



Technical Assistance Report

Project Number: 37409
December 2005

Technical Assistance
Developing Pro-Poor Governance
Capability and Knowledge
(Financed by the Poverty Reduction Cooperation Fund)

Asian Development Bank

ABBREVIATIONS

| | | |
|----------|---|--|
| ACA | – | Anti-Corruption Agency |
| ACIG | – | Australian Continuous Improvement Group |
| ADB | – | Asian Development Bank |
| ADB I | – | Asian Development Bank Institute |
| APEC | – | Asia-Pacific Economic Cooperation |
| CIB | – | continuous improvement and benchmarking |
| COTI | – | Central Official Training Institute |
| CRC | – | citizen report card |
| CSP | – | country strategy and program |
| DMC | – | developing member country |
| EROPA | – | Eastern Regional Organization for Public Administration |
| MACA | – | Malaysia Anti-Corruption Academy |
| MOA | – | memorandum of agreement |
| MOU | – | memorandum of understanding |
| NAA | – | National Anticorruption Agency |
| NAPSIPAG | – | Network of Asia-Pacific Schools and Institutes of Public Administration and Governance |
| NGO | – | nongovernment organization |
| OECD | – | Organisation for Economic Co-operation and Development |
| PAC | – | Public Affairs Centre |
| PAO | – | project administration officer |
| RETA | – | regional technical assistance |
| RSCG | – | Capacity Development and Governance Division |
| RSDD | – | Regional and Sustainable Development Department |
| TA | – | technical assistance |
| UNCAC | – | United Nations Convention against Corruption |

TECHNICAL ASSISTANCE CLASSIFICATION

| | | |
|---------------------------------|---|--|
| Targeting Classification | – | General intervention |
| Sector | – | Law, economic management, and public policy |
| Subsector | – | Subnational government administration |
| Theme | – | Governance |
| Subthemes | – | Public governance, civil society participation, anticorruption |

NOTE

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

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I. INTRODUCTION

1. Consistent with the overarching goal of reducing poverty in developing member countries (DMCs), the Asian Development Bank (ADB) has actively supported country led and regional initiatives to improve the performance of public services and combat corruption. A significant part of ADB's lending services are directed towards improving the provision of public services in DMCs. The challenges of making service providers accountable and transparent have become more complex as DMCs decentralize responsibility for the provision of public services, and adopt different models of service provision.

2. ADB's Capacity Development and Governance Division (RSCG) of the Regional and Sustainable Development Department (RSDD) has undertaken complementary regional anticorruption and service delivery networking and learning events.¹ The regional activities are valued by DMCs as they focus on practical application and know-how, and deal with issues that are current and relevant. This has created a demand for learning tool kits to further improve service delivery. ADB, in partnership with the Asian Development Bank Institute (ADBI), has funded the development of two e-learning tool kits: (i) the citizen report card (CRC) pioneered by the Public Affairs Centre (PAC), Bangalore, India; and (ii) the continuous improvement and benchmarking (CIB) techniques pioneered by the Australian Continuous Improvement Group (ACIG), Melbourne, Australia. PAC and ACIG have requested support to institutionalize the tool kits and improve operational effectiveness. Two regional networks to strengthen the study and practice of public administration and governance—the Eastern Regional Organization for Public Administration (EROPA) and the Network of Asia-Pacific Schools of Public Administration and Governance (NAPSIPAG)—provide opportunities to promote the use of the tool kits.² The Anti-Corruption Agency (ACA)³ of Malaysia has recently established the Malaysia Anti-Corruption Academy (MACA) to provide training and become a center of learning, research, and discussion for anticorruption prevention programs in the Asia-Pacific region. The ACA requested ADB support for MACA and confirmed the fact-finding aide-memoire outlining the scope of support in October 2004.

3. This technical assistance (TA)⁴ will use the regional networks described above to (i) deliver courses on corruption prevention in service delivery to DMCs participating in the ADB-Organisation for Economic Co-operation and Development (OECD) Asia-Pacific Anti-Corruption Initiative; and (ii) enable training institutions in public administration to incorporate the e-learning tool kits in their service delivery training curricula and support the service delivery reform efforts of public service providers and policy makers in DMCs by promoting the use of the e-learning tool kits. The TA framework is in Appendix 1.

II. ISSUES

4. Many DMCs face significant challenges to make services work for people, particularly the poor, in a sustainable manner. Investments designed to improve services frequently lead to unsustainable delivery because of a variety of reasons, including (i) planning and management

¹ The Asia-Pacific Anti-Corruption Initiative "Putting People First" Service Delivery Regional Training Program, organized by ADB and the Organisation for Co-operation and Development (OECD), and the Regional Seminar and Learning Event on Local Government and Pro-Poor Service Delivery laid the foundation for the regional products and services to improve service delivery and combat corruption.

² EROPA has written to RSCG expressing its interest in promoting the e-learning tool kits. Some participating institutions in NAPSIPAG have expressed interest in the tool kits.

³ MACA is a member of the ADB-OECD Asia-Pacific Anti-Corruption Initiative.

⁴ The TA first appeared in *ADB Business Opportunities* (internet edition) on 17 September 2005.

of services on the basis of inputs; (ii) minimal information on the quality, quantity, and cost of services; (iii) inability to benchmark services; (iv) failure to involve service users in monitoring and reporting on the performance of the service; and (v) lack of a systematic mechanism to prevent corruption and mitigate corruption-related risks in the delivery of public services. Many DMCs will not achieve the Millennium Development Goals unless these challenges are effectively addressed in a timely manner.

5. CRCs and CIB techniques⁵ have been used by governments and civil society in several countries and led to improvements in the performance of public services. Some countries have benefited from direct support provided by PAC and ACIG. Others have used local organizations that have adapted CRC and CIB techniques to specific contexts. However, PAC and ACIG have limited capacity to promote products or facilitate implementation. Furthermore, there is no organized mechanism to increase awareness about the potential benefits of the approaches among public service providers and policy makers. The CRC and CIB e-learning tool kits go a considerable way towards addressing institutional and guidance gaps and have yielded positive results from the field tests. The World Bank has already made use of the CRC and is adapting the tool kit to assess specific constraints in water and sanitation services. Both tool kits need to be actively utilized and made sustainable. The key issues that need to be addressed include (i) widening support organizations beyond PAC and ACIG, (ii) establishing mechanisms for dealing with queries raised by potential and new users of the tool kits, (iii) providing guidance on how to incorporate these innovations in public training courses given by educational and training institutions in the region, (iv) strengthening ADB sector specialist capacity on service delivery improvement programs, and (v) making tool kits available to improve the performance of public services.

6. The review of the implementation of ADB's governance and anticorruption policies highlighted the need for ADB to strengthen its support for country anticorruption initiatives. A significant problem facing many DMCs is the shortage of human resources with the capacity and capability to mainstream corruption prevention measures in development programs, particularly those concerned with improving the performance of public services. A few regional institutions have the ability to deliver practical and affordable training solutions to DMCs. The establishment of MACA as a regional academy for anticorruption training is a welcome development in line with the priorities of the ADB-OECD Anti-Corruption Initiative. The partnership with ACA offers an excellent opportunity to provide quality anticorruption training to public service officers in the region.⁶

7. Innovations in service delivery in the region do not have sound institutional platforms for sharing successes, scaling up, and making the outputs of the innovations sustainable. Training courses in corruption prevention and service delivery require effective peer review to ensure the courses are relevant for DMCs in the region. Regional institutional networks such as those established through the ADB-OECD Anti-Corruption Initiative, EROPA and NAPSIPAG provide an opportunity for a two-way meaningful engagement.⁷

⁵ Citizen Report Card. 2005. Available: www.citizenreportcard.com and Continuous Improvement and Benchmarking .2005. Available at www.acig.com.au/toolkit.

⁶ MACA has submitted a proposal to ADB for a program of international courses in four modules. The proposal draws heavily on its own experiences and contributions from countries participating in the ADB-OECD Anti-Corruption Initiative.

⁷ EROPA was established in 1960 covering 12 countries and is supported by a training center in India, a development management center in South Korea, and a local government center in Japan. NAPSIPAG is a more recent network being established with ADB support since 2003.

8. The TA responds to DMC needs for acquiring knowledge and capability to improve the performance of public services and mitigate risks of corruption in their delivery through regional service delivery products and training services.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The expected impact of this TA is strengthened DMC knowledge and capacity in the use of tools and techniques for (i) improving the performance of the delivery of public services, and (ii) preventing corruption. The training underpinning the CRC and CIB toolkits and the survey methodology used by the CRC specifically consider service performance in relation to poor and marginalized persons. The outcome expected is the establishment of regional services to (i) provide training and support to DMCs in anticorruption preventive measures; (ii) promote the utilization of the CRC to conduct social audits of public services; and (iii) promote utilization of CIB techniques to ensure that capacity, resources, and people are managed to deliver effective, efficient, affordable, and equitable public services. The TA will be implemented in a manner that will allow for the outputs to be sustained beyond the project through the specific institutional arrangements described in the next section on methodology.

B. Methodology and Key Activities

10. The methodology adopted for the implementation of this TA draws on lessons learned in implementing earlier regional technical assistance (RETA) projects on service delivery and builds on the productive outputs of these RETAs.⁸ The links between the earlier and proposed RETAs are reflected in (i) consistency in terms of approach; (ii) taking a long-term view of change; and (iii) building on earlier outputs through effective institutional support and better technical solutions.

11. Innovative initiatives often experience problems in (i) moving beyond the innovation to scaling up implementation, and (ii) creating a critical mass of expertise in the region to be able to support and sustain the innovation. Other lessons learned concern (i) minimizing the transaction costs for ADB RETA administration without compromising quality and lowering the checks and balances necessary for effective implementation, and (ii) avoiding creation of new organizational structures for implementation. This TA has been designed after extensive discussions with ACA, PAC, and ACIG and from the results of the field testing of the e-learning tool kits. It also draws on advice provided by the governance adviser on anticorruption of the Department for International Development, United Kingdom.

12. A key feature of this TA is to utilize existing regional anticorruption and public administration institutional network arrangements to promote the exchange of knowledge and good practices in anticorruption and innovations in public services. Appendix 2 provides summary institutional profiles of the three regional networks this TA will utilize for achieving TA objectives. Appendix 2 also presents the expected roles and responsibilities of ACA, EROPA, NAPSIPAG, and ADB-OECD Anti-Corruption Initiative under this TA. Activities in DMCs will only commence after no objection letters are secured from DMCs selected for training and service delivery improvement support under this RETA.

⁸ ADB. 1997. *Technical Assistance for Enhancing Municipal Service Delivery Capability in Selected DMCs*. Manila; ADB. 2000. *Technical Assistance for Enhancing Municipal Service Delivery Capability (Phase II)*; Manila; ADB. 2002. *Technical Assistance for Good Practice on Pro-Poor Service Delivery by Local Governments*. Manila.

13. PAC and ACIG will engage with the regional networks—ADB-OECD Anti-Corruption Initiative Steering Group, EROPA, and NAPSIPAG—on (i) the development and delivery of appropriate training courses to selected network members, (ii) enhancements that would strengthen implementation of the e-learning tool kits, (iii) screen nominations for anticorruption training, and (iv) selection of DMCs where the anticorruption training and tool kits can be applied. PAC and ACIG will also train selected regional public administration institutions to facilitate incorporation of the tool kits in the syllabus of the service delivery training provided by the institutions. ACA, PAC, and ACIG will provide progress reports to the regional networks and ADB. RSCG will provide oversight, quality assurance, and promote the tool kits and training courses among ADB professional staff.

14. **Component One.** ACA, through MACA, will develop the training courses based on their extensive experience in delivering courses nationally and drawing on the knowledge and expertise of international anticorruption institutions including Australia and Hong Kong, China. In addition, it will draw on the knowledge and expertise of the steering group members of the ADB-OECD Anti-Corruption Initiative who act as peer reviewers of the training products and services. The TA will make a financial contribution to ACA to develop and deliver training to international standards on corruption prevention. During the design of this TA, course parameters were developed and are structured around four modules to allow flexibility and incremental skills development. An indicative outline of the course, sustainability requirements (including business and financial sustainability plans), and services to be provided by ACA are contained in Appendix 2. This TA will fund the participation of 30 DMC officials in the training courses selected by the ADB-OECD Anti-Corruption Steering Group based on applications received from members and predetermined selection criteria that justify relevance, immediate utilization, and gender balance. ACA through MACA will manage, deliver, and administer the training courses.

15. **Component Two.** PAC and ACIG will work directly with EROPA and NAPSIPAG member educational and training institutions through their annual and other networking events to (i) promote the tool kits,⁹ (ii) assist in the incorporation of the tool kits in the public administration training courses, and (iii) assist in the implementation of the tool kits by public sector service providers and policy makers in selected DMCs. PAC and ACIG will support two regional workshops and learning events. The RSCG TA coordinator (para 18) will establish procedures to be used by PAC, ACIG, EROPA, and NAPSIPAG to achieve TA outputs during the inception phase. There is provision for EROPA and NAPSIPAG training institutions to access TA resources for implementing the tool kits in DMCs and incorporate them in the training courses.

16. **Component Three.** Based on the experiences and feedback of EROPA and NAPSIPAG members, PAC and ACIG will produce improved versions of the tool kits. Working closely with EROPA and NAPSIPAG, PAC and ACIG will identify and partner with selected network members to design and develop enhanced versions. A mechanism will be put in place to ensure that all network members have access to the latest versions that have been peer reviewed by selected network members. Partner network members will (i) consult and contribute to the design structure, content, and instructional guides; (ii) provide examples of cases that can be included in the revised versions of the tool kits; and (iii) contribute to the field testing of the updated versions.

⁹ A soft launch of the tool kits took place at the NAPSIPAG Annual Conference in Beijing, People's Republic of China, from 5 to 7 December 2005.

C. Cost and Financing

17. The total cost of the TA is estimated at \$875,000. The TA will be financed on a grant basis by the Poverty Reduction Cooperation Fund and administered by ADB. Appendix 3 presents the cost estimates and financing plan.

D. Implementation Arrangements

18. ADB will be the Executing Agency for this TA and RSCG will be responsible for overall coordination. An individual international consultant will be engaged as the TA coordinator and will be supported by a domestic consultant. The international consultant will be based in RSCG and will be responsible for overall project supervision and for ensuring the delivery of project outputs within the described framework. In addition, the TA coordinator will be responsible for promoting the e-learning tool kits among ADB professional staff with responsibility for developing country strategies and projects/programs. Progress reports will be submitted by ACA, PAC, and ACIG through the TA coordinator to the annual ADB-OECD meetings (for component 1) and EROPA/NAPSIPAG meetings (for component 2) and to ADB's Governance Community of Practice. The TA coordinator will provide an inception report, quarterly progress reports, and a final report summarizing the TA's outputs and achievements. Quarterly monitoring and financial reports will be prepared by the TA coordinator and submitted to the RSCG. The Governance Community of Practice will provide strategic direction and oversight to ensure consistency with ADB's priorities and processes.

19. The TA will be implemented over 23 months commencing in January 2006 and will be completed in November 2007. The TA will require up to 48 person-months of consulting services (25 international and 23 domestic). The consultants will be engaged by ADB in accordance with the *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants.

20. Consulting firms PAC and ACIG will be directly selected. The terms of reference for PAC, ACIG, and the TA Coordinator are in Appendix 4. A memorandum of agreement (MOA) between ADB and ACA will be executed for the development and implementation of the corruption prevention training courses. In addition, memorandums of understanding (MOU) between ADB and the EROPA Secretariat and ADB and the ADB-OECD Anti-Corruption initiative will be executed to ensure their commitments under this TA and sustainability requirements are met. ACA, PAC, and ACIG will disseminate the results from the TA as part of the performance based reporting system of the implementing partners. In addition, all outputs will be placed on the ADB website.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$875,000 to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Developing Pro-Poor Governance Capability and Knowledge, and hereby reports this action the Board.

DESIGN AND MONITORING FRAMEWORK

| Design Summary | Performance Targets/Indicators | Data Sources/Reporting Mechanisms | Assumptions and Risks |
|--|---|---|--|
| <p>Impact</p> <p>Strengthened DMC knowledge and capacity in the use of tools and techniques for improving public services and preventing corruption</p> | <ul style="list-style-type: none"> • Increased number of educational and training institutions in DMCs • Use of CRC methodology and CIB techniques incorporated in their teaching portfolios • Application of CRC methodology and CIB techniques in actual improvement of services • Regular conduct of anticorruption training by ACA for DMCs • Increased number of anticorruption initiatives as a result of ACA training | <ul style="list-style-type: none"> • ACA annual reports • EROPA and NAPSIPAG annual reports • Annual reports of EROPA and NAPSIPAG members • Teaching and training syllabi of EROPA and NAPSIPAG members | |
| <p>Outcomes</p> <ul style="list-style-type: none"> • ACA delivers effective and sustainable anticorruption training programs in the region • Selected members of EROPA and NAPSIPAG are able to assist other members on the use of CRC and CIB for teaching purposes and service delivery improvement initiatives • CRC methodology and CIB techniques are included in the teaching curricula and course syllabi of EROPA and NAPSIPAG members | <ul style="list-style-type: none"> • Number of training courses conducted • Number of trainees trained • Number of training courses and modules designed and developed • Number of EROPA and NAPSIPAG members mentored and coached by PAC and ACIG on the use of CRC and CIB for teaching purposes and improving service delivery • Number of EROPA and NAPSIPAG members that can assist other members on the use of CRC and CIB • Number of EROPA and NAPSIPAG members which have included CRC and CIB in their teaching and training course syllabi | <ul style="list-style-type: none"> • ACA annual reports • Feedback from training participants • Reports and feedback of concerned EROPA and NAPSIPAG members • PAC and ACIG reports • Reports and feedback of concerned EROPA and NAPSIPAG members • PAC and ACIG reports | <p>Assumptions</p> <ul style="list-style-type: none"> • Continued political and financial support of ACA by the Government of Malaysia • Technical assistance from experts and international development agencies • Support from EROPA and NAPSIPAG management steering committees • Commitment and involvement of EROPA and NAPSIPAG members • Support from EROPA and NAPSIPAG management • Commitment and involvement of concerned EROPA and NAPSIPAG members |

| Design Summary | Performance Targets/Indicators | Data Sources/Reporting Mechanisms | Assumptions and Risks |
|--|---|--|--|
| <p>Outputs</p> <p>Component One</p> <p>1. Training course design on Developing a Corruption Prevention Program consisting of four modules (each module has detailed content outline, trainer's guide, lecture notes, and reference materials) on the following themes: (i) theory and practice of combating corruption, (ii) objective and scope of preventing corruption, (iii) developing corruption prevention strategies, and (iv) developing community education strategies</p> <p>2. Training course on Developing a Corruption Prevention Program for DMC officials</p> <p>3. ACA sustainability plan for delivery of the training courses on corruption prevention to DMCs</p> <p>Component Two</p> <p>4. PAC and ACIG provide support services to selected EROPA and NAPSIPAG members on the use of CRC methodology and CIB techniques</p> <p>5. Training for selected EROPA and NAPSIPAG members on the use of CRC methodology (by PAC) and CIB techniques (by ACIG)</p> <p>6. Small projects on service delivery improvements using CRC and CIB</p> <p>7. Teaching and training syllabi of selected EROPA and NAPSIPAG members include the use of CRC methodology and CIB techniques</p> | <ul style="list-style-type: none"> • Entire training course design is completed, including trainer's guide, lecture notes, and reference materials for all four modules, by month 6 • 30 DMC officials trained by month 8 • Plan completed by month 9 • MOUs with EROPA and NAPSIPAG by month 3 • Support services established by month 4 • Training provided to four EROPA/NAPSIPAG members • Designed two projects on the use of CRC methodology • Designed two projects on the use of CIB techniques • Inclusion of CRC and CIB in teaching and training course syllabi of at least four EROPA/NAPSIPAG members by month 16 | <ul style="list-style-type: none"> • Consultants' reports • ACA reports • Project progress reports • ACA reports • Participants' feedback • ACA reports • Project progress reports • PAC and ACIG reports • Feedback from concerned EROPA/NAPSIPAG members • PAC and ACIG reports • Feedback from concerned EROPA/NAPSIPAG members • PAC and ACIG reports • Reports of concerned EROPA/NAPSIPAG members • Teaching and training course syllabi of concerned EROPA/NAPSIPAG members • PAC and ACIG reports | <p>Assumptions</p> <ul style="list-style-type: none"> • Timely engagement of qualified experts • Course design and materials are responsive to trainees' needs and learning profiles • Effective coordination with ADB-OECD secretariat • Motivated and competent participants attend the course • Commitment of ACA • Availability of resources • Active involvement of EROPA and NAPSIPAG secretariats and members • Sustained partnership between PAC/ACIG and concerned EROPA/NAPSIPAG members • Clear project guidelines • Timely release of funds • Effective PAC and ACIG supervision • Commitment of concerned EROPA/NAPSIPAG members |

| Design Summary | Performance Targets/Indicators | Data Sources/Reporting Mechanisms | Assumptions and Risks |
|--|---|--|--|
| <p>Component Three</p> <p>8. Updated versions of CRC and CIB e-learning tool kits</p> | <ul style="list-style-type: none"> • New versions completed by month 21 • New versions of CRC and CIB learning tool kit disseminated and promoted to EROPA and NAPSIPAG members by month 23 | <ul style="list-style-type: none"> • PAC and ACIG reports • Completed versions of the e-learning tool kits • Feedback from concerned EROPA/NAPSIPAG members | <ul style="list-style-type: none"> • Active involvement of selected EROPA/NAPSIPAG members in the design, development, and field testing • Timely delivery of outputs |
| <p>Activities with Milestones</p> <ol style="list-style-type: none"> 1. Design and conduct training course on Developing an Anticorruption Training Program <ol style="list-style-type: none"> 1.1. Sign MOU between ADB and NAA-ACA by month 1 1.2. Engage experts to design and conduct the training course by month 2 1.3. Complete design of four training modules (including trainer's guide, lecture notes, and materials) by month 6 1.4. Develop selection criteria for training participants with ADB-OECD by month 5 1.5. Identify and invite training participants by month 6 1.6. Conduct training course by month 8 1.7. Complete sustainability plan and identify follow-up activities by month 9 2. Promote the use of CRC methodology and CIB techniques through EROPA and NAPSIPAG <ol style="list-style-type: none"> 2.1 Engage PAC and ACIG by month 1 2.2 PAC and ACIG to agree with EROPA and NAPSIPAG on a system for providing support to qualified network members by month 2 2.3 Establish support services by month 4 2.4 Develop selection criteria and guidelines for financing small projects on the use of CRC and CIB by month 5 2.5 Provide small grants to deserving EROPA and NAPSIPAG members to use CRC and CIB for actual service delivery improvements from months 6 to 21 2.6 PAC and ACIG to oversee and monitor implementation of service delivery improvement projects by month 1 2.7 Identify EROPA/NAPSIPAG members for training by PAC and ACIG by month 5 2.8 PAC and ACIG to train selected EROPA/NAPSIPAG members by month 23 3. Update and strengthen CRC and CIB e-learning tool kits <ol style="list-style-type: none"> 3.1 Gather and record feedback and comments on the e-learning tool kits from month 4 to 23 3.2 Identify and work with network members in the design and development of the improved versions of the e-learning tool kits by month 12 3.3 Complete prototypes of improved versions by month 16 3.4 Field test prototypes from months 17 to 20 3.5 Complete new versions by month 21 3.6 Disseminate and promote new versions by month 22 4. Perform project supervision and administration <ol style="list-style-type: none"> 4.1 Engage consultants for project secretariat by month 1 4.2 Develop project workplan by month 2 4.3 Develop monitoring and evaluation framework by month 2 4.4 Conduct two workshops on the use of CRC and CIB e-learning tool kits for ADB staff (dates to be determined during inception phase) 4.5 Oversee and coordinate project implementation 4.6 Submit quarterly progress report | | | <p>Inputs</p> <ol style="list-style-type: none"> 1. Consulting services <ul style="list-style-type: none"> • 25 person-months of international consulting services • 23 person-months of domestic consulting services 2. Cost estimates by component <ul style="list-style-type: none"> • Citizen Report Card: \$196,400 • Continuous improvement and benchmarking techniques: \$198,200 • Corruption Prevention Regional Training: \$309,100 • Project Coordination, Monitoring, and Reporting: \$171,300 <p>Component 2 has been designed on the basis of NAPSIPAG's inclusion. Formal engagement with NAPSIPAG is envisaged during its Annual Conference from 5 to 7 December 2005 in Beijing. The twin approach of involving both EROPA and NAPSIPAG under this TA is to capitalize on their comparative advantages and maximize project impact</p> |

ACA = Anti-Corruption Agency, ADB = Asian Development Bank, ACIG = Australian Continuous Improvement Group, CIB = continuous improvement and benchmarking, CRC = citizen report card, DMC = developing member country, EROPA = Eastern Regional Organization for Public Administration, MOU = memorandum of understanding, NAA = National Anticorruption Agency, NAPSIPAG = Network of Asia-Pacific Schools and Institutes of Public Administration and Governance, OECD = Organisation for Economic Co-operation and Development, PAC = Public Affairs Centre.

PROFILES OF KEY INSTITUTIONS AND THEIR RESPONSIBILITIES IN TECHNICAL ASSISTANCE IMPLEMENTATION

A. Institutional Profiles

1. **Anti-Corruption Agency (ACA).** ACA is a highly successful organization in combating corruption and an active partner in the Asian Development Bank (ADB)- Organisation for Economic Co-operation and Development (OECD) Anti-Corruption Initiative for Asia-Pacific. During the design of this technical assistance (TA), ADB undertook an institutional appraisal of ACA which involved missions to ACA; interactions with senior officials and trainers; and extensive discussions with the Director General, Deputy Directors General, and the Director of Inspection and Consultancy. ACA has extensive experience in providing training and consultancy services over many years to the public and private sectors in Malaysia, and supporting other countries in the Asia and Pacific Region. With full support from the Government of Malaysia, and given Malaysia's remarkable experience in promoting public accountability and transparency, ACA is well positioned to provide an effective and continuing capacity building program in the region through the establishment of a dedicated training institution.

2. **Malaysia Anti-Corruption Academy (MACA).** At the fourth steering committee meeting of the ADB-OECD Anti-Corruption Initiative for Asia and the Pacific in Kuala Lumpur, Malaysia, in December 2003, the Malaysian Prime Minister announced the establishment of the MACA as a regional center for anticorruption capacity building, promoting best practices in prevention, investigations, monitoring, enforcement, and in newer areas such as forensic accounting and forensic engineering. MACA is under the purview of ACA and is funded from the national budget. Its two main client groups are (i) public, private, nongovernment organization (NGO) sectors, and communities in Malaysia; and (ii) regional stakeholders who have a responsibility for combating corruption in their countries. MACA has been established and its residential training center in Central Kuala Lumpur will be fully functional in early 2006. It is envisaged that the MACA will become a regional hub and knowledge center for anticorruption training. It has been set up with an initial budget of RM17 million (\$4.5 million) from the Government of Malaysia.

3. ACA has produced a strategic framework and operational plan for MACA which it has submitted to ADB. This plan describes the vision, mission, and organizational and management arrangements for MACA. The business plan envisages MACA having six schools, including one as a Center of International Studies. This center plans to deliver courses for the Asia-Pacific region that would include corruption prevention as well as community education courses as a contribution to combating corruption. It also aims to hold workshops and seminars. MACA plans to have 254 staff over the next two years and include ACA officers who would act as facilitators and lecturers. The MACA is planning to develop a 3-year rolling business plan in 2006 which will include time-bound actions for achieving financial sustainability, plans for extending the courses to a wider audience over a medium-term time frame, and a fee-charging strategy.

4. MACA will develop a program comprising four modules that address some of the priorities highlighted by countries in the ADB-OECD Anti-Corruption Initiative. This program of international courses would be known as Developing a Corruption Prevention Program. Courses have been merged into four modules. The key goal of the whole program is to enhance the knowledge and skills of anticorruption and law enforcement officers of participating countries on anticorruption strategies, thus strengthening corruption prevention initiatives. The training program is designed to achieve the following objectives:

- (i) Enhance understanding of the principle components, tools, and techniques of corruption prevention programs.
- (ii) Impart knowledge to participants on effective corruption tools for specific corruption prone areas.
- (iii) Provide a working understanding or knowledge of how to develop a corruption prevention program.
- (iv) Assist in developing community education programs.
- (v) Provide insight into corruption prevention initiatives in Malaysia.
- (vi) Develop a network of contacts and resource persons for information sharing and consultation.

5. The establishment of MACA offers an opportunity to provide standing capacity in the region to train public service officers on anticorruption. To get the best out of the opportunity, it is important to ensure that the training is (i) good quality and acknowledges the variety of settings in which it will be applied, in particular resource constraints—both financial and nonfinancial; and (ii) an integral element of a systematic program of reform and policy implementation in individual recipients' organizations in developing member countries (DMCs). In other words, individuals should not be sent on training unless they are able to apply it when they return to their organization.

6. **Eastern Regional Organization for Public Administration (EROPA).** Founded in 1960, EROPA is devoted to the development of the theory and practice of public administration in the Asia-Pacific region.¹⁰ EROPA is the first organization of its kind in the region. It consists of state members, institutes or schools of public administration, universities, agencies, municipal corporations, and individuals. EROPA organizes regional conferences, seminars, training programs, special studies, surveys, research studies, and publications.

7. Its programs and activities are carried out through the EROPA headquarters in Manila, Philippines, and its three regional centers: (i) EROPA Development Management Center in Kyenggi-do, Republic of Korea; (ii) EROPA Local Government Center in Tokyo, Japan; and (iii) EROPA Training Center in New Delhi, India. EROPA activities have been held in different parts of the region.

- (i) EROPA Development Management Center was established in November 1966 in the Central Officials Training Institute (COTI)¹¹ in Seoul, Republic of Korea, as an agency under EROPA, to contribute to effective development and improvement of organization and management programs in public administration in the region. The Center, along with the COTI, has moved to a new area, Kyenggi-do, in the vicinity of Seoul. The campus has modern and sophisticated educational and research facilities to revitalize the functions and activities of the Center. The primary objective of the Center is to provide in-service management development training for senior executives in government at the national level.
- (ii) EROPA Local Government Center was established in October 1964 in the Local Autonomy College of the then Ministry of Home Affairs in Tokyo, Japan, on the request of EROPA. The Group Training Course in Local Government likewise

¹⁰ The EROPA Secretariat Office is located at the National College of Public Administration and Governance, University of the Philippines. EROPA website: <http://www.eroa.org.ph>

¹¹ Central Officials Training Institute, Ministry of Government Administration and Home Affairs Available: <http://www.mogaha.go.kr>.

started and has been held once a year since then, under the sponsorship of the EROPA Local Government Center and the Japan International Cooperation Agency.

- (iii) EROPA Training Center is located in the Indian Institute of Public Administration in New Delhi. Training in various aspects of public administration has been a very important activity of the Institute. The interaction among academicians, policy makers, and administrators—in the intimate objective environment of the Institute—is a special feature of the training techniques employed.

8. As of 2005, EROPA has 12 state members,¹² 98 group members,¹³ and 479 individual members.¹⁴ EROPA is a well-established professional network that has consultative status (Category II) with the United Nations Economic and Social Council since July 1956. It also maintains collaborative linkages with different international and regional development institutions. Since its inception, EROPA has undertaken various activities in pursuit of its objectives, largely with the help of governments which are member states of EROPA and financial support from international organizations.

9. The principal organs of EROPA are the general assembly, executive council, and secretariat general. The general assembly is composed of all EROPA state, group, and individual members and is convened every 2 years in the region. The general assembly formulates the general policies and gives overall financial direction to the organization. It also approves applications for state and group membership in the organization and approves EROPA budgets and accounts. It elects its president and vice presidents, the executive council, secretary general, and commissioner of audit, all of whom serve a 2-year term.

10. The executive council defines the EROPA region by designating by name the countries and territories comprising this region. This definition shall take effect upon approval by the general assembly. The secretariat general is responsible for the execution of decisions and instructions of the executive council, coordination of the work of the various centers and services, preparations for all EROPA meetings and communications, and correspondence.

11. **Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG).** NAPSIPAG was established in 2003 with support from ADB. NAPSIPAG seeks to enhance the capacities of educational and training institutions of public administration in DMCs by making governments and institutions perform more efficiently and effectively. NAPSIPAG provides a network of public administrators for educational and training institutes in DMCs to exchange information about lessons learned and best practices which can be used to improve the teaching and practice of public administration. NAPSIPAG has conducted two international workshops since 2003.

12. Some of the preparatory actions for creating a network include the (i) creation of a database, (ii) invitation of interested institutions to a region-wide conference to launch the network, (iii) selection of an initiating/planning committee, (iv) preliminary preparations to establish a network secretariat, (v) identification of activities to be provided to the members, and (vi) identifying funding opportunities and modalities for a network.

¹² Australia, People's Republic of China, India, Indonesia, Iran, Japan, Korea, Malaysia, Nepal, Philippines, Thailand, and Viet Nam.

¹³ Comprises 37 network members, 55 regular members, and 6 associate members.

¹⁴ Comprises 90 network members, 304 regular members, 54 associate members, and 31 honorary members.

13. The proposed benefits that may be gained by the members from joining the network are (i) enhancing national capacity to promote good governance, (ii) strengthening member institutions, (iii) encouraging improved professional competence; (iv) promoting knowledge about good governance, (v) creating a professional identity and community, (vi) promoting professional standards and ethics, (vii) promoting professional communication about good governance, (viii) promoting the discipline of public administration, and (ix) promoting academic freedom.

14. The prospective network members stand to achieve these proposed benefits through (i) holding regional and subregional meetings when appropriate, (ii) exchanging staff within the region, (iii) hosting staff from outside the region, (iv) conducting seminars for staff development, (v) establishing relations with other similar regional networks, (vi) creating working groups to undertake specific research activities, (vii) informing members via a newsletter, (viii) having a publications program, and (ix) improving relations with external aid agencies.

15. Although the network registration and secretariat are being worked out, more than 100 institutions in the region have expressed interest in becoming members. NAPSIPAG has tremendous potential in upgrading the quality of teaching public administration and becoming a change agent to promote good governance in DMCs.

16. **ADB and OECD.** The ADB-OECD Anti-Corruption Initiative (the Initiative) for Asia and the Pacific was launched in 1999 at a workshop for countries of the Asia and Pacific region held at the ADB headquarters in Manila and attended by 250 participants from more than 35 ADB and OECD countries and economies. The workshop reflected a strong consensus to fight corruption, and began to raise awareness of the seriousness of the corruption problem in the region. A second meeting was held in Seoul, Republic of Korea, in December 2000. Participants recommended that ADB and OECD support countries of the region in setting up efficient national and regional anticorruption strategies. As a result, an informal group of experts from 13 regional countries¹⁵ and a number of donor agencies,¹⁶ international civil society, and business organizations developed an Anti-Corruption Action Plan for Asia and the Pacific.

17. During the third ADB-OECD Conference on Combating Corruption in Asia and the Pacific held in Tokyo, Japan, in November 2001, 17 countries of the Asia and Pacific region officially endorsed the action plan.¹⁷ Structured around three pillars, the action plan provides for a comprehensive set of actions that governments will take to (i) develop effective and transparent systems for public service, (ii) strengthen anti-bribery actions, promote integrity in business operations, and (iii) support active public involvement. The action plan is in line with ADB's commitment to combat corruption as set forth in its *Anticorruption Policy*.¹⁸ It is the main instrument of the Initiative in the fight against corruption in the region. The implementation of the action plan takes into account the national conditions of countries concerned, and draws upon existing instruments and good practices developed by countries of the region and international organizations. It is based upon two core principles: (i) establishing a mechanism by which

¹⁵ People's Republic of China, Indonesia, Japan, Republic of Korea, Kyrgyz Republic, Malaysia, Nepal, Pakistan, Papua New Guinea, Philippines, Singapore, Thailand, and Viet Nam.

¹⁶ ADB, OECD, Transparency International Australia, United Kingdom's Department for International Development, United Nations Development Programme, World Bank Philippines, and Pacific Basin Economic Council.

¹⁷ As of April 2005, 25 countries have endorsed the Action Plan: Australia; Bangladesh; Cambodia; People's Republic of China; Cook Islands; Fiji Islands; Hong Kong, China; India; Indonesia; Japan; Kazakhstan; Republic of Korea; Kyrgyz Republic; Malaysia; Mongolia; Nepal; Pakistan; Palau; Papua New Guinea; Philippines; Samoa; Singapore; Thailand; Vanuatu; and Viet Nam.

¹⁸ ADB. 1998. *The Anticorruption Policy*. Manila.

overall reform progress can be promoted and assessed; and (ii) providing specific and practical assistance to governments of participating countries on key reform issues.

18. The Initiative's steering group is composed of national focal persons from endorsing countries, the advisory group, and the secretariat¹⁹ of the Initiative as specified in the action plan. To facilitate the implementation of the action plan, each participating country designates a national focal person. The secretariat manages the day-to-day activities of the Initiative, assisted by an informal advisory group whose responsibility is to help mobilize resources for technical assistance programs and advise on priorities for the implementation of the action plan. The advisory group is composed of representatives from the international donor community, NGOs, and business associations.

19. Steering group meetings are held every 6 to 9 months to bring together focal points of endorsing countries and members of the advisory group to (i) review steps taken by endorsing countries to implement the action plan, (ii) facilitate policy dialogue and exchange of experience between member countries on successes achieved and problems encountered in this context, and (iii) review and evaluate member country systems and standards in fighting corruption.

20. A key activity of the Initiative is the biennial regional conference bringing together focal points of endorsing countries or representatives of governments, business, NGOs, trade unions, media, and civil society from Asian and Pacific countries; international financial institutions and other agencies; and OECD country participants. Conference participants will have a unique opportunity to make use of endorsing countries' experience gained in implementing the action plan, enhance their capacity and knowledge in selected areas, and gain an increased understanding of currently existing strategies to combat corruption in the region.

21. Following the steering group meeting and regional conference in Beijing, People's Republic of China, in September 2005, the Initiative will seek to develop a number of concrete tools to further enable the region's countries to combat corruption and strengthen partnerships between Governments and nongovernment actors in the region and internationally. Seminars will be identified and developed to improve the capacity and knowledge of member countries in selected areas, and gain an increased understanding of currently existing strategies to combat corruption in the region, which will contribute to the development of a list of benchmarks to evaluate future progress and identify good practices. A training workshop on mutual legal assistance is already in preparation.

22. The secretariat will work with countries to realize their commitments. Future tasks of the secretariat will include (i) identifying and organizing master training programs; (ii) encouraging more countries to join the Initiative; (iii) assisting country members in implementing their priority areas of reform under the action plan; and (iv) strengthening partnerships, e.g., with the World Bank and other donor agencies. Endorsements will be followed up with delegates from Brunei Darussalam, Lao People's Democratic Republic, and Sri Lanka, who attended the meeting. The Initiative, through the secretariat, will address the needs of endorsing countries which intend to ratify the United Nations Convention against Corruption (UNCAC) by supporting them to adapt their laws and institutions in line with the convention agreements.

23. The Initiative is preparing to deliver an intensive implementation agenda for the region 6 years since the launch and 4 years after endorsement of the action plan. It is recognized as an important tool in the international anticorruption agenda, working with other initiatives such

¹⁹ The secretariat is composed of staff from ADB and OECD.

as UNCAC and its implementation agency (United Nations Office on Drugs and Crime) and the Asia Pacific Economic Cooperation (APEC) Task Force responsible for implementing the APEC Course of Action on Corruption.

B. Expected Roles and Responsibilities

24. ACA will enter into a memorandum of agreement (MOA) with ADB to design and deliver regional anticorruption training courses that are subjected to peer review by the ADB-OECD steering group. ACA will appoint a focal person to act as the coordinator and be responsible for ensuring the following commitments in the MOA are delivered to a high standard through the dedicated regional training facility—MACA. The key commitments are:

- (i) Design and deliver an anticorruption training course consisting of four modules for regional participants (Table A2).
- (ii) Develop and provide the necessary training kits and reference materials for participants.
- (iii) Work with the ADB-OECD steering group to ensure peer review and quality assurance.
- (iv) Coordinate with ADB-OECD steering group in identifying and selecting qualified participants for the anticorruption training course.
- (v) Provide the training staff, venue, official travel to agencies/offices, and meals for the entire duration of the course.
- (vi) Make necessary arrangements for travel, documentation, visas, and accommodations of training participants.
- (vii) Monitor and document the learning process.
- (viii) Develop and submit a sustainability plan for delivery of the anticorruption training course to the ADB-OECD steering group and ADB's Governance and Regional Cooperation Division (RSCG) through the TA Coordinator.
- (ix) Submit progress and end-of-course reports to the ADB-OECD steering group and RSCG through the TA coordinator.

25. EROPA and NAPSIPAG will enter into a memorandum of understanding (MOU) with ADB to help promote the use of the citizen report cards (CRCs)²⁰ and continuous improvement and benchmarking (CIB) techniques. Working closely with the TA coordinator, the steering committees of EROPA and NAPSIPAG will agree with the Public Affairs Centre (PAC) and the Australian Continuous Improvement Group (ACIG) on a system for providing support to selected network members which have agreed and have demonstrable capacity to incorporate the use of CRCs and CIB techniques in their teaching/training curricula and use the corresponding e-learning tool kits in undertaking service delivery improvement initiatives. EROPA and NAPSIPAG will specifically do the following:

- (i) Facilitate the promotion of the CRC²¹ and CIB e-learning tool kits in their programs and conferences.

²⁰ CRC was first introduced by the Public Affairs Centre (PAC) in India and was later used by other countries in strengthening citizens' voice such as Argentina, Bangladesh, People's Republic of China, Ethiopia, Gambia, Ghana, Indonesia, Nepal, Nigeria, Peru, Philippines, Rwanda, Sri Lanka, Uganda, and Ukraine. In addition to Australia, ACIG promoted the use of CIB to improve public services in Bangladesh, Cambodia, India, Indonesia, Fiji, Kyrgyz Republic, Malaysia, Mongolia, Nepal, Pakistan, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, and Vanuatu.

²¹ The CRC learning tool kit was field-tested by (i) Association for Promoting Social Action (APSA), a child-centered community-based in organization in Bangalore, India; (ii) Center for Youth and Social Development (CYSD), an NGO in Bhubaneshwar, India; and (iii) the Center for Local and Regional Governance of the National College of Public Administration and Governance, University of the Philippines. The CIB learning tool kit was field-tested by the city governments of Pasay, Makati, Quezon City, and Valenzuela in the Philippines.

- (ii) Determine criteria for identifying network members actively engaged in providing service delivery training and implementation support to public service providers and policy makers.
- (iii) Identify network members that meet criteria and indicate their commitment to incorporating the CRC and CIB e-learning tool kits in the training and implementation support consultancy services.
- (iv) Oversee and monitor support services provided by PAC and ACIG to selected network members.
- (v) Create opportunities for trained network members to assist other network members on the use of CRC methodology and CIB techniques for teaching and practical purposes.
- (vi) Assist PAC and ACIG in the development and implementation of a sustainability and distribution plan for the e-learning tool kits.
- (vii) Receive progress reports on PAC and ACIG through the steering committees and provide advice and take action where appropriate.

Table A2: Indicative Outline of the Anticorruption Training

| Module 1 | Module 2 | Module 3 | Module 4 | Conclusion |
|---|---|--|---|--|
| <p>Combating Corruption: Theory and Practice (1 day)</p> <p>Objective: Provide an overview and understanding of the principal components, tools, and techniques of the corruption prevention program</p> | <p>Preventing Corruption: Objective and Scope (2 days)</p> <p>Objective: Consider effective corruption prevention tools for specific corruption prone areas</p> | <p>Developing Corruption Prevention Strategies (8 days)</p> <p>Objective: Provide a working understanding or knowledge of how to develop a corruption prevention programs</p> | <p>Developing Community Education Strategies (3½ days)</p> <p>Objective: Provide a framework and working knowledge for community education programs</p> | |
| <ol style="list-style-type: none"> 1. The Meaning, Causes, and Effects of Corruption 2. Public Sector Corruption—Trends, Types, and Forms of Corruption 3. The Importance of Corruption Prevention Programs 4. Elements of Corruption Prevention Programs—Investigation, Prosecution, Prevention, and Education 5. Constitutional, Legislature, and Institutional Actions to Fight | <ol style="list-style-type: none"> 1. Assessment of Corruption and Institutional Capabilities against Corruption 2. Systems Control: Concept and Principles 3. Enhancing the Effectiveness and Efficiency of the Public Service Delivery System 4. Transparency and Accountability in Public Procurement and New Public Sector Investment to Promote Development 5. Detection and Prevention of IT Fraud 6. Determining | <ol style="list-style-type: none"> 1. Understanding Corruption Risk Assessment and Management 2. Detecting Corruption Loopholes in Specific Areas of Public Service Delivery: <ul style="list-style-type: none"> o Issuance of Business Licenses o Application and Approval of Land Titles o Custom Border Transactions 3. Application of Corruption Prevention Tools for Public Service Delivery 4. Application of Corruption | <ol style="list-style-type: none"> 1. Community Education and Relations <ul style="list-style-type: none"> o Policies for Effective Community Education Strategies o Understanding Your Own Locality: Sociological Characteristic of the Target Group o Community Relations o Determining Suitable Communication Channels 2. Public Support 3. Code of Ethics | <ol style="list-style-type: none"> 1. Presentations 2. Evaluation 3. Closing Ceremony and Wrap Up |

| Module 1 | Module 2 | Module 3 | Module 4 | Conclusion |
|--|--|---|---|------------|
| <p>Combating Corruption: Theory and Practice (1 day)</p> <p>Objective: Provide an overview and understanding of the principal components, tools, and techniques of the corruption prevention program</p> | <p>Preventing Corruption: Objective and Scope (2 days)</p> <p>Objective: Consider effective corruption prevention tools for specific corruption prone areas</p> | <p>Developing Corruption Prevention Strategies (8 days)</p> <p>Objective: Provide a working understanding or knowledge of how to develop a corruption prevention programs</p> | <p>Developing Community Education Strategies (3½ days)</p> <p>Objective: Provide a framework and working knowledge for community education programs</p> | |
| <p>6. Corruption Prevention Initiatives: The Malaysian Experience</p> <p>7. An Overview of International and Regional Initiatives in Combating Corruption</p> <p>8. Two Case Studies</p> | <p>Actors and Stakeholders (e.g., Parliament, Media, Oversight Bodies/Agencies, and the Public)</p> <p>7. An Introduction to Various Corruption Prevention Tools</p> <p>8. Corporate governance; internal/ External control; Access to information; and Corruption risk assessment</p> | <p>Prevention Tools for Public Sector Procurement and Investment</p> <p>5. Four Case Works</p> <p>6. Visit to a municipal council</p> | | |

Source: Submission by the Anti-Corruption Agency on 19 June 2005.

26. The ADB-OECD steering group will take responsibility for peer reviewing the anticorruption training courses to be designed and delivered by ACA and for facilitating effective access to and utilization of the training courses among regional member countries. The ADB-OECD secretariat supported by the TA coordinator will work with the steering group to ensure that members play an active role in the following areas:

- (i) Setting quality standards and conducting peer reviews of the course design, kits, and reference materials.
- (ii) Assisting in the formulation of selection criteria for participants funded through the TA.
- (iii) Assisting in the identification of beneficiary institutions and selection of participations.
- (iv) Monitoring course implementation and ensuring structured feedback is obtained from participants.
- (v) Monitoring results and outcomes of the training course.
- (vi) Assisting in identifying course improvements.
- (vii) Providing direction and information on possible sources of financing for the international courses, ensuring costs of provision and fees are competitive and offer value for money; and actively contributing to establishing MACA as a credible regional hub for anticorruption training, knowledge exchange, and research.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

| Item | Total Cost^b |
|---|-------------------------------|
| Asian Development Bank Financing^a | |
| 1. Consultants | |
| a. Remuneration | |
| i. International Consultants | 240.0 |
| ii. Domestic Consultants | 35.0 |
| b. International and Local Travel | 35.0 |
| c. Per Diem | 10.0 |
| d. Miscellaneous Travel Allowance | 2.0 |
| Subtotal (1) | 322.0 |
| 2. Training, Seminars, and Conferences | |
| a. Launching of e-Learning Tool Kits | 8.0 |
| b. Training for Network Conference Participants | 36.0 |
| c. Support to Institutions ^c | 42.0 |
| d. Anticorruption Training | 285.0 |
| Subtotal (2) | 371.0 |
| 3. Administrative Support and Miscellaneous Costs | |
| a. Strengthening of e-Learning Tool Kits | 24.0 |
| b. Special Projects on Service Delivery Improvement | 88.0 |
| c. Project Administration | 4.0 |
| Subtotal (3) | 116.0 |
| 4. Contingencies | 66.0 |
| Total | 875.0 |

Note: The Anti-Corruption Agency (ACA) budget is placed under item 2 in accordance with the advice of Central Operations Consulting Services. The ACA budget under item 2 excludes contingencies in the amount of \$26,900, which is included in item 4.

^a Financed on a grant basis by the Poverty Reduction Cooperation Fund and administered by the Asian Development Bank.

^b The ACA will contribute (i) management and administration of the training course; (ii) trainers; (iii) speakers; (iv) training facilities; (v) training materials, and (vi) site visits.

^c Selected Eastern Regional Organization for Public Administration/Network of Asia Pacific Schools and Institutes of Public Administration and Governance members.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR EXPERTS

A. General

1. This technical assistance (TA) will require approximately 25 person-months of international and 23 person-months of domestic consulting services.

2. The Public Affairs Centre (PAC) and the Australian Continuous Improvement Group (ACIG), which developed the e-learning tool kits on citizens report card (CRC) methodology and continuous improvement and benchmarking (CIB) techniques, respectively, will be directly selected and engaged to promote the use of the tool kits through the Eastern Regional Organization for Public Administration (EROPA) and the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG). TA coordination will be undertaken by a TA coordinator supported by a project administration officer (PAO) based in the Capacity Development and Governance Division (RSCG) of the Asian Development Bank (ADB).

B. TA Coordinator (one international consultant, 9 person-months, intermittent)

3. To be based in Manila and reporting to RSCG, the TA coordinator with support from the PAO, will be responsible for the overall coordination of project activities and quality assurance of all outputs and deliverables. The TA coordinator will specifically do the following:

- (i) Plan, deliver, and facilitate the inception, implementation, and TA closure phases.
- (ii) Prepare financial management and TA reporting.
- (iii) Finalize the detailed terms of reference for PAC and ACIG, the memorandum of agreement (MOA) between ADB and Anti-Corruption Agency (ACA) of Malaysia, and the TA partnership agreements with the steering committees of the ADB-Organisation for Economic Co-operation and Development (OECD) Anti-Corruption Initiative, EROPA, and NAPSIPAG.
- (iv) Ensure that his/her role and responsibilities are well understood by the other institutions and reflected in the detailed terms of reference, the MOA, and the partnership agreements.
- (v) Establish an effective monitoring and reporting system during the inception phase and ensure this system is made effective and utilized throughout the duration of the TA.
- (vi) Identify implementation risks and implement a risk mitigation action plan to ensure time delivery of required outputs.
- (vii) Work directly with the steering committees, ADB-OECD Secretariat, and implementing agencies to ensure the TA outputs are delivered on time, cost-effective, and efficient manner to achieve TA objectives.
- (viii) Promote the use of CRC and CIB within ADB.
- (ix) Identify opportunities for fostering better synergy with other programs and initiatives of ADB.
- (x) Prepare and submit quarterly, midterm, and final TA project reports to RSCG and other relevant stakeholders.

4. The TA coordinator must have extensive professional experience working with regional networks such as EROPA and NAPSIPAG. He/she must also be familiar with the development and promotion of tools and techniques for conducting social audits and improving service delivery. He/she must have at least five years of experience directing or coordinating projects of

ADB or other international development agencies. He/She must have an advanced degree in public administration or related disciplines.

C. PAC (one international consultant, 10 person-months, intermittent)

5. PAC will be responsible for working in partnership with the steering committees of EROPA and NAPSIPAG and with the TA coordinator to ensure the relevant TA outputs are delivered. The specific actions will include:

- (i) Preparing and assisting in the launch and promotion of the CRC e-learning tool kit in the region and to international donor agencies;
- (ii) Running general awareness sessions on CRC for EROPA/NAPSIPAG network members;
- (iii) Assisting individual institutions (network members) identified by the steering committees in the development of teaching and training curricula for incorporation of CRC methodology in public service delivery training programs for policy makers, public administration practitioners, and public service providers;
- (iv) Providing direct support through the institutions to public service providers in developing member countries (DMCs) that are implementing service delivery improvement programs and wishing to use the CRC tool kit;
- (v) Ensuring that the training and support includes guidance on how service delivery improvements, particularly for the poor and marginalized persons, can result from the practical application of the CRC tool kit;
- (vi) Providing guidance on the establishment of systems and processes for improving and tracking service delivery performance;
- (vii) Updating and strengthening the CRC e-learning tool kit based on feedback and inputs from network members;
- (viii) Recommending follow-up programs and activities; and
- (ix) Preparing and submitting required project reports, including financial statements.

D. ACIG (one international consultant, 6 person-months, intermittent)

6. ACIG will be responsible for working in partnership with the steering committees of EROPA and NAPSIPAG and with the TA Coordinator to ensure the relevant TA outputs are delivered. The specific actions will include:

- (i) Preparing and assisting in the launch and promotion of the CIB e-learning tool kits in the region and to international donor agencies;
- (ii) Running general awareness sessions for EROPA/NAPSIPAG network members;
- (iii) Assisting individual institutions (network members) identified by the steering committees in the development of teaching and training curricula for incorporation of CIB techniques in public service delivery training programs for policy makers, public administration practitioners, and public service providers;
- (iv) Providing direct support through the institutions to public service providers in DMCs that are implementing service delivery improvement programs and wishing to use the CIB tool kit;
- (v) Updating and strengthening the CIB tool kit based on feedback and inputs from network members;
- (vi) Ensuring that the training and support includes guidance on how service delivery improvements, particularly for the poor and marginalized persons, can result from the practical application of the CIB tool kit;
- (vii) Providing guidance on the establishment of systems and processes for improving and tracking service delivery performance;

- (viii) Recommending follow-up programs and activities; and
- (ix) Preparing and submitting required project reports, including financial statements.

E. Project Administration Officer (one domestic consultant, 23 person-months, full-time)

7. Reporting to the TA coordinator, the project administration officer (PAO) will be responsible for the day-to-day administration of the TA. He/she will serve as the focal point of all project communications and render the necessary technical and administrative support to TA implementation. In particular, he/she will assist the TA coordinator in the following tasks:

- (i) Overall coordination and monitoring of TA activities;
- (ii) Monitoring and reporting of TA activities;
- (iii) Managing the filing system and reporting of financial accounts of the TA; and
- (iv) Maintaining and archiving all TA records.

8. The PAO must have at least 5 years experience in providing technical and administrative support to ADB projects and functions. He/she must be knowledgeable of ADB work processes, guidelines, and procedures. Experience in working in professional networks such as EROPA and NAPSIPAG is highly desirable. He/she must have a bachelor's degree in economics, management, or related disciplines. An advanced degree is an advantage.