



Technical Assistance Report

Project Number: 41098
September 2007

People's Republic of China: Operational Capacity Building and Value Addition

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 31 August 2007)

Currency Unit	–	yuan (CNY)
CNY1.00	=	\$0.13
\$1.00	=	CNY7.56

ABBREVIATIONS

ADB	–	Asian Development Bank
EA	–	executing agency
IA	–	implementing agency
JTF	–	joint task force
MOF	–	Ministry of Finance
PRC	–	People's Republic of China
PRCM	–	PRC Resident Mission
TA	–	technical assistance
TOR	–	terms of reference

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Subnational government administration
Themes	–	Governance, capacity development
Subtheme	–	Institutional development

NOTE

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

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I. INTRODUCTION

1 During the Country Programming Mission in November 2006, the Government of the People's Republic of China (PRC) requested the Asian Development Bank (ADB) to provide technical assistance (TA) to develop the capacity of executing agencies (EAs) and implementing agencies (IAs) of ADB-financed projects. ADB recognizes the importance of capacity development for improving portfolio performance and, more importantly, for creating a more conducive environment for value additions to PRC's public sector development. The focus is to supplement the current efforts for improving portfolio performance and promoting results-oriented project management by facilitating knowledge transfer, showcasing good practices, and scaling up lessons learned. Inclusion of the TA in the 2007 pipeline with an increased funding amount was confirmed during the Country Program Midterm Review Mission in April 2007.

2 Fact-finding discussions for the TA were conducted during late June and early July 2007. The Ministry of Finance (MOF), EA for the TA, has agreed on the impact, outcome, outputs and scope, cost, financing and implementation arrangements, and terms of reference.¹ The TA framework is in Appendix 1.

II. ISSUES

3 As of 31 December 2006, ADB's total loan commitment to the PRC since the start of its operations in 1986 stood at \$17.8 billion for 125 public sector loans. Of that number, 78 are closed and 47 in the amount of \$8.26 billion are ongoing. The PRC portfolio is one of ADB's largest portfolios. The size of the portfolio is expected to remain at about the same level, but the number of projects will increase in the future. Overall, the PRC portfolio has been performing well, but there are some shortcomings such as delays in loan start-up activities, project implementation, and disbursement processing. Streamlining the project implementation procedures and training EA/IA staff are critical for better portfolio performance. Earlier country portfolio review missions found that delays in project implementation are largely caused by lack of familiarity with ADB requirements and guidelines. The ability to implement projects efficiently and economically depends on the knowledge, skills, and experience of EA and IA staff.

4 In response to PRC's 11th Five-Year Social and Economic Development Plan, ADB, in consultation with the Government, is formulating a new Country Partnership Strategy for the PRC that is expected to focus more on assisting agriculture and rural development, social sectors, and environmental management.² Such a change in ADB strategy and programs will create challenges for project design and implementation—complex projects spanning multiple sectors and/or subsectors, location of project sites in remote parts of the middle and western regions of the PRC, and multiagency coordination. These challenges, coupled with inadequate staff capacity in many of the new EAs and local IAs in small cities or counties, can impede the smooth implementation of projects.

5 Project design and implementation are becoming more and more complex, but EAs/IAs are not necessarily prepared to face the challenge. EAs/IAs lack institutional capacity and experience in planning, managing, and implementing projects funded by international organizations. They also tend to be weak in establishing good financial management systems,

¹ The TA first appeared in *ADB Business Opportunities* on 26 April 2007.

² The 2007–2009 lending pipeline shows this trend. Of the 37 projects in the pipeline, 12 will be in agriculture and natural resources and 9 in social infrastructure.

corporate governance, and accountability mechanisms. The weak capacity and limited experience often result in inefficient project implementation and could adversely affect project outcomes and impacts.

6 Capacity development is one of ADB's thematic priorities, aimed at enhancing the effectiveness, efficiency, and sustainability of ADB interventions. Strengthened country capacity contributes to achieve better public sector performance. Capacity development is particularly important as ADB-financed projects are increasingly moving to the poorer middle and western provinces where problems of weak financial management, institutional capacity, and corporate governance are more acute.

7 As new lending modalities evolve, ADB will also need to help develop the EAs and IAs experience and capability in carrying out innovative projects such as sector loan or multitranche financing facility (MFF) projects. Strong project management capacity at the provincial to county levels is essential for successful implementation, and an innovative model to scale up project preparation and implementation will be needed where projects involve a large number of smaller cities and counties, and multiple subprojects.

8 ADB, in collaboration with MOF, has in the past been conducting annual seminars on procurement, consulting services, and disbursement. However, these annual training programs are normally conducted at the national level and can accommodate only a limited number of participants from EAs and/or IAs. The needs of EAs and IAs cannot be met in a timely and adequate manner under the existing training programs. The ADB Resident Mission in the PRC (PRCM) started training on procurement and disbursement for selected individual EAs and IAs in early 2006. Such training has been appreciated by the Government, EAs, and IAs. However, the coverage is limited due to shortages of staff and financial resources and heavy work loads in PRCM. The TA will supplement current efforts to strengthen institutional capacities of EAs and IAs for better project management by delivering training programs to EAs/IAs, facilitating knowledge transfer, showcasing good practices, and scaling up lessons learned.

9 First, to strengthen institutional capacity, it is important to properly define the roles and responsibilities of government entities, particularly provincial governments, EAs, IAs, and other project stakeholders throughout the project cycle (comprising project identification, formulation/design, approval, implementation, and monitoring and evaluation), including those concerned with safeguard policies, thematic priorities, and sector policies. In addition, the Government's approval procedures for project development as well as administrative framework for project implementation and ADB's project cycles need to be adequately aligned.

10 Second, there is an urgent need to systematically train EAs and IAs so as to strengthen their capacity to design, manage, implement, monitor, and operate ADB-financed projects. Moreover, there has been increasing emphasis on value addition beyond investments and on funding agencies' developing a good understanding of country capacities and change management processes.

11 Third, there is the need to identify project success stories and to showcase best examples of value additions to promote transfer, dissemination, and take-up of knowledge, technology, best practices, and reform initiatives for possible replication/spillover influences in other provinces/entities.

12 The showcasing of project success stories by concerned EAs and IAs (including media exposure) will enable other EAs and IAs and provinces to learn from the acquired experiences

and best practices.³ MOF, the provinces concerned, and ADB will jointly facilitate such dissemination by selectively organizing interprovince/interagency workshops or seminars. While the participating EAs and IAs and provinces will benefit in terms of dissemination and spillover influences of value-added products, the host EA/province will indirectly benefit from the recognition of their efforts for successfully implementing value-added products. Such showcasing may motivate EAs and IAs to place more emphasis on efficient implementation of the projects. As for ADB, showcasing would bring its contribution to the surface and enable it to mainstream its focus and priorities for renewed value addition through the formulation of responsive strategies.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

13 The impact of the TA will be improved portfolio performance of ADB-financed projects in the PRC and optimized recycling of ADB projects' value additions to PRC's public sector development. The outcome of the TA will be strengthened capacity of EAs and IAs to plan, design, implement, manage, monitor, and operate ADB-financed projects. The TA will help streamline project implementation procedures and disseminate, selectively transfer, share, and take up knowledge, technology, best practices and/or reform initiatives achieved through successful implementation of ADB-financed projects.

B. Methodology and Key Activities

14 To support achievement of the outcome and contribute to the longer-term impact, the TA's key outputs will be (i) clear identification of well-defined functions, roles, and responsibilities of all stakeholders, particularly of EAs and IAs, in the project cycle; (ii) development of training programs and training materials, and the holding of training workshops in project design, planning, implementation, and management; (iii) workshops for selectively showcasing best examples of transfer, dissemination, and take-up of knowledge, technology, best practices, and reform initiatives achieved through successful implementation of ADB-financed projects; and (iv) development of training programs for trainers and establishment of a pool of trainers.

15 The main activities under the first output will include (i) reviewing the implementation arrangements of ADB-financed projects in the PRC, (ii) assessing the effectiveness and efficiency of those implementation arrangements, (iii) identifying major constraints and issues that impede smooth project implementation, and (iv) proposing options to mitigate constraints and streamline proper implementation arrangements for typical projects in each sector where ADB is currently involved.

16 The second output of the TA will include capacity development through targeted training and will initially focus on three tiers of the project cycle: (i) support for project design and planning, including training during implementation of the project preparatory TA; (ii) pre-project implementation training focusing on jump-starting project implementation and on safeguard awareness; and (iii) project implementation and monitoring training introducing better project

³ The first Showcase Workshop to disseminate value additions through the implementation of Loan 1985-PRC: Hebei Wastewater Management Project was organized in June 2007 on an interprovincial partnership approach that involved one province showcasing its knowledge and experiences in institutional reforms and wastewater tariff restructuring for the benefit of other provinces. The workshop was much appreciated because it was practical and directly relevant to wastewater management.

management practices. Training under the TA will cover project planning and design, procurement, consulting services, disbursements, social and environmental safeguards, performance monitoring, financial management, project management, and anticorruption. Targeted participants may include directors, managers, and key project management staff of EAs and IAs, as well as officials from line ministries, provincial finance departments, and provincial national development and reform commissions. Key activities will be (i) assessing the training needs of EAs and IAs; (ii) developing a set of generic and sector-specific training materials in both English and Chinese, in the form of handbooks and compact discs; and (iii) delivering training to EAs and IAs at national and regional levels, as well as to individual EA and/or IA, and revising the training materials considering feedback. The training materials will be uploaded on the ADB website. During TA implementation, priorities will be given to EAs and IAs of complex and multicomponent projects in agriculture and natural resources, environment, and social infrastructure sectors. A pilot capacity development and training program will be offered for the EA and IAs of the proposed Ningxia Integrated Ecosystem and Agricultural Development Project⁴ (the loan project) since they will be implementing an ADB-financed project for the first time, their capacities are relatively weak, and the loan project is complex in nature. The design of the pilot program will be tailored to fit their needs, in coordination with other interventions for capacity development under the global environment facility (GEF) and the loan project.

17 Under the third output, the key activities will include (i) identifying ADB-financed projects with good performance, (ii) summarizing their successful stories and best practices, and (iii) conducting workshops to disseminate those best practices and their possible replication in other ADB-financed projects or other provinces.

18 Under the fourth output, the key activities will include (i) selecting experienced staff from EAs, IAs, and other agencies (including consulting firms and procurement agents) as candidate trainers; (ii) training them, emphasizing methodologies for needs assessment and targeted training; and (iii) establishing a pool of trainers. The training workshops will be conducted at the national level, regional level, or sector-wide, and in individual EAs and IAs. A mix of multiple approaches tailored to meet operational needs will be explored during TA implementation.

19 The expected results and deliverables include (i) a report on streamlining the project implementation procedures including well-defined functions, roles, and responsibilities of different government entities, and alignment of the Government's approval procedures and ADB's project cycles; (ii) a report on capacity assessment and training needs; (iii) a set of training materials in Chinese and English, including case studies; (iv) five nationwide or region-wide or sector-wide training workshops and a number of tailor-made training workshops for individual EAs and IAs or a group of EAs and IAs; (v) three workshops showcasing successful value addition by the projects; and (vi) a pool of about 20 trainers.

C. Cost and Financing

20 The total cost of the TA is estimated at \$950,000 equivalent, of which ADB will provide \$750,000 on a grant basis from ADB's TA funding program. The Government will contribute \$200,000 equivalent in kind for office space, counterpart staff, local transport, workshops, and other miscellaneous services. The cost estimates and financing plan are in Appendix 2.

⁴ This project is expected to be approved in October 2007.

D. Implementation Arrangements

21 The International Department of MOF will be the EA for the TA. The Director of Division III of the International Department will serve as TA task manager of the EA, responsible for routine administration and coordination of the TA. A joint task force (JTF) will be set up to provide overall guidance and supervise implementation of the TA. The JTF will comprise the directors of Division III and TA Division of the International Department (including the TA task manager), a director concerned in the National Development and Reform Commission, the head of the Portfolio Management Unit in PRCM, and the project team leader of the TA. Sector divisions in the East Asia Department (EARD) and departments/offices concerned in ADB headquarters will be consulted during design and implementation of the TA. A TA and workshop coordinator (consultant) will be recruited to support TA implementation, and will be mainly responsible for daily coordination of various TA activities, preparation of quarterly TA progress reports, and liaison with the EA and ADB.

22 The TA will be implemented over a period of about 26 months from October 2007 to December 2009. The following national experts (person-months are in parentheses) will provide a total of 46 person-months of consulting services: (i) TA and workshop coordinator (24), (ii) institutional and capacity development expert (4), (iii) project management expert (3), (iv) procurement and consulting services expert (2.5), (v) disbursement expert (1.5), (vi) social development expert (2), (vii) resettlement expert (3), (viii) environment expert (3), and (ix) audit and financial management expert (3). The outline terms of reference (TOR) for the consulting services are in Appendix 3. The required expertise and the detailed TOR for specific assignments, including duration and expected results, will be endorsed by the JTF. Additional international and national resource persons and short-term task-specific experts will also be recruited to carry out well-defined tasks (e.g., case study papers, workshop presentations, participation in workshops, review of draft reports, etc.).

23 ADB, in consultation with the EA, will select and engage consultants in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). The consultants will be recruited on an individual basis since varied expertise on short-term engagement will be required, the main requirements of the assignments are for individual qualifications and experience, and the assignments are more on individual basis with no need for extra support from the consultant's home office. It may also be difficult for a firm to provide multidisciplinary expertise over an implementation period of more than 2 years as required by the TA. Team coordination and leadership work will be undertaken by the TA and workshop coordinator. To facilitate the preparation and implementation of the training and showcasing workshops, ADB may establish an advance payment facility as needed and/or utilize direct payment to workshop sponsors and workshop venues.

IV. THE PRESIDENT'S DECISION

24 The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$750,000 on a grant basis to the Government of the People's Republic of China for Operational Capacity Building and Value Addition, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Improved portfolio performance of ADB-financed projects in the PRC and optimized recycling of value additions to PRC's public sector development</p>	<p>Project-at-risk portfolio indicator maintained below 5% in spite of increased share of complex and multi-component projects</p>	<p>Project performance reports Reports of country portfolio review missions</p>	<p>Assumption</p> <ul style="list-style-type: none"> • Continued commitment of the Government
<p>Outcome Strengthened capacity of EAs/IAs to plan, design, implement, manage, monitor, and operate ADB-financed loan projects</p>	<p>Contract award ratio maintained at 20% or above</p> <p>Disbursement ratio maintained at 20% or above</p>	<p>Project performance reports Reports of country portfolio review missions</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • EAs and IAs actively cooperate. • EAs and IAs are willing to apply best practices in their projects <p>Risk</p> <ul style="list-style-type: none"> • Trained personnel are not retained in their position in the EAs/IAs
<p>Outputs</p> <p>1. Well-defined functions, roles, and responsibilities of all stakeholders, particularly of EAs and IAs, identified in the project cycle</p> <p>2. Training programs and training materials developed, and training workshops in project design, planning, implementation, and management conducted</p> <p>3. Workshops conducted for selectively showcasing best examples of transfer, dissemination, and take-up of knowledge, technology, best practices and/or reform initiatives achieved through successful implementation of ADB-financed projects</p> <p>4. Training programs for trainers developed, and a pool of trainers established</p>	<p>A report with recommendations for better implementation arrangements completed.</p> <p>A set of training materials completed</p> <p>80% or more of participants rate the workshop as excellent or good in terms of relevance of the topic and quality of presentations.</p> <p>75% or more of participants rate the workshop as useful and relevant to their current work.</p> <p>50% of the participating EAs/IAs indicate their willingness to apply the best practices showcased.</p> <p>20 trainers identified and trained</p>	<p>TA review missions TA progress report</p> <p>TA review missions</p> <p>Workshop completion questionnaire</p> <p>Workshop completion questionnaire</p> <p>Workshop completion questionnaire</p> <p>TA review missions TA progress reports</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • EAs will follow the recommendations for improved project implementation. • EAs and IAs are willing to send key staff to the training program. • Participants will actively participate in the discussions and training.

Activities with Milestones	Inputs
<p>Output 1: 1.1 Reviewing the implementation arrangements of ADB-financed projects in the PRC 1.2 Assessing the effectiveness and efficiency of the implementation arrangements 1.3 Identifying major constraints/issues that impede smooth project implementation 1.4 Proposing options to mitigate constraints and streamline proper implementation arrangements for typical projects in each sector where ADB is currently involved, by end December 2007.</p> <p>Output 2: 2.1 Assessing training needs of EAs and IAs, by end December 2007 2.2 Developing a set of generic training materials and sector-specific training materials in both English and Chinese, by 31 March 2008 2.3 Delivering training to EAs and IAs using developed training materials and revising them according to feedback; 5 national or regional level workshops will be conducted, one in late 2007, two each in 2008 and 2009 (specific timing will be discussed during TA inception); and training for individual EA and/or IA (new EAs and IAs) will be carried out on the basis of their actual needs. 2.4 A pilot capacity development and training program for the EA and IAs of the Ningxia Ecosystem and Agricultural Development Project will be tailor-designed by end December 2007.</p> <p>Output 3: 3.1. Identifying good performance cases of ADB-financed projects 3.2. Summarizing their successful stories and best practices 3.3 Conducting workshops for disseminating these best practices and possible replication in other ADB-financed projects or other provinces; three showcasing workshops or seminars will be conducted, one in 2008 and two in 2009 (specific timing will be discussed during TA inception).</p> <p>Output 4: 4.1 Selecting experienced staff from EAs, IAs, and other agencies as candidate trainers 4.2 Providing them with training, emphasizing methodologies for needs assessment and targeted training 4.3 Establishing a pool of trainers, by end December 2008</p>	<ul style="list-style-type: none"> • ADB: \$750,000 • Government: \$200,000 • Additional inputs from participating EAs/IAs, including travel cost, hotel, etc.

ADB = Asian Development Bank, EA = executing agency, IA = implementing agency, MOF = Ministry of Finance, PRC = People's Republic of China.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank (ADB) Financing^a	
1. Consultants and Other Experts ^b	
a. Remuneration and Per Diem	
i. National Experts	184.0
ii. International and National Resource Persons	60.0
b. International and Local Travel	66.0
c. Communications and Others ^c	20.0
2. Workshops and Seminars ^d	263.0
3. Training Materials, Reports, and Dissemination	50.0
4. Equipment ^e	10.0
5. Miscellaneous Administration and Support Costs	22.0
6. Contingencies	75.0
Subtotal (A)	750.0
B. Government Financing	
1. Office Accommodation and Transport	60.0
2. Remuneration and Per Diem of Counterpart Staff	90.0
3. Others	50.0
Subtotal (B)	200.0
Total	950.0

^a Financed by ADB's technical assistance funding program.

^b Includes resource persons and task-specific experts (e.g., for review and presentation)

^c Includes translation/interpretation and other supportive inputs.

^d Includes 5 national or regional training workshops, 3 showcasing seminars, 2 workshops for training of trainers, pilot capacity development and training programs for the executing agency (EA) and implementing agencies (IAs) of the proposed Ningxia Integrated Ecosystem and Agricultural Development Project, and tailor-made individual training for about 20 individual EAs and IAs.

^e Minor equipment such as computer, copy machine to support desk research and/or field investigations, to be approved by ADB. At project completion, equipment will be turned over to the EA.

Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will help improve the portfolio performance of projects financed by the Asian Development Bank (ADB) in the People's Republic of China (PRC) and strengthen the capacity of executing agencies (EAs) and implementing agencies (IAs) to plan, design, implement, manage, monitor, and operate ADB-financed projects. The TA will help streamline project implementation procedures and selectively disseminate, transfer, share, and take up knowledge, technology, best practices, and/or reform initiatives achieved through successful implementation of ADB-financed projects. The TA's key components will be (i) well-defined functions, roles, and responsibilities of all stakeholders, particularly of EAs and IAs, in the project cycle; (ii) development of training programs and training materials; (iii) workshops for selectively showcasing best examples of transfer, dissemination, and take-up of knowledge, technology, best practices and/or reform initiatives achieved through successful implementation of ADB-financed projects; and (iv) development of training programs for trainers and establishment of a pool of trainers.

2. The TA will require 46 person-months of national consulting services. ADB will select and engage consultants on an individual basis in accordance with its *Guidelines on the Use of Consultants* (2007, as amended from time to time). Additional international and national resource persons and task-specific experts will also be engaged to carry out well-defined tasks (e.g., case study papers, workshop presentations, participation in workshops, review of draft reports, etc.).

A. National Consultants

1. TA and Workshop Coordinator (24 person-months)

3. The coordinator will be responsible for the overall operation of the TA. He/she will

- (i) work as team leader and coordinate with other consultants in providing an introduction to ADB goals and objectives in the PRC, including attainment of the Millennium Development Goals and ADB's enhanced poverty reduction strategy;
- (ii) liaise with the EA and other relevant government agencies for the detailed implementation of the TA;
- (iii) prepare quarterly TA progress reports, in coordination with other consultants;
- (iv) back up other national consultants by providing data and background information support;
- (v) organize expert group meetings to review working reports and final project reports;
- (vi) coordinate, design, plan, and conduct workshops and meetings at national, regional, and local levels (a mix of multiple approaches tailored to meet operational needs should be explored and studied; these may include an initial workshop up-front accompanied by print- or compact disc (CD)-based support materials, followed by some in-field support and then by a more advanced follow-up workshop);
- (vii) examine the most appropriate methods of seeking feedback from and the consensus of participants;
- (viii) document inputs and provide participants and decision makers with feedback on the outcomes of the workshops; and
- (ix) prepare a consolidated TA completion report.

2. Institutional and Capacity Development Expert (4 person-months)

4. The expert will analyze current implementation arrangements of ADB- financed projects, propose recommendations for better project implementation arrangements, and assess the capacity development needs and requirements of the proposed implementation arrangements. The expert will specifically

- (i) review the implementation arrangements of ADB-financed PRC projects in each sector;
- (ii) examine the participation of EAs and IAs in all stages of the project cycle;
- (iii) assess the effectiveness and efficiency of those implementation arrangements;
- (iv) identify major constraints and issues that impede smooth project implementation, and recommend options for mitigating the constraints;
- (v) assess capacity development needs; propose a strategy, methodology, and requirements for developing the capacity for the proposed implementation arrangements and the time frame for undertaking such capacity development;
- (vi) review current Government and ADB approval procedures and propose ways for better coordination of the two sets of procedures; and
- (vii) prepare a report on streamlining project implementation procedures, including well-defined functions, roles, and responsibilities of different government entities, alignment of Government approval procedures and ADB project cycles, as well as implementation arrangements and capacity development strategy and requirements.

5. The following consultants will basically (i) design and plan training programs based on an assessment of needs; (ii) prepare training materials in their respective areas of expertise, including appropriate training materials suitable for the three tiers of the project cycle;¹ (iii) deliver training programs at the workshops; and (iv) liaise with the TA and workshop coordinator. A mix of multiple approaches tailored to meet operational needs should be explored and studied. They may include an initial workshop up-front accompanied by print- or CD-based support materials, followed by some in-field support and then by a more advanced follow-up workshop. These consultants (person-months are in parentheses) will be a project management expert (3), a procurement and consulting services expert (2.5), a disbursement expert (1.5), a social development expert (2), a resettlement expert (3), an environment expert (3), and an audit and financial management expert (3) (see para.12).

3. Project Management Expert (3 person-months)

6. The expert will

- (i) review the constraints and issues in managing ADB-financed projects and assess the training needs of the EAs/IAs on project management;
- (ii) design training programs on project management for EAs/IAs;
- (iii) prepare training materials, covering a project design and monitoring framework, project performance report, and project monitoring and evaluation, as well as introduction to tools for project management; and
- (iv) make presentations at the workshops.

¹ These include (i) support for project design and planning, including training during the implementation of the project preparatory technical assistance; (ii) pre-project implementation training focusing on jump-starting project implementation and on safeguard awareness; and (iii) training for project implementation and monitoring, introducing better project management practices.

4. Procurement and Consulting Services Expert (2.5 person-months)

7. The expert will

- (i) review current procurement practices in ADB-financed projects and assess the training needs of the EAs/IAs on procurement and contract administration (including procurement of civil works, goods, and consulting services);
- (ii) design training programs on procurement for EAs/IAs;
- (iii) prepare training materials, covering procurement planning, packaging, advertisement, bidding and evaluation, contract awards, contract administration, and anticorruption policy and measures in ADB procurement and consultant selection; and
- (iv) make presentations at the workshops.

5. Disbursement Expert (1.5 person-months)

8. The expert will

- (i) assess the training needs of the EAs and IAs of ADB-financed projects on disbursements;
- (ii) design training programs on disbursements for EAs and IAs;
- (iii) prepare training materials, covering disbursements projection, withdrawal applications with various ways of payments, account management, and use of the imprest account; and
- (iv) make presentations at the workshops.

6. Social Development Expert (2 person-months)

9. The expert will

- (i) review the current practice in ADB-financed projects and assess the training needs of the EAs and IAs on social assessment;
- (ii) design training programs on social assessment for EAs and IAs;
- (iii) prepare training materials, covering social assessment, gender, and ethnic minority development plan, in light of the third United Nations (UN) Millennium Development Goal of promoting gender equality and empowering women; and
- (iv) make presentations at the workshops.

7. Resettlement Expert (3 person-months)

10. The expert will

- (i) review the constraints and issues in managing resettlement in ADB-financed projects and assess the training needs of the EAs and IAs on resettlement;
- (ii) design training programs on resettlement management for EAs and IAs;
- (iii) prepare training materials, covering the resettlement policy of ADB and the Government; preparation of a resettlement plan; income restoration; and resettlement planning, implementation, and monitoring; and
- (iv) make presentations at the workshops.

8. Environment Expert (3 person-months)

11. The expert will

- (i) review the environmental constraints and issues in managing ADB-financed projects and assess the training needs of the EAs and IAs on environment management;
- (ii) design training programs on environment management for EAs and IAs;
- (iii) prepare training materials, covering environment policies and guidelines of ADB and the Government, preparing environment assessment reports, and environment management and monitoring in light of the seventh UN Millennium Development Goal of ensuring environment sustainability by integrating the principles of sustainable development into country policies and programs and reversing the loss of environmental resources; and
- (iv) make presentations at the workshops.

9. Audit and Financial Management Expert (3 person-months)

12. The expert will

- (i) review the constraints and issues in financial management of ADB-financed projects and assess the training needs of the EAs and IAs on financial management;
- (ii) design training programs on financial management for EAs and IAs ;
- (iii) prepare training materials, covering audit and financial management policies and guidelines of ADB and the Government, compliance with financial covenants, financial planning and projection, and financial management; and
- (iv) make presentations at the workshops.

B. Other Experts Who May Receive Honoraria or Payments

13. Additional resource persons and task-specific experts will also be engaged for carrying out well-defined tasks, including preparation of case study papers, workshop presentations, participation in workshops, review of draft reports/training materials, etc.