



Regional Technical Assistance Report

Project Number: 39558
August 2007

Greater Mekong Subregion Phnom Penh Plan for Development Management III

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DSS	–	distinguished speaker series
GDD	–	GMS development dialogue
GMS	–	Greater Mekong Subregion
LRC	–	learning resource center
NZAID	–	New Zealand Agency for International Development
PPP	–	Phnom Penh Plan for Development Management
PRC	–	People's Republic of China
SERD	–	Southeast Asia Department
TA	–	technical assistance
TDMP	–	Top Development Management Program

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Multisector
Themes	–	Regional cooperation, capacity development, governance
Subthemes	–	Organizational development; client relations, network, and partnership development; public governance

NOTE

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

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I. INTRODUCTION

1. In November 2002, during its first summit, the leadership of the Greater Mekong Subregion (GMS) expressed a common concern that GMS countries lacked the human capacity to meet the challenges of rapid economic growth, including ensuring that it is equitable and sustainable, and requested support from the Asian Development Bank (ADB) for capacity building. In response, in 2002 ADB launched the Phnom Penh Plan for Development Management (PPP); initial support totaled \$800,000 over 2 years,¹ with the objective of providing continuing, longer-term support for strengthening the capacity of middle and senior-level officials from the GMS countries for informed policy formulation and enhanced design and management of development programs and projects. The New Zealand Agency for International Development (NZAID)² provided additional support to the program in its first phase. Subsequently, based on the strong endorsement of and demand from the GMS leadership, ADB approved a second phase of PPP in March 2005, also for \$800,000. NZAID, the Government of France and the Government of the People's Republic of China (PRC) supported PPP Phase II.³

2. The GMS leadership continues to recognize⁴ PPP as a premier and unique capacity-building program that is making a significant contribution to generating knowledge and enhancing the skills of government officials and policy makers in the GMS; in view of the substantial unmet needs that exist, the GMS leadership has requested continued support from ADB to extend PPP, with refined content and expanded scope. The proposed technical assistance (TA) for the third phase has been prepared in response to this request. The TA framework is at Appendix 1.⁵

II. ISSUES

3. The GMS has experienced rapid economic growth since the early 1990s, fueled by adoption of integrative market-oriented economic policies and political stability. In fact, for over a decade the region's economy has grown at one of the fastest rates globally. ADB's GMS Economic Cooperation Program, initiated in 1992, has contributed to this rapid economic growth through significant investments in infrastructure. Increased connectivity has given an impetus to intraregional trade and contributed to expanding socioeconomic growth. However, despite continuing favorable economic projections, the GMS faces serious challenges. As the GMS economies become more integrated with the global economy, the pressure to stay competitive is increasing. In addition, rapid development is accompanied by the need to ensure that development is balanced, sustainable, and equitable. The human capacity to manage these challenges will be critical to continued socioeconomic development of the region. There is also a strong demand for knowledge and skills needed to assess the risks and impact of regional initiatives in the GMS, and to establish complementarities between national and regional policies.

¹ ADB. 2002. *GMS Phnom Penh Plan for Development Management*. Manila.

² NZAID contributed NZ\$500,000 in March 2003.

³ ADB. 2005. *Technical Assistance for Greater Mekong Subregion Phnom Penh Plan for Development Management II*. Manila (TA 6237-REG, approved on 29 March 2005, for \$800,000 on a grant basis). Supplementary funding was provided by the NZAID (\$850,000), Government of France (\$1,923,000) and the PRC's Regional Cooperation and Poverty Reduction Fund (\$500,000).

⁴ At the second GMS summit in July 2005 in Kunming, the GMS heads of state lauded the key role of PPP in building capacity in the subregion. Subsequently at the 14th GMS Ministerial Meeting in June 2007 in Manila, the GMS ministers recognized PPP's catalytic role in effectively building capacity and enhancing skills of GMS development managers.

⁵ The TA first appeared in *ADB Business Opportunities* on 12 July 2007.

4. The skill requirements among civil servants and policy makers are varied and complex, and include cutting-edge sector and thematic knowledge, critical thinking and analysis abilities, sharpened leadership attributes, and modern management principles, among others. Two additional factors are essential in meeting the growing, long-term need to improve development management in the GMS: (i) strengthened institutional capacity, and (ii) knowledge regarding development issues of relevance to the GMS. Both will be critical to developing the human capacity needed to meet the challenges of a fiercely competitive development environment.

5. Over the past 4 years, PPP has supported capacity building for GMS officials through a set of carefully designed and targeted activities: (i) custom-designed programs for senior government officials in public policy and advanced executive development, (ii) learning programs for middle-level officials on sector and thematic areas central to socioeconomic development, (iii) fellowships for short duration programs at top international universities, and (iv) short and highly focused learning events aimed at the senior echelons of the civil service and a wider audience to generate knowledge and awareness of cutting-edge development issues. PPP provides opportunities to its alumni for networking and life-long learning, and has supported institutional capacity-building networks comprising institutions within and outside the GMS.

6. PPP has been designed to take a layered approach to capacity building. Its top development management program (TDMP) offers highly focused learning opportunities to top-ranking decision makers in the GMS. TDMPs have been organized to coincide with GMS ministerial meetings with the objective of enabling knowledge sharing between development practitioners and academics and GMS ministers and senior officials. Topics covered in the TDMPs include leadership, governance, sustainable development, managing shared resources and ecosystem development. Learning programs have focused on subjects of high relevance to GMS civil servants and policy makers at both the national and the regional level. Programs aimed at senior officials are designed to develop strategic leadership and analytical skills related to public policy and governance, while programs for middle-level officials provide well structured content and skills development on key sector and thematic areas, as well as principles of policy design and project management, and aim to further their understanding of development interventions, so as to optimize the benefits and mitigate the risks associated with sectoral initiatives at national and regional levels. Subjects covered include trade, education, tourism, environment, labor markets and infrastructure development, among others. In Phase II, PPP launched the distinguished speaker series (DSS) and the GMS development dialogue (GDD). The DSS seeks to bring the knowledge and wisdom of eminent persons who are distinguished in their respective fields to policy makers in the GMS, with the goal of broadening horizons, changing mind-sets, and challenging decision makers to make more effective and informed policy choices. The GDD provides a platform for in-depth discussion on issues of significance in regional development to enhance capacity for analytical decision making.

7. PPP is a key program under the Human Resource Development Strategy of the GMS Economic Cooperation Program. The GMS leadership has consistently recognized PPP's contribution to strengthening the human resource capability of GMS civil servants. PPP's distinguishing factors include: (i) providing learning programs tailored to the needs of GMS civil servants; (ii) integrating the national and regional dimensions of development planning and management; (iii) identifying skills and subjects of the highest relevance to development management; and (iv) adopting a variety of unique and innovative approaches, inputs and incentives to support capacity building. Given the continued need and strong demand for capacity building, an extension of PPP is being proposed.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA will result in continuing improvements in the efficiency and effectiveness of development management in the GMS for sustained socioeconomic development of the region. The TA will build capacity of GMS government officials, strengthen GMS institutions, and encourage knowledge generation and dissemination. PPP aims to accomplish this through a series of carefully designed learning activities and networking opportunities for civil servants in the GMS. It is expected that these civil servants will act as catalysts for change, both nationally and regionally. The TA will also provide platforms for knowledge sharing and dissemination through alumni networks, research, and publications.

9. The specific objectives of PPP Phase III are to: (i) strengthen technical, managerial, and leadership capacity of civil servants of the GMS, (ii) promote a better understanding of benefits and challenges of regional cooperation and foster a collaborative and cooperative spirit, (iii) provide opportunities for life-long learning, (iv) strengthen institutional networks for capacity building, (v) support GMS-based research to develop scholarship and generate knowledge, and (vi) provide access to GMS-related knowledge and information. Specific outputs will include: (i) participation of 600 civil servants in learning programs; (ii) fellowships for short duration programs at universities of international repute for 12 top-performing alumni from learning programs; (iii) a program to support research; (iv) highly focused learning events designed to stimulate reflection, debate, and action among GMS stakeholders; (v) lifelong learning and networking opportunities for PPP alumni; (vi) expansion of the learning resource center (LRC) in Cambodia and establishment of an LRC in Lao PDR to provide access to information on GMS; and (vii) journals and research papers to disseminate information on the GMS and serve as catalysts for further debate and discussion.

B. Methodology and Key Activities

10. PPP has enjoyed strong support from the GMS leadership and is perceived to be fulfilling a long-term need for capacity building. PPP activities have been regularly reviewed and improved upon, based on feedback received from the clients and internal reviews, and in close collaboration with institutional partners. PPP Phase III activities will be implemented based on tried and tested methodologies and will continue to benefit from ongoing review and improvements.

11. **Demand-Driven and Custom-Designed Learning Programs.** PPP offers learning programs that are specifically designed to address the needs and enhance the competencies of various echelons in the GMS civil service. The topics covered also target the specific needs of officials at different levels. PPP Phase III will thus continue to provide programs aimed at different target groups. This includes short, high-impact learning events that will be aimed at GMS leadership and a wider set of academics and opinion makers in the GMS. These will be offered through various modalities to suit the target audience and to capture appropriate opportunities. PPP Phase III will continue designing and delivering learning programs of 1 to 2 weeks duration aimed at middle and senior level officials. The programs will cover a set of carefully selected crosscutting themes and sector-specific topics. Based on strong demand from member countries, PPP Phase III will also pilot tools for analysis and skills development programs for junior officials on selected topics. All learning programs will be designed and implemented using PPP's well-tested methodologies (e.g., needs assessment, consultation on training needs with GMS governments, established selection criteria and screening processes,

evaluation and audit of programs, quality control mechanisms, and continuous review and improvement). Further, these will be provided through the network of supporting institutions and participants will be selected based on stringent and transparent criteria. Member countries will be accorded the opportunity for equal representation in the learning programs. PPP Phase III will continue to offer further learning opportunities (of 3 to 6 weeks duration) to exceptional PPP Phase III alumni (fellows) at institutions of world repute. Selection of the fellows will be based on established procedures that include faculty prescreening based on exceptional performance in PPP learning programs, written applications and final selection by an internal ADB selection committee through videoconference.

12. PPP programs and activities have benefited from ongoing evaluation procedures that feed into the revision and redesign processes. PPP Phase III will supplement these evaluation processes by undertaking an impact assessment based on consultation workshops with alumni. PPP Phase III will also pilot short duration programs for deepening learning among alumni.

13. **Core of GMS Champions.** In Phase II, PPP enhanced the alumni network significantly by providing more learning and networking opportunities. PPP Phase III will continue to expand and strengthen the alumni program. Through continuing learning and networking opportunities, PPP aims to create a network of GMS champions who have the knowledge and competence to manage national development goals and maximize the benefits and mitigate the risks of regional cooperation.

14. **Institutional Networking and Intellectual Capital Development.** PPP has developed a dynamic and evolving network of institutional capacity-building partners, mainly comprising institutions from within the GMS countries, but including institutions of international repute outside the subregion. The PPP collaborates with leading universities, organizations, think tanks, and networks to secure the highest quality learning programs. Partners in the GMS are selected based on their potential to emerge as centers for building capacity for development management in the subregion. Institutions from outside the GMS are selected based on their academic reputation, the relevance of their expertise, and their willingness and ability to design and deliver quality programs relevant to the needs of GMS officials. PPP Phase III will continue to review, revisit and expand institutional partnerships to strengthen networks and build capacity to support PPP activities. PPP publishes the *Journal for Greater Mekong Subregion Development Studies* to provide a forum for dissemination of GMS-related research, but both knowledge and research about the GMS remain fragmented. To provide an impetus for intellectual capital development, PPP Phase III will support GMS-based research through select institutions that have demonstrated an interest and capacity for research. Implementation guidelines for supporting research will be prepared and finalized in consultation with participating institutions.

15. **Advocacy, Outreach, and Knowledge Sharing.** The activities initiated by PPP for knowledge sharing will be continued and strengthened. An LRC was established in Phnom Penh to serve as a one-stop multimedia information resource on the GMS for the public. The number of visitors to the LRC has continued to increase, and based on the positive experience to date, at least one additional LRC will be established in Vientiane, Lao PDR in Phase III. PPP Phase III will also continue to bring out its newsletter (*Mekong Leaders*) and maintain an updated website, both of which serve as a forum for (i) disseminating information about PPP's activities and achievements, and (ii) alumni to share experiences and best practices.

C. Cost and Financing

16. The TA is estimated to cost \$1.0 million equivalent and will be financed on a grant basis by ADB's TA funding program. The detailed cost estimates are in Appendix 2. As in previous phases, additional sources of funding will be actively explored. Supplemental financing will be used to expand the range of activities planned under PPP Phase III.

D. Implementation Arrangements

17. ADB will be the executing agency for the TA. A steering committee chaired by the Director General of ADB's Southeast Asia Department (SERD) and composed of GMS national coordinators and representatives of participating donors will provide guidance for PPP activities and policy directions. Responsibility for day-to-day management of the program will vest with the PPP secretariat, located in SERD at ADB headquarters. A PPP focal point in each GMS country assigned by their respective GMS national secretariats, and point persons in the ADB Resident Missions, will provide logistical and administrative support to the PPP secretariat for the conduct of PPP activities. Learning programs will be conducted through the network of institutional partners. An advisory board will provide strategic direction and overall guidance on incorporating cutting-edge principles in development management. The board will meet annually and will comprise six members, who have distinguished themselves in various fields in the Asia and Pacific Region, and can contribute their knowledge to strengthening capacity building strategies in the region.

18. The TA will be implemented through individually recruited international and national consultants who will work under the supervision of ADB staff responsible for administration of the TA. It is anticipated that 10 person-months of international and 96 person-months of national consultants will be required for TA implementation. The learning programs will be delivered both through institutions and through direct hiring of resource persons who will serve as faculty for the learning programs. The consultants and resource persons will be engaged by ADB in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). The indicative Terms of Reference for the consultants are at Appendix 3.

19. The TA will be implemented over a period of 2 years. It will commence in August 2007 and will be completed in August 2009. A final review based on the impact assessment will be undertaken in July 2009. Office equipment will be procured in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time). On completion of the TA all equipment procured will be retained by the PPP secretariat and used for follow-up programs.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,000,000 on a grant basis for the Greater Mekong Subregion Phnom Penh Plan for Development Management III, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Improved efficiency and effectiveness of development management in the Greater Mekong Subregion (GMS) countries</p>	<p>By 2012, compared with 2007 Baseline</p> <p>1.1 Significant improvement in per capita gross domestic product in GMS countries</p> <p>1.2 Significant improvement in the quality of development decisions and enhanced policy-making capacity</p> <p>1.3 Significant improvement in management performance</p>	<ul style="list-style-type: none"> • Government statistical and economic reports • Asian Development Bank (ADB) annual development reports • World Bank development reports • United Nations Statistical Yearbook 	<p>Assumption</p> <ul style="list-style-type: none"> • Overall economic climate remains positive <p>Risk</p> <ul style="list-style-type: none"> • External risks undermine economic growth
<p>Outcome Enhanced capacity of GMS government officials and development institutions in the subregion</p>	<p>1.1 Improved capacity for planning, design, and implementation of programs and projects</p> <p>1.2 Significant improvement in administrative efficiency and effectiveness in implementation of ADB-funded national and subregional projects</p> <p>1.3 Significant improvement in the institutional capacities of GMS-based education and training institutions</p>	<ul style="list-style-type: none"> • ADB mission reviews • Project performance reports • Reports and statements in high-level forums (GMS summit and ministerial meetings) • Tracer study reports • Independent consultant's reports • Learning program reports (feedback and evaluation reports) 	<p>Assumptions</p> <ul style="list-style-type: none"> • Sustained political commitment and support of GMS countries to the Phnom Penh Plan (PPP) • Partnership arrangements ensure technology transfer and knowledge sharing <p>Risk</p> <ul style="list-style-type: none"> • Financial and human, resource constraints hamper institutional strengthening
<p>Outputs 1. Demand-driven learning programs</p>	<p>1.1 Up to 16 quality demand-driven learning programs every year and short, highly focused learning events (top</p>	<ul style="list-style-type: none"> • Independent consultant's reports • Learning program reports (feedback and evaluation reports) • Tracer study reports • Fellows' completion 	<p>Assumptions</p> <ul style="list-style-type: none"> • GMS governments are willing to release key middle- and senior-level officials to participate in learning programs • PPP alumni participate actively in lifelong

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>2. Core of GMS champions (PPP alumni)</p> <p>3. Institutional network of capacity-building partners</p> <p>4. GMS intellectual capital development and access to development information</p>	<p>development management program, distinguished speakers series, and GMS development dialogue) for high-level officials and other GMS stakeholders</p> <p>1.2 About 12 exceptional alumni (PPP fellows) sent to international institutions for world-class training, and institutional reforms implemented following the fellowship period</p> <p>2.1 Approximately 600 middle- and senior-level officials attend PPP learning programs, of which one third are women; individuals from the provinces are represented</p> <p>2.2 Alumni lifelong learning and networking activities conducted</p> <p>2.3 Deepening Courses for alumni conducted (one to two per year)</p> <p>3.1 Joint learning programs offered by and technology transfer and knowledge sharing between and among institutions</p> <p>4.1 Journal published biannually</p> <p>4.2 Newsletter released biannually</p> <p>4.3 Website updated</p>	<p>reports</p> <ul style="list-style-type: none"> • Institutional reports 	<p>learning activities</p> <ul style="list-style-type: none"> • GMS countries show sustained political commitment for and offer support to the PPP <p>Risk</p> <ul style="list-style-type: none"> • Institutional and work environment prevents alumni from applying and sharing the knowledge, tools, and skills gained <p>Assumption</p> <ul style="list-style-type: none"> • PPP alumni are motivated and available to participate in alumni activities <p>Assumption</p> <ul style="list-style-type: none"> • Institutions engage actively to develop capacity

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
	regularly 4.4 Learning resource center strengthened and expanded in Cambodia and established in Lao People's Democratic Republic 4.5 Joint research projects with institutions conducted and completed 4.6 Individual research projects funded and completed		
Activities with Milestones 1. Learning programs 1.1 Organization and design 1.2 Implementation (includes screening and selection and actual program implementation) and evaluation Start: August 2007 (continue initial activities) Complete: August 2009 Responsible: PPP secretariat, GMS national secretariat, ADB resident mission staff, resource people and experts, and capacity-building partners 2. Alumni network 2.1 Design, organization and implementation of alumni lifelong learning and networking activities 2.2. Evaluation of alumni activities and PPP impact (tracer studies and impact evaluation) Alumni Activities Start: August 2007(continue initial activities) Complete: August 2009 Responsible: PPP secretariat, GMS national secretariat and ADB Resident Missions Tracer Studies and Alumni Consultation Workshops Start: December 2007 Complete: December 2008 Responsible: PPP secretariat and independent consultants 3. Institutional network and development of education and training providers 3.1 Partnership agreement signing 3.2 Joint learning program offerings 3.3 Knowledge-sharing and technology transfer activities		Inputs 1. Secretariat 2. Learning programs 3. Resource people and experts 4. ADB staff time 5. Capacity building partners 6. GMS national coordinators' and secretariat time ADB will finance \$1,000,000 to fund all PPP activities. Other funding sources will be explored.	

<p>Activities with Milestones</p> <p>Start: August 2007 (continue initial activities) Complete: August 2009 Responsible: PPP secretariat and capacity-building partners</p> <p>4. Advocacy, outreach, and knowledge-sharing activities</p> <p>4.1 Joint research activities (include proposal preparation and approval and actual research study)</p> <p>4.2 Research dissemination activities</p> <p>4.3 Journal development and production (biannually)</p> <p>4.4 Newsletter (Mekong Leaders) development and production (biannually)</p> <p>4.5 Web site (regular updating)</p> <p>Start: August 2007 (continue initial activities) Complete: August 2009 Responsible: PPP secretariat and GMS research and academic institutions</p> <p>5. Periodic review of PPP progress and relevance</p> <p>5.1 Advisory Board meetings</p> <p>5.2 Steering committee meetings</p> <p>5.3. Regular reporting on PPP activities</p> <p>Start: August 2007 (continue initial activities) Complete: August 2009 Responsible: PPP secretariat, advisory board members, GMS national coordinators, development partner representatives, relevant ADB staff</p>	
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COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	100.00
ii. National Consultants	154.00
b. International and Local Travel	100.00
2. Equipment	8.50
3. Training, Seminars, and Conferences	
a. Facilitators	130.00
b. Training Program	415.00
4. Surveys and Research Projects	30.00
5. Miscellaneous Administration and Support Costs	30.00
6. Contingencies	32.50
Total	1,000.00

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

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Program Officer (national, 24 person-months)

1. The program officer (national consultant), under the supervision of Asian Development Bank (ADB) staff, will manage the day-to-day implementation and operations of the Phnom Penh Plan for Development Management (PPP). He/she will have a strong background in program management, and have experience in and exposure to development management and capacity building. He/she must have international work experience in the design, organization and implementation of learning programs for civil servants and other capacity development-related activities. The program officer will undertake the following tasks.

- (i) Construct an overall work plan for the PPP, in collaboration with the responsible ADB staff, including details of learning programs, participant levels, selection criteria, evaluation methods, and budgets, among others.
- (ii) Undertake program management on technical matters: (a) assess learning programs and review feedback and evaluation from faculty and participants, (b) perform further training-needs analyses; (c) explore web-based learning and distance learning possibilities, (d) study materials preparation, and (e) convert learning materials to electronic format.
- (iii) Assist with teaching and supervise logistics at selected learning programs.
- (iv) Network with training providers and establish guidelines for their operations.
- (v) Monitor program implementation.
- (vi) Evaluate learning programs and capacity-building partners.
- (vii) Conduct research and analysis, conclude twinning arrangements, and undertake secondments and studies.
- (viii) Design and implement the PPP fellowship program.
- (ix) Develop the material for the biannual PPP newsletter (*Mekong Leaders*) and oversee its production.
- (x) Design and implement the PPP alumni program.
- (xi) Organize and implement PPP alumni lifelong learning and networking activities.
- (xii) Conceptualize, organize and implement the top development management program.
- (xiii) Manage all key processes associated with establishing a functional PPP core faculty, including organizing PPP faculty retreats and preparing the agenda and background notes and supervising logistics.
- (xiv) Organize PPP steering committee meetings, including agenda, concept papers, background notes and presentations.
- (xv) Organize advisory board meetings, including preparing the agenda, concept papers, background notes and presentations.
- (xvi) Oversee the design and development of the PPP website.
- (xvii) Guide the development of PPP learning resource centers and supervise technical implementation.
- (xviii) Prepare and update PPP work plans and calendar(s).
- (xix) Manage the PPP budget and assist in securing additional funding for scholarships and other PPP activities.

B. Program Analyst (national, 24 person-months)

2. The operations and program analyst (national consultant), under the supervision of the program officer, will assist in the day-to-day implementation and operations of the PPP. He/she

will have a strong background in operations and have experience in the implementation of international training programs and other capacity development activities, and will undertake the following tasks.

- (i) Assist in the planning and implementation of all PPP events, which includes learning programs, the distinguished speakers series, GMS development dialogue, fellowship program, and top development management program, among others.
- (ii) Develop and regularly update the PPP alumni database, including preparing a detailed profile of participants in each learning program.
- (iii) Develop and maintain the PPP alumni electronic groups, including providing updated information on PPP activities to alumni.
- (iv) Update the contents and develop material for the PPP website on a regular basis.
- (v) Design and manage the PPP alumni portal.
- (vi) Prepare the layout and design of the PPP newsletters, banners, brochures, postcards and other materials.
- (vii) Coordinate with capacity-building partners and staff of the ADB Resident Missions in GMS countries regarding the administrative and logistical aspects of the PPP learning programs.
- (viii) Assist the program officer in organizing the PPP steering committee and advisory board meetings.
- (ix) Assist the program officer in organizing the PPP faculty retreat.
- (x) Assist the program officer in technical matters, including: (a) assessing learning programs and reviewing feedback and evaluation from faculty and participants, (b) performing further training-needs analyses, (c) exploring web-based learning and distance learning possibilities, (d) preparing study materials, and (e) converting learning materials to electronic format.
- (xi) Coordinate with the PPP learning resource center (LRC) coordinator(s) regarding technical aspects of the PPP LRC.
- (xii) Assist the program officer in preparing and monitoring the PPP budget.

C. Learning Resource Center Administrator(s) and Information Coordinator(s)
(two national consultants, 24 person-months each)

3. The LRC administrator(s) and information coordinator(s) (national consultants), under the administrative supervision of the country directors of the Cambodia and Lao PDR Resident Missions, and with technical guidance from the PPP secretariat, will handle the day-to-day operations of the PPP LRC. They will have a strong background in operations and have experience in managing an information center and library. The PPP LRC administrator(s) and information coordinator(s) will undertake the following tasks.

- (i) Develop an overall workplan for the PPP LRC in consultation with the PPP secretariat and the country directors.
- (ii) Manage the day-to-day operations of the PPP LRC.
- (iii) Develop an operations manual for the PPP LRC.
- (iv) Propose policies relevant to the day-to-day operations of the PPP LRC.
- (v) Market the PPP to prospective users by sending letters (fax, email or mailed letters) and organizing activities (e.g., orientation seminars for prospective users).
- (vi) Develop mechanisms to monitor the impact and reach of the PPP LRC.
- (vii) Provide content for the PPP LRC website.

- (viii) Prepare reports (quarterly and annual) to be submitted to the PPP secretariat and the country directors on the profile of PPP LRC users, and the status, usage, impact and reach of the PPP LRC.
- (ix) Develop and implement systems for organizing the PPP LRC collections and publications (including setting up systems for the reference library, databases, learning materials and multimedia materials, among others, and cataloguing and shelving all PPP LRC publications and collections).
- (x) Recommend new resources to be acquired as part of the PPP LRC collections (hard texts and electronic files).
- (xi) Coordinate with responsible ADB headquarters staff in the acquisition of and access to ADB databases and other ADB products and services.
- (xii) Set up systems and/or mechanisms for access to development-related information on the Internet through computer workstations.
- (xiii) Set up systems for access to ADB knowledge products and services.
- (xiv) Suggest new ways to improve the use of up-to-date infrastructure technology by the PPP LRC.
- (xv) Monitor the orderliness and cleanliness of the PPP LRC office space.
- (xvi) Develop and administer a standard evaluation form or client feedback form as a way of monitoring customer feedback on use of the PPP LRC.
- (xvii) Coordinate with the PPP secretariat and the GMS national secretariat in Cambodia and in Lao PDR regarding the administrative and logistical aspects of PPP learning programs.
- (xviii) Assist in the implementation of the GMS development dialogue and alumni gatherings.
- (xix) Organize activities in the PPP LRC (e.g., lectures, seminars, and workshops).
- (xx) Serve as the PPP alumni focal person in Cambodia and Lao PDR.

D. Capacity Building Specialist (international, 7 person-months on intermittent basis)

4. The capacity building specialist (international consultant) will have a strong background in education and public administration, and extensive experience in public policy and public management. The specialist must have international work experience in the design and delivery of executive programs for civil servants and in producing a journal, and will undertake the following tasks.

- (i) Concept planning, production and development of two volumes of the journal annually.
- (ii) Sourcing, collection and review/screening of articles.
- (iii) Coordination of editing and production processes and circulation and distribution of the journal.
- (iv) Activities relating to the distinguished speakers series and the GMS development dialogue, including (a) development of work plans and the concept and design, (b) organization and implementation, and (c) preparation of papers (e.g., concept and issues papers).
- (v) Guide implementation of the PPP research program.

E. Impact Evaluation Specialist (international, 3 person-months on an intermittent basis)

5. The impact evaluation specialist (international consultant) will have a strong background in education, public administration and extensive experience in human resource development. The specialist must have international work experience in evaluating capacity-building programs, and will undertake the following tasks.

- (i) Develop a process plan for the impact assessment.
- (ii) Conduct national alumni workshops and a regional workshop for PPP fellows to generate feedback on the PPP.
- (iii) Design a short survey for alumni and selected PPP stakeholders to assess the impact of the PPP in general and the learning programs in particular. The survey will be administered by the GMS national secretariat in collaboration with the PPP secretariat.
- (iv) Prepare reports on PPP impact assessment resulting from the workshop and survey and provide suggestions for improvement.