



Technical Assistance

TAR: TRA 39284

Technical Assistance for Results-Focused Project Design and Management

September 2005

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
COSO	–	Central Operations Services Office
DMC	–	developing member country
EA	–	executing agency
MfDR	–	management for development results
RBM	–	results-based management
TA	–	technical assistance
TOT	–	train-the-trainer

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Economic management
Themes	–	Governance, capacity development, regional cooperation
Subthemes	–	Civil society participation, institutional development and organizational development, client relations, network and partnership development

NOTE

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

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I. INTRODUCTION

1. With the endorsement of the *Paris Declaration on Aid Effectiveness*,¹ developed and developing countries, and multilateral and bilateral development institutions have committed to managing for development results (MfDR). The Asian Development Bank (ADB) sponsored high-level forums organized by the Working Party on Aid Effectiveness, comprising members of the Development Assistance Committee, which spearheaded MfDR. ADB is applying MfDR in its own operations and is actively promoting MfDR within its developing member countries (DMCs). This regional technical assistance (TA) is in line with the commitments contained in the Paris Declaration (para. 46), which commits ADB together with other multilateral and bilateral development institutions to jointly work with DMCs “to strengthen country capacities and demand for MfDR at the local level.” Thus, the TA is directly responsive to the *Paris Declaration on Aid Effectiveness*.

2. The ADB Institute is facilitating this effort and organized a workshop on development management for senior executives in Tokyo on 4–8 April 2005. An ADB mission² participated in and contributed to the workshop as resource persons. The workshop focused on the concept of result-based management (RBM)³ at the national, sectoral, agency, program, and project levels. Thirty-one senior executives from 10 DMCs—Bangladesh, Cambodia, Fiji Islands, Indonesia, Lao People’s Democratic Republic, Mongolia, Nepal, Philippines, Samoa, and Viet Nam—took part and prepared country and organization-specific action plans. The participants elaborated on how ADB could support MfDR at the executing agency (EA) and project level. Their requests and recommendations form the basis of this TA.⁴ The TA design and monitoring framework is in Appendix 1.

II. ISSUES

3. During the 1990s, many DMCs undertook extensive public sector reforms in response to economic, social, and political pressures. While the reform packages varied, they shared common aspects: a focus on performance issues and on achieving results, an orientation to customer needs and preferences, an emphasis on participation, reform of budget processes and financial management systems, and application of modern management practices. The central feature of these reforms is the prominence of improving performance, in other words that government activities achieve desired results. Subsequently, a range of aid-funded activities focused on various aspects of RBM. The Development Assistance Committee⁵ summarized some preliminary lessons about establishing RBM systems in DMCs: (i) strong leadership for RBM is essential, (ii) building RBM systems requires sufficient time (5–10 years) and resources, (iii) begin with pilot activities to demonstrate effective RBM practices, (iv) provide a range of different support mechanisms to establish RBM systems, and (v) build ownership by using participatory processes.

¹ High-Level Forum on Aid Effectiveness. 2005. *Paris Declaration on Aid Effectiveness*. Paris.

² The mission comprised R. K. Leonard, principal evaluation specialist; P. Bastoe, principal results and management specialist; and A. Iffland, principal project performance management specialist.

³ RBM involves several phases: (i) agreeing on objectives, (ii) selecting indicators and targets, (iii) monitoring performance (collecting data on results), and (iv) analyzing and reporting those results against the performance targets. MfDR, in its original context of RBM, refers to the use of performance information generated as part of the RBM approach by internal management. This is commonly referred to as “managing-for-results.” The international aid community has adopted this term and expanded it in the context of development effectiveness.

⁴ The TA first appeared in *ADB Business Opportunities* (internet edition) on 2 June 2005.

⁵ Organization for Economic Cooperation and Development. 2004. *Result-Based Management in the Development Co-operation Agencies: A Review of Experiences* (Executive Summary). Paris, pp. 22–24.

4. These lessons underlie ADB's commitment and approach to RBM and MfDR. This is also evidenced by ADB applying MfDR principles of to its own operations: (i) at the project design stage by strengthening the design and monitoring frameworks of projects, ensuring results-based sector road maps, and adopting results-focused project quality-at-entry procedures; (ii) at the implementation stage by developing country-specific monitoring mechanisms that enable reporting on results; and (iii) after project completion by making ADB evaluation and reporting more results-focused. At the country level, RBM is being operationalized through the introduction of results-based country strategies and programs. These, combined with the national development plans and poverty reduction strategies, form the basis of a national results framework. This approach enhances the planning capacity of DMCs' lead government planning agencies and strengthens the demand and leadership for RBM. However, the responsibility to deliver development outcomes is subsequently delegated to sector agencies, local governments, or subordinated divisions. Their capacity to plan, manage, implement, and account for results of policies, programs, and projects is critical for achieving development outcomes—from problem analysis and stakeholder dialogue through to implementation, monitoring, and evaluation. ADB has gained some experience in introducing RBM on a pilot basis in sector agencies.⁶

5. Postevaluation reports of ADB projects often point to overambitious project designs, ill-defined results, performance targets and indicators that cannot be measured or monitored, and lack of ownership by and weak capacities of EAs for less than successful delivery of project outputs and outcomes. These findings highlight some of the flaws and shortcomings in the project cycle. They also suggest that a large number of projects are designed with limited stakeholder involvement, and are overly dependent on consultant inputs. While this is debatable, evidence suggests that there is certainly room for improvement. The appreciation of local knowledge of issues and experiences of what can realistically be implemented is limited, at best. EAs and other key stakeholders need to understand the project design process, master the design tools, and fully participate in all stages of the design. This would bring greater focus to the project design, build ownership, and improve project implementation.

6. The challenges during the project implementation phase are plentiful, and to a large extent, the consequence of the shortcomings of the design process and the subsequent product. EAs, faced with implementing complex designs, are managerially ill-equipped and underresourced. The solution often adopted to address the EAs' weak project management capacity is to set up standalone project implementation units,⁷ which are substantially staffed with domestic and expatriate consultants. This strategy, however, does not address the fundamental issue of EAs' weak capacity to implement projects efficiently and effectively, and to manage project assets and operations after project completion. The availability and qualification of staff are predominantly cited as the root causes of EAs' weak capacity. While the availability of staff is outside the control and influence of ADB and this TA, the knowledge and skills base of staff to develop and manage projects efficiently and effectively can be addressed.

7. Furthering the effectiveness of development programs and projects requires reaching out to agencies responsible for producing project and program results. These are typically sector agencies or local governments that have a key role in delivering priority outcomes and outputs through projects and programs important to poverty reduction, achievement of the Millennium Development Goals, and other national medium-term goals. ADB has the

⁶ ADB. 2003. *Technical Assistance for Strengthening Results-Based Management for Sector Agencies*. Manila. The regional TA focused on sector agencies in education and health in Cambodia and Mongolia.

⁷ The Paris Declaration on Aid Effectiveness contains explicit commitments to avoid the use of parallel project implementation units. The aim is to help build sustainable local capacity instead.

responsibility to work on a continuous basis with these agencies and to strengthen their results focus, enhance their management systems, and develop their staff competencies, so that projects achieve their intended outcomes, and postproject completion benefits continue to accrue to the economy.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA will enable selected EAs in all DMCs to apply results-focused approaches and tools in participatory program/project design and management (outcome). The TA aims to contribute to more effective and efficient delivery of development programs and services by DMC government agencies.

B. Methodology and Key Activities

9. The TA incorporates four strategic approaches: (i) introduces up to 80% of EAs in all DMCs to RBM approaches and systems, (ii) builds the capacity of local facilitators to sustain support for the application of results-based approaches, (iii) pilot tests results-focused organizational development approaches to organizational capacity building of EAs, and (iv) develops innovative learning tools and disseminates documentation on experiences with RBM approaches.

10. **Output 1.** Familiarize EAs with RBM approaches and systems, and their application in project design and management. A series of 3 regional and up to 22 country workshops will provide the necessary learning opportunities for EA senior staff and project managers responsible for ADB-funded projects.⁸ These workshops will (i) introduce analytical tools for situation analysis and project design, (ii) address stakeholder participation in the project cycle, (iii) explain how to define and measure results, (iv) deal with project risks, (v) practice critical path analysis for project implementation, (vi) elaborate on the preparation of annual implementation plans, (vii) cover project monitoring and reporting practices, and (viii) provide an overview of project evaluation techniques.

11. **Output 2.** Create a pool of local facilitators⁹ in selected DMCs knowledgeable about results-focused project design and management. Train-the-trainer workshops will be conducted in at least 10 countries. These workshops will train potential facilitators in the application of participatory techniques for (i) the design and monitoring framework approach, and (ii) project monitoring and evaluation. This will provide EAs and ADB with an in-country pool of resource persons able to facilitate, i.e., problem tree analysis, participatory project planning workshops, and stakeholder reviews. Selected facilitators will undergo on-the-job training by cofacilitating workshops in other DMCs. The TA will develop a facilitator's code of conduct, an accreditation system, and standard terms of reference for a selection of events; and set up a roster of facilitators.

12. **Output 3.** Pilot test results-focused and client-led organizational capacity development approaches with 1–2 EAs in up to five DMCs, preferably one DMC from each of the subregions

⁸ The TA will train 1–2 senior staff of up to 250 executing agencies (EAs), which represent about 80% of all EAs ADB is currently working with.

⁹ Individuals and staff of national institutions with a background in facilitation, project management, or related background will be considered for the train-the-trainer workshops. Approximately 15 facilitators will be trained in up to 10 DMCs. The selection will be carried out by ADB in close coordination with resident missions.

in which ADB operates (East and Central Asia, the Mekong, the Pacific, South Asia, and Southeast Asia). As organizational capacity development is a long-term process, this regional TA supports this first phase of this process. A range of additional measures tailored to the specific circumstances of each DMC will need to be followed for an extended time to sustain the organizational changes. The selection of the DMCs and EAs will be finalized at the start of TA implementation. The main selection criterion is the demonstrated commitment of the EA to participate. The TA aims to include a variety of EAs representing different levels of advancement on RBM and sectoral focus, and will build on synergies with other ongoing initiatives. TA services are contingent on the expressed interest of the EA and a no-objection letter from the DMC. Once confirmed, the following steps will be performed sequentially: (i) conduct a diagnostic analysis of capacity constraints for results-focused management, (ii) develop a capacity-building plan and a corporate performance monitoring system, (iii) support and backstop the implementation of (ii), and (iv) monitor and evaluate performance changes of EAs. Based on the interest generated by the RBM training conducted by the ADB Institute, and feedback and requests received from the participating DMCs, the TA assumes that the pilot EAs will demonstrate their commitment to RBM by designating staff and resources for the implementation of the four output 3 activities. The induction training provided under output 1 will precede activities carried out under output 3.

13. **Output 4.** Share innovative training tools and experiences of the pilot-tested results-based organizational development approaches. E-learning tools will be adapted/developed for preparing the design and monitoring frameworks and project management. The process, generated results, and experiences gained from the pilot tests will be documented and disseminated together with a step-by-step do-it-yourself guide (part of output 4). A dissemination strategy will be prepared that incorporates a wide range of means, i.e., media, presentations at conferences, articles, the internet. The e-learning tools and documentation of experiences will also be disseminated through the MfDR Community of Practice, organized by the ADB Results Management Unit.

14. The TA design is based on several assumptions essential for successful TA implementation and achievement of results. The assumptions include that (i) the EAs will retain workshop participants (output 1) for at least 1 year, and the brain drain will be limited at least during this period; (ii) the facilitators will be available to perform the tasks for which they are qualified (output 2), and (iii) the pilot EAs will designate adequate staff and resources to implement the organizational capacity development approaches (output 3). Further, the TA outcome will only be achieved if (i) aid agencies agree on a joint results-focused agenda and pursue a harmonized approach in its operationalization, and (ii) DMCs have created incentives for their agencies to adopt MfDR. The latter assumption is supported by the DMCs' commitment to MfDR (para. 1) and the associated performance target, ratified as part of the *Paris Declaration on Aid Effectiveness*.

C. Cost and Financing

15. The TA is estimated to cost \$950,000 equivalent, of which \$721,850 will be in foreign exchange and \$228,150 equivalent in local currency. The TA will be financed on a grant basis by ADB's TA funding program for \$850,000. The DMC governments will provide office accommodation, counterpart staff, and miscellaneous expenses equivalent to \$100,000. The TA will finance 3 regional and up to 22 country workshops, international consulting services, training equipment and materials, and the development of e-learning programs. Detailed cost estimates are in Appendix 2.

D. Implementation Arrangements

16. ADB will be the Executing Agency of the TA. The Central Operations Services Office (COSO) will implement the TA in close cooperation with the regional departments and resident missions, the latter acting as in-country focal points for the TA. COSO staff will be resource persons. Letters of no objection from each of the DMCs will be obtained prior to initiation of the TA in the DMC.

17. International individual consultants with expertise in (i) participatory planning and management training (10 person-months), and (ii) organization development (8 person-months) will be recruited on an intermittent basis during TA implementation. Each consultancy may be carried out by more than one consultant to generate time efficiencies and build on country experiences. The national and regional training programs under outputs 1 and 2 will be conducted by COSO staff with support from the participatory planning specialist. Specifically, the participatory planning and management specialist will (i) develop training materials; and (ii) deliver (a) 20–25 induction workshops on project design and management, and (b) 10 train-the-trainer programs in cooperation with COSO staff. The consultant will submit postconduct reports 2 weeks after completion of each workshop. The organizational development specialist will (i) carry out results-focused, client-led organizational analysis of selected EAs; (ii) assist the EAs in developing their respective capacity-building plans; and (iii) support implementation through targeted guidance on technical and management issues. In preparation for the assignment, the specialist will consult with ADB's working group on capacity building and the Results Management Unit. The consultant will only be engaged when an understanding is reached with at least two DMCs to participate in the activities under output 3. The assignment of the organizational development specialist will be based on a performance contract, details of which will be determined with the EAs, subject to ADB agreement. The consultant will submit (i) an inception report for each pilot country, (ii) a progress report after each field visit, and (iii) a draft final report suitable for subsequent publication. The experiences gained from the pilot-tested capacity-building approaches will be disseminated through an ADB publication: Results-Focused Organizational Development: Case Studies from Asia and the Pacific Region. The consultants' terms of reference are in Appendix 3.

18. The TA will be implemented over 36 months (October 2005–September 2008). The international individual consultants will be selected and engaged by ADB in accordance with ADB's *Guidelines on the Use of Consultants*. Procurement under the TA will be in accordance with ADB's *Procurement Guidelines*. COSO will procure and retain the training equipment.

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$850,000 on a grant basis for Results-Focused Project Design and Management, 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 Government agencies of developing member countries (DMCs) deliver programs and services more effectively.</p>	<p>The DMCs meet the performance targets determined under Asian Development Fund/International Development Association 14.</p>	<p>Annual reports on the status of Millennium Development Goals published by DMC planning agencies/statistical offices</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • DMCs institutionalize results-based management (RBM) through performance-based contract and remuneration systems. • DMCs' budget allocations at national, provincial, and local government levels are transparent, performance-oriented, and results-focused.
<p>Outcome Selected executing agencies (EAs) apply results-focused approaches to project design and management.</p>	<p>By December 2007, 70% of the proposed projects are based on initial participatory problem tree analysis.</p> <p>By December 2007, at least 50% of EAs that participated in the induction workshop prepare annual plans of operation for TAs and projects in participation with stakeholders.</p>	<p>Process documentation of project preparatory technical assistance (PPTA) review missions and PPTA consultants' reports</p> <p>EA report on annual plan of operation submitted to the Asian Development Bank (ADB)</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Aid agencies agree on and operationalize a joint results-focused agenda and pursue harmonized approaches to project development and management. <p>Risk</p> <ul style="list-style-type: none"> • EAs continue to lack incentives to pursue results-focused project design and management.
<p>Outputs</p> <p>1. EAs are familiar with RBM approaches and systems and their application in project design and management.</p> <p>2. Pools of local facilitators in selected DMCs are available to support the application of results-based approaches and systems in EAs for project design and monitoring.</p>	<p>By December 2007, at least 250 EAs (about 80% of all EAs) have participated in an induction workshop on results-focused project design and performance management.</p> <p>In 2007, 30% of all PPTAs use the services of local facilitators for results-focused, participatory project design.</p>	<p>The ADB Project Coordination and Procurement Division database on project performance management system capacity-building activities</p> <p>Draft final consultants' PPTA reports submitted to regional departments and COSO consultant contract register</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Pilot EAs are committed to RBM and designate staff and resources for implementation of the results-focused organizational development approach. <p>Risks</p> <ul style="list-style-type: none"> • EAs are not able to retain staff who participated in the induction workshop for more than 1 year. • Trained facilitators gain full-time employment

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>3. Results-focused, client-led organizational development approach to capacity building of EAs has been successfully piloted and is ready for replication.</p> <p>4. Innovative training tools and documentation on results-based organizational development approaches drawn from pilot programs are disseminated.</p>	<p>At least, 4 EAs implement their respective capacity-building plans as per agreed schedule.</p> <p>By August 2006, at least one e-learning course on results-focused project design and management has been launched and is completed by at least 50 subscribers per month thereafter.</p>	<p>Annual performance and budget report by pilot EAs submitted to respective ministry of finance.</p> <p>Monthly usage summary reports are published on ADB home page, prepared by the ADB Operations Evaluation Department.</p>	<p>due to newly acquired skills (mitigation: see 2.4)</p>
<p>Activities with Milestones</p> <p>1.1 Prepare, test, and refine training materials for results-based project design and management approaches and systems (first set prepared by October 2005).</p> <p>1.2 Determine annual workshop schedule and secure the participation of appropriate EA staff, in cooperation with resident missions.</p> <p>1.3 Conduct 5-day national and regional training workshops reaching out to EAs in all DMCs, each with approximately 25–30 participants. (3 workshops in 2005; at least 8 in 2006; at least 7 in 2007; at least 5 in 2008).</p> <p>1.4 Validate learning objectives, test participants, and adjust materials and workshop design, if appropriate.</p> <p>2.1 Identify suitable and interested institutions and individuals to participate in train-the-trainer programs in at least 10 DMCs (between October 2005 and April 2007).</p> <p>2.2 Develop training materials and workshop program (by February 2006).</p> <p>2.3 Compile facilitators' code of conduct, accreditation system, and standard terms of reference.</p> <p>2.4 Conduct at least 10 national train-the-trainer workshops with at least 150 participants (by September 2007).</p> <p>2.5 Organize on-the-job training by cofacilitating (i) national train-the-trainer and induction workshops in other DMCs, (ii) workshops for resident mission staff, and (iii) selected PPTA planning workshops.</p> <p>3.1 Confirm the participation of selected EAs in 4–5 DMCs (preferably with representation of each RD).</p> <p>3.2 Support EAs in conducting their respective diagnostic analysis of capacity constraints with regard to results-focused project management (by June 2006).</p> <p>3.3 Develop a capacity-building plan and a corporate performance monitoring system for each participating EA.</p> <p>3.4 Guide implementation of the capacity-building plan through intermittent</p>			<p>Inputs</p> <p>ADB: \$850,000</p> <ul style="list-style-type: none"> • International consultants 18 person-months, \$500,000 • Equipment \$5,000 • Training \$300,000 • Miscellaneous administration \$5,000 • Contingencies \$42,500 <p>Government: \$100,000</p> <ul style="list-style-type: none"> • Office accommodation \$30,000 • Counterpart staff \$55,000 • Others \$15,000

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
field visits and on-line support. 3.5 Monitor and evaluate performance changes with regard to results delivery. 4.1 Compile a publication of case studies on the outcomes of RBM approaches and system under output 3, combined with a step-by-step instruction for replication. 4.2 Develop e-learning courses on the design and monitoring framework and project management (by July 2006). 4.4 Identify and tailor selected results-focused project management tools to the EAs' requirements. 4.3 Design an information dissemination strategy incorporating a wide range of means (i.e., media, internet, conference presentations).			

ADF = Asian Development Fund, COSO = Central Operations Services Office, DMC = developing member country, EA = executing agency, IDA = International Development Association, PPTA = project preparatory technical assistance, RBM = results-based management, RM = resident mission.

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COST ESTIMATES AND FINANCING PLAN
(\$)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. International Consultants			
a. Remuneration and Per Diem	369,500.00	0.00	369,500.00
b. International and Local Travel	119,000.00	5,000.00	124,000.00
c. Communications and Reports	1,000.00	1,000.00	2,000.00
2. Equipment	5,000.00	0.00	5,000.00
a. Boards, Facilitator Travel Kits, Other Usable Training Equipment			
3. Training, Seminars, and Conferences			
a. Regional Seminars			
i. Travel Cost of Participants	60,000.00	5,000.00	65,000.00
ii. Accommodation and Meals of Participants	0.00	42,000.00	42,000.00
iii. Per Diem/Allowance of Participants	0.00	16,750.00	16,750.00
iv. Seminar Costs (venue, rental equipment)	0.00	5,000.00	5,000.00
vi. Travel Cost of ADB Staff	11,950.00	0.00	11,950.00
vii. Per Diem of ADB Staff	7,500.00	0.00	7,500.00
viii. Others (communications, materials)	0.00	1,000.00	1,000.00
b. Country Seminars			
i. Seminar Costs (venue, meals, rental equipment)	0.00	41,000.00	41,000.00
ii. Travel Cost of ADB Staff	31,900.00	5,000.00	36,900.00
iii. Per Diem of ADB Staff	45,900.00	0.00	45,900.00
c. E-Learning Programs	25,000.00	0.00	25,000.00
d. Publications	4,000.00	0.00	4,000.00
4. Miscellaneous Administration and Support Costs	5,000.00	0.00	5,000.00
5. Contingencies	36,100.00	6,400.00	42,500.00
Subtotal (A)	721,850.00	128,150.00	850,000.00
B. Government Financing^b			
1. Office Accommodation	0.00	30,000.00	30,000.00
2. Remuneration of Counterpart Staff	0.00	55,000.00	55,000.00
3. Others	0.00	15,000.00	15,000.00
Subtotal (B)	0.00	100,000.00	100,000.00
Total	721,850.00	228,150.00	950,000.00

^a Financed by the Asian Development Bank's technical assistance funding program.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The regional technical assistance (TA) will provide advisory and training services of international consultants¹ with specialization in (i) participatory planning and management, and (ii) organizational development.

A. Participatory Planning and Management Specialist (international, 10 person-months)

2. The consultant will (i) have extensive experience in conducting workshops, and train-the-trainer (TOT) programs in participatory project planning and management; and (ii) be familiar with the Asian Development Bank (ADB) project performance management system, design and monitoring frameworks, project cycle management, and the *Critical Path Analysis*.

3. The capacity-building programs will be part of ADB's regular training calendar for executing agencies (EAs) and resident mission staff. The specific tasks include the following:

- (i) Review existing training materials used by (a) ADB for the project performance management system, and (b) other organizations delivering project design and management training for staff members and developing member countries (DMCs). These include multilateral finance institutions (i.e., World Bank, Inter-American Development Bank), bilateral aid agencies (i.e., Japan International Cooperation Agency, Gesellschaft für Technische Zusammenarbeit, and Department for International Development) and nongovernment organizations.
- (ii) Develop new and/or adapt existing training materials that are suitable for lamination, can be distributed on CDs (compact disks), and can be posted on the web. Integrate the *Critical Path Analysis*. Case materials, lecture notes, and exercises may be developed as deemed appropriate with the guidance of the ADB Project Coordination and Procurement Division. Existing training materials and tools should be used as much as possible to achieve consistency with past training delivery at ADB headquarters. Develop a trainer instruction manual for TOT program participants.
- (iii) Develop course outlines and content for (a) a 5-day induction workshop on results-focused project design and performance management targeting EAs, and (b) a 5-day TOT program on the same content. Prepare a final assessment test for participants of both training courses.
- (iv) Conduct, with Project Coordination and Procurement Division staff, between 18 and 22 national and up to 3 regional training programs in DMCs as per agreed schedules. Prepare a postconduct report within 2 weeks from completion of the training.
- (v) As a lead trainer, guide TOT graduates during their on-the-job training—cofacilitation—in national induction workshop.
- (vi) Compile a code of conduct, accreditation system, and standard terms of reference for trainers in participatory project design and management.

B. Organizational Development Specialist (international, 8 person-months)

4. The consultant will have extensive and applied knowledge of results-focused and client-led organizational development approaches in DMCs. Strong facilitation and intercultural

¹ Each consultancy may be carried out by more than one consultant.

communication skills and long-term working experiences in Asian and Pacific DMCs are required to effectively perform the assignment.

5. The consultant will be responsible for the delivery of output 3—successfully piloting the results-focused, client-led organizational development approach to capacity building of EAs. Accordingly, the assignment will be based on a performance contract. While the following tasks provide an overview and guide the assignment, detailed activities and implementation schedule, with performance targets for both the EA and the consultant, will be finalized during the consultant's first field visit in cooperation with each EA. The agreements reached and acceptable to ADB will form part of the consultant's performance contract. In particular, the consultant will do the following:

- (i) Consult with the Central Operations Services Office, the operations departments and the respective resident missions, and the working groups on capacity building and project performance management system to discuss the initial implementation phase; obtain country-, sector-, and EA-specific background information; and prepare an inception report for each EA included in the pilot test.
- (ii) Prepare workshop materials, case studies, and self-assessment tools to support the diagnostic analysis and preparation of the EA capacity-building plan. The self-assessment tools include user guides. All materials need to be prepared considering their suitability for replication and should be appropriate for inclusion in a publication (item viii).
- (iii) Conduct a series of workshops introducing the participating EAs to diagnostic analysis tools. Facilitate the application of these tools and assist the EAs in identifying their own capacity constraints (gap analysis) with regard to the efficient and effective delivery of development results. Document the process and outcomes in a progress report to be submitted to ADB no later than 2 weeks after the mission is completed.
- (iv) Facilitate the preparation of capacity-development plans. Support working groups prepare results-focused, time-bound action plans with clearly assigned responsibilities. The capacity-development plans include outcome indicators to support the performance assessment of output 3 of the TA. Prepare a progress report describing the process and the product—the capacity-development plans—and submit it to ADB within 2 weeks of completing this field assignment.
- (v) Help develop new or focus on existing corporate performance monitoring systems and advise the EAs on their institutionalization. These systems will be geared toward assessing performance improvements in results delivery.
- (vi) Support implementation of the capacity-development plans. Proactively follow up on the progress of implementing the capacity-development plans, advise on how to overcome impediments, and assist in formulating alternative strategies to deal with obstacles. Submit quarterly progress reports to ADB.
- (vii) Support EAs in monitoring their performance changes for results delivery and facilitate an evaluation workshop with each EA at the end of TA implementation.
- (viii) Document the process and achievements of the participating EAs for dissemination in the respective DMC and to other DMCs. This is to motivate other sector agencies to replicate the process and adopt a results-based approach. The publication will include a step-by-step guide on how to apply the results-focused organization development approach. Dissemination will be through (a) an ADB publication, Results-Focused Organizational Development: Case Studies from Asia and the Pacific Region, and (b) an in-country seminar for senior government officials.