and DOPT. The standardization of CBPs will enable a cohesive and consistent whole-of-government approach to future-resilient strategic workforce planning, efficient periodic training needs assessments, and the tracking of training outcomes at a granular level across ministries. The CBPs will focus on building institutional agility as well as individual and systemic capacities to map, convene, and manage effective multidisciplinary teams. The CBPs will include action plans that will deepen vertical specializations, appropriately supplemented by horizontal integration across sector and disciplinary boundaries, such as climate finance and technology regulation and adoption.¹¹ Gender will be a key priority area in the CBPs, with focus on promoting gender diversity and inclusion in the workforce, equipping CSI with tools for gender mainstreaming. Women officials will be fully included in the trainings and capacity building interventions. Some of the activities for developing the CBP framework include exploring international best practices, consulting across line ministries, and undertaking discussions with national training institutes to understand how to bridge sector-specific capacity gaps.

9. **Output 2: Institutional frameworks with real-time monitoring systems strengthened.** Given the long-term programmatic approach of the CBC, a strong institutional framework is necessary to sustainably monitor and support operations at the departmental level and build timely feedback loops. To this end, the CBC proposes the establishment of a hub-and-spoke model for implementing and monitoring capacity building activities, with a capacity building management unit (CBMU) at the CBC functioning as the hub, and capacity building units constituted by respective ministries and departments acting as the spokes. The TA will support (i) the establishment of the CBMU, and (ii) the development of a real-time monitoring dashboard for CBC and CBMU workstreams to monitor CBP implementation and training outcomes. This will also facilitate efficiency in capacity building, governance, and policy formulation spanning crosscutting themes such as climate change, governance, disaster management, and gender

¹⁰ The design and monitoring framework is in Appendix 1.

¹¹ CBPs would focus on capacities to develop and institute knowledge management repositories, evidence-based policy formulation and outcome measurement mechanisms, and specific domain knowledge in emerging technologies.

mainstreaming, as appropriate. Gender-disaggregated data will be collected and maintained for the monitoring dashboard.

10. **Output 3: Training policy framework with focus on continuous learning and knowledge management improved.** The program requires ministries and departments to undertake detailed capacity and operational diagnostics of their operational and knowledge management ecosystems. The TA will support the “4D” quality dimensions of institutional support—diagnosis, dialogue, design, and delivery—by establishing training policy frameworks that will guide ministries and departments to upgrade training programs by undertaking robust, gender-responsive, and inclusion-focused analyses of their operations and knowledge management processes. This will provide evidence-based system to formulate tailored policy advice for long-term, system-driven capacity building that aligns closely with national policy priorities and promotes continuous lifelong learning at the individual level, agility at the institutional level, and streamlining at the process level. These assessments will be demand driven and undertaken at either the whole-of-government level or by specific departments. The TA will support the development of knowledge products on gender-inclusive capacity development—documenting relevant diagnostics, assessments, and recommendations across ministries and departments—to highlight the processes and frameworks which can become best practices for central line ministries, state government departments, and other countries.

11. **ADB’s value proposition.** ADB’s experience in encouraging institutional behavior of public sector institutions to improve public service delivery outcomes will be constructive in advancing multidisciplinary approaches advocated by the CBC. ADB’s engagement with governments, civil society organizations, and multilateral platforms internationally, including initiatives such as the Open Government Partnership, will provide unique insights to enable CBC to facilitate achieving the program’s strategic objectives of improving citizen-centric governance capacities of the public sector.¹² Following the One ADB operational concept, the TA will provide the CBC with international and regional case studies, best practices, and solutions from ADB’s Knowledge Advisory Services Center, Governance Thematic Group and other sector and thematic groups, and the India Resident Mission during design and delivery of TA outputs. The TA also presents the government with a unique opportunity to improve the regulatory and governance capacity of the officials as well as to strengthen their operational ecosystems by leveraging and strengthening existing country systems for capacity building of public sector institutions.

C. Cost and Financing

12. The TA financing amount is \$1,000,000, which will be financed on a grant basis by ADB’s Technical Assistance Special Fund (TASF-other sources). The key expenditure items are listed in Appendix 2. The government will provide counterpart support in the form of counterpart staff, office space, staff time, data, meeting and event venues, and other in-kind contributions.

D. Implementation Arrangements

13. The TA will be implemented over a period of 3 years from June 2022 to June 2025. The executing agency will be the DOPT, and the CBC will be the implementing agency. ADB will administer the TA in consultation with the executing and implementing agencies. The implementing agency will provide overall direction, oversight, policy advice, and necessary

¹² ADB is a multilateral partner and supports member countries in the [Open Government Partnership](#), an international platform for countries that are committed to making governments more open, accountable, and responsive to citizens.

coordination among various government agencies to ensure the effective and timely delivery of TA outputs. ADB will select, supervise, and evaluate consultants; organize workshops and trainings; and provide resource persons in the workshop and trainings. Implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	June 2022–June 2025		
Executing agency	DOPT		
Implementing agency	CBC		
Consultants	To be selected and engaged by ADB		
	Firm: QCBS (90:10)	CBMU to support the CBC (118 person-months) Expertise: Project management, monitoring, capacity building, monitoring and evaluation, and information and communication technology	\$300,000
	Firm: QCBS (90:10)	Support to CBC for preparation of CBPs (39 person-months) Expertise: Capacity building, monitoring and evaluation, gender	\$200,000
	Individual: Individual selection	International and national expertise (44 person-months, cumulative) Expertise: Capacity building, monitoring and evaluation, institutional frameworks, gender, and pool of experts	\$330,000
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

ADB = Asian Development Bank, CBC = Capacity Building Commission, CBMU = capacity building management unit, CBP = capacity building plan, DOPT = Department of Personnel and Training, QCBS = quality- and cost-based selection, TA = technical assistance.

Source: ADB.

14. **Consulting services.** The TA will require about 201 person-months of consulting services and resource persons. Two national firms with an estimated input of 157 person-months will be recruited through a simplified technical proposal and quality- and cost-based selection method with a 90:10 quality–cost ratio, and individual consultants (44 person-months) will be recruited to support implementation, quality control, and capacity building. ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and staff instructions.

IV. THE PRESIDENT'S DECISION

15. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,000,000 on a grant basis to India for Support to Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is aligned with			
Competencies and productivity of the civil service improved ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
Outcome Competency-driven capacity building strategy for the civil service institutionalized	By 2025: Capacities of at least 10 government ministries or departments to implement civil service reforms and programs strengthened ^b (2022 baseline: Not applicable) (OP 6.1.1; OP 2.3.1)	Government of India websites and annual monitoring reports submitted by the CBC	R: High turnover rate of officials within government ministries or departments A: The government priorities and commitment remain aligned with TA recommendations and their implementation
Outputs 1. Competency-led capacity building frameworks and plans developed	By 2023: 1a. A uniform approach and framework for the CBPs approved by CBC ^c (2022 baseline: Not applicable) (OP 6.2.1; OP 2.3.2) By 2024: 1b. At least 15 CBPs formulated by selected ministries or departments of the Government of India in line with uniform approach and framework ^{b,d} (2022 baseline: 0) (OP 6.1.1; OP 2.3.2) 1c. Institutional process and resources for capacity building framework established in at least 10 government ministries or departments ^e (2022 baseline: 0) (OP 6.2.1)	1a. Government of India websites, review mission reports, quarterly CBMU monitoring reports and final report on uniform approach and framework for CBP preparation by consultants 1b. Government of India websites, review mission reports, and final CBP reports (15) prepared by consultants for relevant ministries 1c. Government of India websites and quarterly CBMU monitoring reports	R: New COVID-19 outbreaks and reimposition of prolonged lockdowns
2. Institutional frameworks with real-time monitoring	By 2023: 2a. CBMU established at the CBC	2a. Government of India websites, review mission reports, quarterly CBMU	R: Incompatibility of technical architecture with inter-ministerial

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
systems strengthened	<p>(2022 baseline: Not applicable) (OP 6.2.1)</p> <p>By 2024: 2b. Monitoring dashboard established by CBMU to monitor CBP implementation, with gender-disaggregated results^f (2022 baseline: Not applicable) (OP 2.3.2)</p>	<p>monitoring reports, and government order for establishing CBMU</p> <p>2b. Government of India websites, review mission reports, quarterly CBMU monitoring reports, and concept note on monitoring dashboard prepared by consultants</p>	digital systems owing to unanticipated changes after establishment of the monitoring system
3. Training policy framework with focus on continuous learning and knowledge management improved	<p>By 2024: 3a. At least one diagnostic assessment undertaken on capacity building or knowledge frameworks with actionable recommendations for the CBC^g (2022 baseline: 0) (OP 2.3.2)</p> <p>3b. At least two knowledge products incorporating relevant lessons and good practices for strengthening the civil services ecosystem developed^g (2022 baseline: 0) (OP 2.3.2)</p>	<p>3a. Government of India websites, final diagnostic assessment reports by consultants, and review mission reports</p> <p>3b. Published information and ADB reports</p>	R: Extended and inefficient processes and consensus-building within entities delay achievement of outputs

<p>Key Activities with Milestones</p> <p>1. Competency-led capacity building frameworks and plans developed</p> <p>1.1 Conduct consultations across selected government departments or ministries and develop a unified approach for the CBPs (Q3 2022)</p> <p>1.2 Based on consultations with the CBC, CBMU and government departments, develop a framework and identify ministries to begin CBP formulation (Q4 2022)</p> <p>1.3 Undertake training and capacity building workshops for government officials responsible for developing CBPs (Q1, Q2 2023)</p> <p>1.4 Support formulation of CBPs across selected departments or ministries (Q1, Q2, Q3 2023)</p> <p>1.5 Finalize the draft CBPs for review and discussion (Q4 2023)</p> <p>1.6 CBC confirms completion of CBPs to ADB after incorporating comments received from the reviews and discussions (Q2 2024)</p> <p>2. Institutional frameworks with real-time monitoring systems strengthened</p> <p>2.1 Formulate an institutional framework and structure for the CBMU within the CBC (Q3 2022)</p> <p>2.2 Undertake training and capacity building workshops for CBMU and CBC officials on developing CBPs, as well as on specific thematic areas (Q4 2022, Q1, Q2, Q3 2023)</p> <p>3. Training policy framework with focus on continuous learning and knowledge management improved</p> <p>3.1 Assess existing knowledge management systems of select government departments or ministries and identify the existing gaps in the system, including processes (Q1 2023)</p> <p>3.2 Draft an analytical study which includes the assessment results and recommendations to address the identified gaps (Q4 2023)</p> <p>3.3 Finalize the analytical study, incorporating stakeholder comments (Q1 2024)</p>
<p>TA Management Activities</p> <p>Includes hiring and mobilizing consultants, regular reporting, and monitoring and reporting TA implementation</p>
<p>Inputs</p> <p>ADB: \$1,000,000 (TASF-other sources)</p> <p>Note: The government will provide in-kind support in the form of counterpart staff, office space, staff time, data, meeting and event venues, and other in-kind contributions.</p>

A = assumption, ADB = Asian Development Bank, CBC = Capacity Building Commission, CBMU = capacity building management unit, CBP = capacity building plan, DOPT = Department of Personnel and Training, OP = operational priority, R = risk, TA = technical assistance, TASF = Technical Assistance Special Fund.

^a The National Program for Civil Services Capacity Building or [Mission Karmayogi](#) was approved in April 2021. The CBC has been constituted under the DOPT to operationalize the National Program for Civil Services Capacity Building, vide [GOI Gazette Notification F. No. T-16017/09/2020-iGOT](#).

^b This refers to improved capacities in developing and implementing competency-led capacity building plans and providing institutional support through establishment of the CBMU. Gender will be a key focus area characterized by gender-inclusive capacity building activities, i.e., inclusion of female officials in the training and capacity building workshops.

^c This output includes developing a guidance note, detailed guidelines, and standard operating procedures for instructional design, delivery, and implementation of CBPs; gender will be a key focus area for the CBPs.

^d This includes conducting training and capacity building workshops for government officials tasked with developing CBPs.

^e Institutional processes could include issuing office orders and establishing a capacity building unit, and other internal processes based on the needs of respective ministries and departments; resources would include establishment of a separate budget head for CBP implementation and human resources for the capacity building unit to be established in each of the selected ministries or departments.

^f The monitoring dashboard will help increase capacity building efficiencies in crosscutting themes such as climate change governance and disaster management, gender mainstreaming, and policy formulation.

^g Gender equality and social inclusion perspectives will be mainstreamed in knowledge products to be developed under this output.

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: ADB.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants ^b	
a. Remuneration and per diem	
i. International consultants	120.0
ii. National consultants	710.0
b. Out-of-pocket expenditures	
i. International and local travel	30.0
ii. Reports and communications ^c	10.0
iii. Training, seminars, and conferences ^d	70.0
2. Miscellaneous admin and support costs ^e	10.0
3. Contingencies	50.0
Total	1,000.0

Note: The technical assistance (TA) is estimated to cost \$1,100,000, of which contributions from the Asian Development Bank (ADB) are presented in the table. The government will provide counterpart support in the form of counterpart staff, office space, staff time, data, meeting and event venues, and other in-kind contributions. The value of the government contribution is estimated to account for 10% of the total TA cost.

^a The TA will be financed by the ADB's Technical Assistance Special Fund (TASF-other sources).

^b These include consulting firms, individual consultants, and a pool of national and international experts. Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

^c This includes the 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 based on requests of state government counterparts.

^d This includes expenses for trainings, workshops, and consultation meetings including resource person costs and participants' travel expenses, venue rental, and related facilities.

^e Expenditure under this category would include insurance; software licensing costs, including Office 365 licenses, for individual consultants; and other miscellaneous administration expenses.

Source: ADB estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=56014-001-TARreport>

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