

**BOARD
OF
DIRECTORS**

ASIAN DEVELOPMENT BANK

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**TECHNICAL ASSISTANCE TO THE PEOPLE'S REPUBLIC OF CHINA
FOR THE IMPLEMENTATION OF THE TENDERING
AND BIDDING LAW AND RELATED REGULATIONS**

The attached Report is circulated for the information of the Board. The President approved the technical assistance on 17 June 2000.

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ASIAN DEVELOPMENT BANK

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**TECHNICAL ASSISTANCE
TO THE
PEOPLE'S REPUBLIC OF CHINA
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TENDERING AND BIDDING LAW AND RELATED REGULATIONS**

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CURRENCY EQUIVALENTS

(as of 30 April 2000)

Currency Unit	–	Yuan (Y)
Y1.00	=	\$0.1208
\$1.00	=	Y8.2798

ABBREVIATIONS

ADB	–	Asian Development Bank
DPP	–	department of public procurement
PRC	–	People's Republic of China
SDPC	–	State Development Planning Commission
TA	–	technical assistance
TBLRR	–	Tendering and Bidding Law and Related Regulations
WTO	–	World Trade Organization

NOTE

- (i) In this report, "\$" refers to US dollars.

I. INTRODUCTION

1. The country assistance plan of the Asian Development Bank (ADB) for the People's Republic of China (PRC) includes a technical assistance (TA) for institutional strengthening and capacity building for the implementation of the Tendering and Bidding Law and related regulations (TBLRR). This TA follows TA 2845-PRC: Establishment of National Procurement Regulations for the Public Sector¹ to assist in preparing the national regulations for tendering and bidding required under the TBLRR. The Fact-Finding Mission for the TA visited Beijing from 2 to 15 March 2000 and held discussions with the State Development Planning Commission (SDPC) and other government agencies. This report is based on the Mission's findings in the field and the understanding reached with the Government on the objectives, scope, cost estimates, financing plan, and implementation arrangements for the TA.² The TA framework is provided in Appendix 1.

II. BACKGROUND AND RATIONALE

2. Until the introduction of economic liberalization, development in the PRC was tightly controlled through central planning, and public procurement was not achieved by competitive bidding. With the country's reform and opening up to the outside world, the practice of procurement by competitive bidding was gradually introduced through projects financed by ADB and the World Bank. Other public sector projects, however, were not subject to the same rigorous standards set by the procurement guidelines of the multilateral financing institutions. As a result, transparency and fairness in procurement and the efficient use of financial resources were not assured. To complicate matters, various ministries and provincial governments introduced their own procurement policies and procedures. This state of affairs has hindered development and resulted in waste, inefficiency, and malpractice.

3. The Government recognizes the need for a strong tendering and bidding law to overcome the problem. To ensure compliance with the law, a comprehensive set of detailed regulations is also required so that the procurement for goods, works, and related services for the public sector is undertaken with transparency, accountability, and efficiency. Nationwide adherence to these principles has taken on greater urgency as the PRC seeks membership in the World Trade Organization, which requires member countries to conform to internationally accepted practices in trade and in the procurement of goods and services.

4. In 1994, the World Bank provided TA to help the PRC prepare a number of economic laws to improve the legal framework. One of the laws drafted was the "Bidding Law" to govern procurement in the public sector. While the Bidding Law, once vetted, revised, and passed, could be the basic law to regulate the conduct of tendering and bidding, it needed to be supplemented by a set of regulations to ensure that the aim of providing adequate, fair, and equal opportunities for participating bidders would be achieved.

¹ For US\$565,000.00 approved on 20 August 1997 and completed on 30 March 2000.

² The TA was first listed in the ADB Business Opportunities in February 2000.

5. Preparation of these regulations on tendering and bidding for goods, services, and works began in 1997 with ADB assistance provided under TA 2845-PRC. Six sets of regulations³ and three sets of sample tendering documents⁴ were prepared and finalized to govern the implementation of the Bidding Law, which was passed by the National People's Congress in August 1999 as "The Tendering and Bidding Law".⁵ The regulations and the sample documents are in the final stages of revision to ensure their complete harmony with the Tendering and Bidding Law and for final approval by the State Council in late 2000.

6. With the passage of the Tendering and Bidding Law and adoption of related regulations, SDPC is now preparing for their implementation nationwide. It is planning an intensive campaign to (i) disseminate information on the TBLRR at the national, provincial, and local government level; (ii) establish an appropriate oversight organization; and (iii) train personnel to administer and supervise implementation. SDPC has requested ADB for a TA for institutional strengthening and capacity building to help meet these critical needs.

III. THE TECHNICAL ASSISTANCE

A. Objective

7. The objective of the TA is to support good governance by helping the Government translate the TBLRR into a well functioning system of transparent, fair, and efficient public sector procurement practices that can be implemented at all levels of government to improve efficiency and avoid malpractice.

B. Scope

8. The TA is designed to strengthen the administration and supervision of the TBLRR by building institutional capacity. It will include the following activities:

- (i) formulating and recommending an appropriate organizational structure and staffing to administer and supervise implementation of the TBLRR;
- (ii) establishing a computerized database to facilitate the administration and supervision of tendering and bidding activities, and the storage and retrieval of statistical data related to, or derived from, public tenders;
- (iii) drafting a comprehensive set of administrative and supervisory instructions for use by the staff of government agencies involved in administering and supervising the implementation of the TBLRR;

³ Regulations on (i) tendering and bidding for goods, (ii) tendering and bidding for construction, (iii) tendering and bidding for science and technology projects, (iv) procurement of services, (v) organization and methods for bid evaluation; and (vi) operation, classification and grading of tendering agencies.

⁴ (i) Sample tender documents for goods, (ii) sample tender documents for construction works, and (iii) sample documents for procurement of services.

⁵ The two words are synonymous in most procurement related documents; however, these words in the Chinese language have distinct meanings as the activity in the preparation of priced offer denotes "tendering" to purchaser and "bidding" to supplier or contractor.

- (iv) formulating training courses and preparing course materials for the training of staff involved in public procurement including three pilot courses;
- (v) producing a reference book and a CD-ROM on the TBLRR for distribution to government departments at all levels, libraries, and other relevant institutions; printing and producing on CD-ROM the administrative and supervisory instructions, when completed; and printing training course materials in sufficient quantity for the pilot courses and the initial courses to follow; and
- (vi) seconding key SDPC staff involved in administering and supervising the implementation of the TBLRR to ADB and the World Bank for hands-on experience in the administration and supervision of projects.⁶

C. Cost Estimates and Financing Plan

9. The cost of the TA is estimated at \$765,000 equivalent of which \$415,000 is the foreign exchange cost and \$350,000 equivalent is the local currency cost. ADB will provide \$565,000 on a grant basis from the ADB-funded TA Program to finance the entire foreign exchange cost and \$150,000 equivalent of the local currency cost. The Government will finance the balance of the local cost, mainly for counterpart salaries and support services, including office facilities. Detailed cost estimates are given in Appendix 2.

D. Implementation Arrangements

10. SDPC will be the Executing Agency for the TA prior to the establishment of the department of public procurement (DPP). Senior SDPC staff, forming the counterpart team, will be closely involved in implementing the TA. DPP will become the Executing Agency once it is formally established.

11. An international consulting firm, selected in accordance with ADB's *Guidelines for the Use of Consultants*, will be engaged to implement the TA (see Appendix 3). The firm will provide the necessary expertise, from both international and domestic sources, to accomplish the tasks under the TA. Two individual international consultants and two teams of domestic consultants will provide a total of 19 person-months of services. The international consultant will provide 10 person-months in the fields of organizational structure (5 person-months) and administration and supervision of projects (5 person-months), while the domestic consultants will provide teams for database creation (4 person-months) and development of training materials and training (5 person-months). One of the two international consultants will serve as the lead consultant. The lead consultant will play a crucial role in implementing the TA, and will be primarily responsible for formulating and recommending an appropriate organization structure for implementing the TBLRR. In addition to this, the lead consultant will supervise and coordinate the work of the other international consultant, give advice and guidance as

⁶ A total of eight trainees in two batches of four each and a two-week period of assignment in each case are envisaged.

appropriate, and exercise time and quality control of the work. The lead consultant will be well versed in all aspects of the TBLRR as well as experienced in project administration, supervision, and evaluation, and 5 person-months of service will be provided during three visits to coincide with critical stages of TA implementation. The second international consultant will be responsible for drafting a set of administrative and supervisory instructions for the implementation of the TBLRR modeled on ADB's project administration instructions, and 5 person-months of service over 3 visits will be provided to complete this assignment. All consultancy services will be provided in the field, the services of the domestic consultants will be provided, on a part-time basis, as and when needed.

12. The TA will be implemented over a period of 10 months, with most of its components either substantially completed or functional after 7 months (Appendix 4). A workshop will be held in the eighth month of the TA to enable key officials to review and comment on the administration and supervisory instructions as well as on the training course curriculum and course materials.

13. Three five-day pilot training courses will be conducted in the tenth month in three cities to be selected by SDPC to test and demonstrate the soundness of the course curriculum and materials. After this, SDPC will enlist the collaboration of a number of tertiary educational institutions strategically located across the country to continue conducting the training courses.

IV. THE PRESIDENT'S DECISION

14. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance, on a grant basis, to the Government of the People's Republic of China in an amount not exceeding the equivalent of \$565,000 for implementation of the Tendering and Bidding Law and related regulations project and hereby reports such action to the Board.

LOGICAL FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal</p> <p>Public procurement of goods and services by competitive bidding institutionalized nationwide</p>	<p>Significant reduction in number or estimated monetary value of cases of malpractice from current level (year 2001)</p>	<p>The Auditor General's Reports</p>	<ul style="list-style-type: none"> - The system is straightforward and workable at local level in the near term. - The training is accepted and effective. - Competitive bidding will reduce the number of cases of malpractice.
<p>Objective</p> <p>To implement a unified system of procurement policies and procedures</p>	<p>Tendering and Bidding Law and related regulations (TBLRR) universally applied to all public procurement by 31 December 2001</p>	<p>Reports of the State Development Planning Commission's (SDPC) division of administration and supervision</p>	<ul style="list-style-type: none"> - There is efficient enforcement of the law against public procurement malpractice - Local governments are willing to institute new procedures - Budget and support will continue to be provided for staff training, oversight, and enforcement.
<p>Outputs</p> <p>Department of public procurement (DPP) set up within the SDPC</p> <p>Computerized public procurement database established</p> <p>Project administrative and supervisory instructions developed</p> <p>Public procurement and project implementation training completed</p>	<p>DPP organized, staffed, and functioning by 15 May 2001</p> <p>System operational with at least three information bases by 1 May 2001</p> <p>Comprehensive set of staff administrative and supervisory instructions published by 1 March 2001</p> <p>At least 4 SDPC staff trained by mid January 2001 at the Asian Development Bank, and 4 by mid March 2001 at the World Bank.</p> <p>At least 3 training courses, with 45 people per course, held by end July 2001</p>	<p>Consultant's final report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p>	<p>SDPC will continue to support the dissemination of materials and replication of training for national ministries and provincial officials after the completion of the TA.</p> <p>SDPC will be able to retain trained staff to operate the system, and maintain and update the database after the completion of the TA.</p> <p>SDPC will ensure compliance with the administrative and supervisory instructions.</p> <p>SDPC will make arrangement with a domestic entity to continue training after the completion of the TA.</p>

(Reference in text: page 1, para. 1)

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Activities</p> <p>1. Organizational Structure</p> <p>Formulate organizational structure for DPP within SDPC.</p> <p>Recommend a new structure.</p> <p>Assist in the initial staffing and implementation of the new organization.</p> <p>2. Computerized Public Procurement Database</p> <p>Conduct a needs assessment.</p> <p>Design the database .</p> <p>Procure computer and ancillary equipment.</p> <p>Install computer system.</p> <p>Install and begin operating the database.</p> <p>Develop the database.</p> <p>3. Project Administrative and Supervisory Instructions</p> <p>Develop the first draft of the materials.</p>	<p>Start: 01 Oct 2000 Complete: 30 Nov 2000 Responsibility: consultants</p> <p>Start: 01 Dec 2000 Complete: 15 Mar 2001 Responsibility: SDPC</p> <p>Start: 15 Mar 2001 Complete: 1 May 2001 Responsibility: SDPC/ consultants</p> <p>Start: 01 Nov 2000 Complete: 15 Nov 2000 Responsibility: consultants</p> <p>Start: 15 Nov 2000 Complete: 15 Dec 2000 Responsibility: consultants</p> <p>Start: 15 Dec 2000 Complete: 30 Dec 2000 Responsibility: consultants</p> <p>Start: 7 Dec 2000 Complete: 30 Dec 2000 Responsibility: consultants</p> <p>Start: 1 Feb 2001 Complete: 30 Mar 2001 Responsibility: consultants</p> <p>Start: 5 Mar 2001 Complete: 28 Apr 2001 Responsibility: consultants</p> <p>Start: 01 Nov 2000 Complete: 30 Dec 2000 Responsibility: consultants</p>	<p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p> <p>Consultant's third report</p>	<p>Competent consultants are recruited who perform well.</p> <p>The recommendation is accepted by SDPC</p> <p>The Government agrees that a new department can be created within SDPC with adequate staff and budget.</p> <p>Adequate funds are available to purchase the hardware and software.</p> <p>Adequate and reliable information is available from existing sources to build the database.</p> <p>The material is generally acceptable to SDPC.</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
SDPC will review and comment on the first draft	Start: 1 Dec 2000 Complete: 1 Apr 2001 Responsibility: consultants/SDPC	Consultant's third report	The material is generally acceptable to SDPC.
Revise draft	Start: 5 Apr 2001 Complete: 30 Apr 2001 Responsibility: consultants	Consultant's third report	The draft is accepted and approved by SDPC and other relevant Government agencies.
Print materials	1 May 2001	Consultant's third report	
Present administrative and supervision instructions at workshop and training courses	Start: 5 Jun 2001 Complete: 15 Jun 2001 Responsibility: consultants/SDPC	Consultant's third report.	
4. Public Procurement and Project Implementation Training			
Develop training course curriculum	Start: 15 Nov 2000 Complete: 30 Mar 2001 Responsibility: consultants/SDPC	Consultant's third report	
Develop and publish a series of course notes for participants	Start: 1 Apr 2001 Complete: 1 May 2001 Responsibility: consultants/SDPC	Consultant's third report	The material is generally acceptable to SDPC.
Conduct pilot course 1.	Start: 23 Jul 2001 Complete: 27 Jul 2001 Responsibility: consultants/SDPC	Consultant's third report	
Conduct pilot course 2.	Start: 30 Jul 2001 Complete: 3 Aug 2001 Responsibility: consultants/SDPC	Consultant's third report	SDPC and other participants are available to attend courses.
Conduct pilot course 3.	Start: 6 Aug 2001 Complete: 10 Aug 2001 Responsibility: consultants/SDPC	Consultant's third report	Domestic consultants are available and able to participate in conducting the course. Domestic consultants are available and ready to assume the major responsibility for organizing and conducting the course.

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
INPUTS Consultants — Equipment, printing, and training Counterpart staff and project support from the Government	International consultants: 10 persons months, Domestic consultants: 9 person months		

COST ESTIMATE AND FINANCING PLAN
(\$ thousand)

Item	Foreign Exchange	Local Currency	Total Cost
A. ADB Financing			
1. Consultants			
a. Remuneration and Per Diem			
(i) International Consultant	240	0	240
(ii) Domestic Consultants	0	40	40
b. International & Local Travel	30	10	40
2. Communications	5	0	5
3. Equipment and Software	35	10	45
4. Training and Workshops	40	40	80
5. Printing of Administration/Training Manuals (including CD-ROM)	0	10	10
6. Report Preparation	5	0	5
7. Translation Services	0	20	20
8. Contract Negotiation (2 persons)	5	0	5
9. Contingencies	55	20	75
Subtotal (A)	415	150	565
B. Government Financing			
1. Counterpart Staff Salaries	0	120	120
2. Office Accommodation	0	40	40
3. Transport	0	20	20
4. Office Supplies and Materials	0	10	10
5. Others	0	10	10
Subtotal (B)	0	200	200
TOTAL	415	350	765

ADB = Asian Development Bank

Source: Staff Estimates

(Reference in text: page 3, para. 9)

OUTLINE TERMS OF REFERENCE

A. General

1. The technical assistance (TA) is expected to require 10 person-months of international consultant services and 9 person-months of domestic consultant services. An international firm of consultants will be selected in accordance with *Guidelines on the Use of Consultants* of the Asian Development Bank (ADB) to provide all the services required under the TA. The international and domestic consultants will provide a total of 19 person-months of service as follows:

- | | | | |
|------|--|---|----------------------|
| (i) | international consultant on organization | — | 5 person-months, |
| (i) | international consultant on administration and supervision | — | 5 person-months, |
| (ii) | team of domestic consultants on database development | — | 4 person-months, and |
| (iv) | team of domestic consultants on training design | — | 5 person-months. |

All the services will be carried out in the field. The TA will be implemented over a period of 10 months with most of the components being substantially executed or functional within 7 months of the commencement of work on the TA as shown in the implementation schedule in Appendix 4.

2. One of the two international consultants will serve as the lead consultant. The lead consultant will be primarily responsible for formulating and recommending an appropriate organizational structure for the implementation of the Tendering and Bidding Law and Related Regulations (TBLRR). The lead consultant will also supervise and coordinate the work of the other consultants, give advice when required, and exercise time and quality control. The lead consultant must be well versed in all aspects of the TBLRR and experienced in project administration, supervision, and evaluation. The lead consultant will provide 5 person-months of service during three visits to coincide with critical stages of the TA implementation when these services are most needed (Appendix 4).

3. The second international consultant will be responsible for drafting a set of administrative and supervisory instructions for the implementation of the TBLRR. The instructions will be modeled on ADB's Project Administration Instruction. The consultant, who will provide 5 person-months of service, will have a thorough knowledge of the TBLRR, and of project supervision, monitoring, and evaluation.

4. Two teams of domestic consultants will be engaged from one or more firms, or as a discrete team of individual consultants, one team will establish a database to facilitate the efficient administration and supervision of the implementation of the TBLRR, and the storage and retrieval of related information. The other team will design a training course curriculum and compile a set of training notes. The two teams of

domestic consultants will provide 9 person-months of service, 4 person-months for the database, and 5 person-months for the training course, on a part time basis over the duration of the implementation of the TA. The domestic consultants will work under the overall direction and supervision of the lead consultant.

B. List of Tasks to be Accomplished by Consultants

1. Organizational Set-Up

5. This is the most important of all the tasks to be accomplished under the TA. It is to be undertaken by an international consultant with extensive experience in public procurement and in collaboration with a team of domestic consultants. A senior staff member of the State Development Planning Commission (SDPC) will be assigned to collaborate with the international consultant.

6. The aim is to establish a well-structured organizational unit capable of efficiently administering and supervising implementation of the TBLRR.

7. The consultants will hold discussions with the concerned Government authorities to arrive at an organizational structure that is relevant and can effectively administer and supervise the implementation of the TBLRR.

8. The preliminary plan is for a department of public procurement to be set up within SDPC with the following four divisions:

- (i) division of administration and supervision,
- (ii) division for settlement of disputes,
- (iii) division of public procurement, and
- (iv) division for training and information.

9. The consultants will identify and spell out the authority and responsibilities of each division and provide a staffing proposal with job descriptions for the key positions.

10. The consultants' recommendations should be available two months after the commencement of the TA. Senior SDPC staff will submit the recommendations for the necessary official approval and identify core personnel to be assigned to each division. The new divisions are scheduled to begin operating seven months after the commencement of the TA.

2. Public Procurement Database

11. A public procurement database will be set up under the direction of the lead consultant by a domestic consulting firm with expertise in database development. SDPC staff who will eventually be responsible for the operation and maintenance of the database will be assigned to collaborate with the consultants.

12. The computerized database will be designed to facilitate the administration of the TBLRR, storage and retrieval of information related to public procurement by SDPC, and provision of information to other government bodies.

13. Typical examples of information that may be stored in the database are
- (i) a list of registered tendering agencies according to classification and grading; and
 - (ii) list of registered contractors for construction projects and their grading (the list is currently available at the International Cooperation Division, Construction Management Department, Ministry of Construction).
14. The database will include information on the prices of major items of equipment and materials from tenders submitted. The availability of this information will facilitate the preparation, and improve the accuracy, of project and tender estimates.
15. Apart from designing the database system, the domestic consultant(s) will assist SDPC in the procurement of computer equipment; software; and ancillary equipment such as printers, photocopiers, and other office equipment to support the TA operations.
16. The input of the domestic consultant(s) is estimated at 4 person-months on a part time basis, over a period of 6 months, by the end of which the database should be operational as shown in the implementation schedule in Appendix 4.

3. Administrative and Supervisory Instructions

17. SDPC will administer and supervise the implementation of the TBLRR, and supervise and monitor the implementation of important national projects. To discharge its responsibilities effectively, it must establish sound procedures to be followed uniformly and consistently by those who are involved in administration and supervision. The compilation of a set of administrative and supervisory instructions is therefore essential.
18. The proposed set of administrative and supervisory instructions will be modeled on ADB's project administration instructions. On obtaining approval from ADB of the computerized database system as proposed by the domestic consultant(s), the international consultant on administration and supervision will arrange to purchase the components of the system. With ADB approval, the international consultant will also arrange for the translation and production of administrative and training manuals, including on CD-ROM.
19. Apart from their intended use by the staff of SDPC, the administrative and supervisory instructions can also be used to instruct staff of provincial and local governments in the techniques of project administration and supervision, thereby enhancing and ensuring uniformity of standards.
20. The initial draft of the instructions is to be provided by the consultant in two months. It will then be reviewed and commented on by SDPC officials in four months. The consultant will return to revise the draft and prepare it for further review and

comments by experts at a workshop to be held within eighth month from the commencement of the TA as shown in the implementation schedule in Appendix 4.

21. The consultant will participate in the workshop and training courses at which the administrative and supervisory instructions will be presented and discussed.

4. Training Course Structure and Materials

22. Training is one of the most important elements of this TA. The concept of competitive tendering based on a set of rules to ensure transparency and fairness is not well known in the People's Republic of China. Training is needed to help the people involved in public procurement to understand the concept and follow the rules.

23. A course structure will be formulated and training materials prepared so that such courses can be conducted on a regular basis.

24. The course will be designed and conducted over a period of five days and will have three components:

- (i) ADB, World Bank, and World Trade Organization procurement guidelines and rules;
- (ii) the TBLRR; and
- (iii) the administration and supervision of procurement guidelines and project implementation.

25. A team of domestic consultants, well qualified in course design, experienced in teaching professional courses, and knowledgeable in public procurement will be engaged to undertake the assignment. The team will work in collaboration with, and under the general direction of, the lead consultant. After the design of the course the team will collect relevant materials and compile them into a series of course notes for use in subsequent training courses.

26. The work of the team of domestic consultants is estimated at five person-months, on a part time basis, and should be completed six months after the start of the TA as shown in the implementation schedule in Appendix 4.

27. Three pilot courses will be conducted before the close of the TA. The domestic consultants will participate in the courses which will train 40-45 participants course.

C. Meetings

28. The consultants are required to attend the following meetings:

- (i) inception meeting at the commencement of the TA,
- (ii) tripartite meeting in the third month to review progress,
- (iii) second tripartite meeting in the seventh month to review substantial completion, and
- (iv) final meeting in the tenth month to close the TA.

D. Reporting Requirements

29. The lead consultant will be responsible for submitting reports on the implementation of the TA as follows:

- (i) The inception report will be submitted shortly after the inception meeting.
- (ii) A progress report will be submitted in the third month, after the first tripartite meeting.
- (iii) An interim report will be submitted in the eighth month, after the second tripartite meeting. This will be a preliminary completion report and will include a report on SDPC's secondment exercise with ADB and the World Bank.
- (iv) The final report will be submitted shortly after the meeting to close the TA and will contain a comprehensive review of the accomplishments of the TA and recommend follow-up actions to be taken, if any.

30. The consultant's reports will be submitted in three copies, one to SDPC and two to ADB.

TA Implementation Schedule^a

	M o n t h									
	1	2	3	4	5	6	7	8	9	10
1. Organization	█		Obtain Approval			Staffing				
2. Database	█		(4 pm) █		█					
	Design Database		Buy equipment		Install Database					
3. Administrative and Supervisory Instructions	█		Review Draft			█				
	█		█		█		Workshop			Courses
4. Course Design & Materials	█		(5 pm) █		█		█			█
	Course Design		Collect Materials		Prepare Course Materials					
5. Print Books and CD-ROM	█									
6. Training Assignment				█ ADB		█ World Bank				
7. Meetings	(T) Inception		(T) Tripartite				(T) Tripartite			(F) Final

Legend:

- (1) Lead International Consultant █
- (2) 2nd International Consultant █
- (3) Domestic Consultant(s) █
- (4) State Development Planning Commission Staff █
- (5) pm person-months

^a The services of the consultants are expected to commence in September 2000.

(Reference in text: page 4, para. 12)