

**Asian Development Bank
Regional Technical Assistance 6296:
Developing Pro-Poor Governance Capability and Knowledge**

END OF INCEPTION PHASE REPORT¹

15 November 2006

A. Project Overview

1. The Asian Development Bank (ADB) is providing a regional technical assistance (RETA) called Developing Pro-Poor Governance Capability and Knowledge, which seeks to strengthen the capacity of developing member countries (DMCs) to improve the delivery of public services and prevent corruption. The outcomes expected of the RETA are to:

- a) Promote the utilization of the Citizen Report Card (CRC) methodology to conduct social audits of public services;
- b) Promote the utilization of continuous improvement and benchmarking (CIB) techniques to ensure that capacity, resources, and people are managed to deliver effective, efficient, affordable, and equitable public services; and
- c) Provide training and support to DMCs in anticorruption preventive measures.

2. The RETA consists of three components: (a) Component One focuses on the design and conduct of a corruption prevention training program; (b) Component Two is concerned with the promotion of CRC and CIB techniques in teaching and training as well as their sustained application in improving the delivery of public services; and (c) Component Three will upgrade the CRC and CIB e-learning toolkits.

3. Under the first component, ADB is providing technical assistance and financial contribution to the Anti-Corruption Academy (ACA) of the Malaysian Anti-Corruption Agency (MACA) to design, develop, and conduct a training program on corruption prevention to DMCs. It is envisaged that ADB's assistance will help ACA-MACA build its capacity to become a center of learning and research for enhancing government transparency and public accountability in the Asia Pacific Region.

4. In the second component, two modalities are being considered in promoting the utilization the techniques and toolkits. The first modality is to work with an educational and training institute - preferably a member of a regional network such as the Eastern Regional Organization for Public Administration (EROPA) and the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG).² It is envisaged that designated members of the institute will be trained on CRC and CIB and for their institutes to incorporate CRC and CIB in their educational and training curricula as well as in their consultancy and extension functions.

5. The second modality is to apply CRC and CIB in selected public service agencies or citizens' organizations in two DMCs. Selected members of these agencies or groups will be similarly trained on CRC and CIB to improve work processes and

¹ Prepared by Joel V. Mangahas, RETA Coordinator (Consultant).

² EROPA and NAPSIPAG were established to strengthen the study and practice of public administration and governance.

performance. The actual application of the techniques in these agencies will form part of the learning process of the selected educational/training institutes. PAC and ACIG will manage the CRC and CIB training programs, respectively. PAC and ACIG will also assist the concerned educational/training institute in incorporating CRC and CIB in their regular programs.

6. In the third component, PAC and ACIG will make the necessary enhancements and develop upgraded versions of the CRC and CIB e-learning toolkits based on field experiences and using the feedback from the public service agencies, citizens' groups, and educational/training institute.

B. Progress to Date

7. Overall Status. Project implementation started to gain ground beginning September 2006. From March to June 2006, significant effort has been made to plan and organize the project/toolkit launch in July 2006. Contracting of consultants as well as identifying partners and working out partnership agreements with them took considerable time. The identification and selection of pilot sites for CRC and CIB training and application also proved to be a lengthy and challenging process. Inasmuch as the pilot sites in the Philippines have been identified, the Pakistan sites are yet to be determined and finalized. Implementation of the component on anti-corruption training is expected to pick up after the Inception Mission to ACA-MACA in October 2006.

8. Project Administration. The Project Management Team (PMT) was formally convened in March 2006 with the engagement of the Mr. Joel Mangahas and Ms. Eden Santiago as RETA Coordinator and Project Administration Officer, respectively. Table 1 shows the consultants and partners by project component and the dates they got on board.

Table 1. Engagement of Project Consultants / Partners

Component / Consultant / Partner	Effective Date of Engagement
A. Anti-Corruption Training (Component 1)	
• ACA-MACA	16 June 2006
• NAPSIPAG	under process
B. Learning Toolkits (Components 2 and 3)	
• PAC	26 June 2006
• ACIG	21 August 2006
• National College of Public Administration and Governance (NCPAG), University of the Philippines (UP)	9 October 2006
• Pakistan institutes	under negotiation
C. Project Administration	
• Joel Mangahas	3 March 2006
• Eden Santiago	16 March 2006

9. Ms. Asha Newsum who was on seconded to ADB from the Department of International Development was the managing ADB Officer of the RETA from inception to end of July 2006. Mr. Raza Ahmad, Governance and Capacity Development Specialist

of ADB, succeeded Ms. Newsum as the managing ADB Officer of the RETA beginning 1 August 2006.

10. Project/Toolkits Launch. About 120 policymakers, service managers, academics, and representatives of different development agencies in the Philippines attended the launch of the e-learning toolkits on CRC methodology and CIB techniques held at ADB Headquarters in Manila on 13 July 2006. The attendees were quite pleased to know about the e-learning toolkits. They also expressed commitment to promote and use them in their work. Details of the launch can be found at <http://www.adb.org/Projects/e-toolkit/events.asp>.

11. CRC and CIB Training and Application. A set of criteria (see Annex 1) was prepared by the PMT for selecting two DMCs, an educational or a training institute in each of the two DMCs, and two cities/municipalities for every DMC. In the Philippines, UP-NCPAG was selected as the partner educational and training institute. For this purpose, UP-NCPAG organized a team consisting of eight faculty and staff members to be mentored and coached by PAC and ACIG. Annex 2 presents the matrix of responsibilities of Project consultants and partners.

12. From April to August, the PMT conducted a series of meetings and discussions with concerned ADB Project Officers and government officials and representatives engaged in the implementation of ADB-assisted Mindanao Basic Urban Services Sector (MBUSS)³ and the Development of Poor Urban Communities Sector Project (DPUCSP)⁴ to recommend project sites for CRC and CIB training and application.

13. Dr. Sita Sekhar and Mr. Bryn Campbell of PAC and ACIG, respectively conducted orientation seminars on CRC and CIB for MBUSS and DPUCSP representatives during their mission to the Philippines in July 2006 (that coincided with the project/toolkits launch).

14. The Municipality of Naawan in Misamis Oriental was selected as one of the participating local government units (LGUs). Further research and consultations identified Makati City and Quezon City as the other suitable sites. The local chief executives (LCEs) of Makati City and Quezon City expressed keen interest and commitment to participate in the Project. Hence, these two cities were selected. In coordination with PAC, ACIG, and UP-NCPAG, it was agreed that both CRC and CIB training and application will be done in Naawan while only CIB will be done in Makati and only CRC will be conducted in Quezon City. Messrs. Ahmad and Mangahas personally visited these LGUs to meet and discuss the Project with the LCEs who unanimously welcomed their involvement in CRC and CIB mentoring and application.

15. The Project conducted its first mentoring and coaching workshop from 16 to 20 October 2006 at UP-NCPAG, Diliman, Quezon City. The workshop was led by Mr. Bryn Campbell and Dr. Sita Sekhar who had been engaged by the Project to train selected members of UP-NCPAG on the use of CIB techniques and CRC methodology. As part of the Project design, the UP-NCPAG team will work closely with Mr. Campbell and Dr.

³ Executing agencies are the Department of Interior and Local Government (DILG) and the Land Bank of the Philippines (LBP).

⁴ Executing agencies Housing and Urban Development Coordinating Council (HUDCC) and the Development Bank of the Philippines (DBP).

Sekhar in mentoring and coaching local counterparts in Makati City, Naawan Municipality, and Quezon City to implement user surveys and service delivery improvement initiatives using the said tools. PAC and ACIG submitted their inception reports on 26 October 2006.⁵

16. Dr. Sekhar and Dr. Meena Nair (also from PAC, India) will hold another round of mentoring and coaching activities with UP-NCPAG and Naawan LGU from 26 November to 5 December 2006. A briefing on CRC methodology for Quezon City LGU will likewise be conducted by Dr. Sekhar on 28 November. The presentation of CRC findings to the Naawan municipal officials and community stakeholders is scheduled in late January 2007.

17. Mr. Ahmad is conducting a mission to Pakistan to identify potential partners and sites. The National Institute of Public Administration (NIPA) in Karachi, Pakistan will be the likely educational/training institute to participate in the Project. A LOA with NIPA is expected soon.

18. Anti-Corruption Training. A letter of agreement (LOA) between ADB and ACA-MACA to implement Component One was signed on 17 July 2006. Modifications in the LOA were agreed upon by both ADB and ACA-MACA during the inception mission conducted by the Messrs. Ahmad and Mangahas from 11 to 12 October 2006.⁶ It was further agreed during the Inception Mission that a course planning workshop will be scheduled in December 2006. ACA-MACA has likewise designated a team to work on the Project.

19. Project Website. Although not part of the RETA deliverables, the website was initiated and designed by the PMT in collaboration with the web team of ADB. The Project website - <http://www.adb.org/Projects/mproving-governance> - is being regularly updated by the PMT. The Project website has links to the web versions of the CRC and CIB toolkits which can be accessed at <http://www.citizenreportcard.com> and <http://www.acig.com.au/toolkit>, respectively.

20. NAPSIPAG. The Project plans to promote the CRC and CIB learning toolkits in the NAPSIPAG annual conference to be held in Sydney, Australia from 4 to 5 December 2006. The said conference will include a special session on the toolkits. Mr. Campbell will join Mr. Ahmad and Ms. Santiago in the conference. It should also be noted that under the revised LOA between ADB and ACA-MACA, NAPSIPAG will be one of the partners who will help promote the application of CRC methodology and CIB techniques as well as their incorporation in the teaching curriculum of its member institutes.

C. Project Issues

21. General Concerns. The Project design and prescribed institutional arrangements proved to be complex and not easy to implement. Identifying suitable partners and sites required tremendous amount of effort in terms of informing them about the Project and winning their support and cooperation. Separated by great distances and saddled with competing priorities and conflicting schedules, consultants and partners had to rely on constant exchanges of emails and phone calls. Field missions – which were not included

⁵ See the inception reports of Dr. Sekhar and Mr. Campbell.

⁶ See aide memoire of the Inception Mission for further information.

in the design – had to be conducted for more efficient planning and coordination of activities. Original budget estimates have to be readjusted in order to match actual conditions in the field and to optimize the use of project resources as well as to ensure the achievement of desired outcomes.

22. CRC and CIB Learning Toolkits. PAC and ACIG expressed concern about the choice of Naawan Municipality as a pilot site for CRC and CIB. PAC and ACIG believe that the magnitude and scale of operations services to be covered in Naawan is not large enough to provide ample opportunities for the UP NCPAG and their counterparts in Naawan to broaden and deepen their understanding of CRC and CIB. PAC and ACIG were also apprehensive about the peace and order situation in Mindanao based on reports that they have received. In addition to the fact that Naawan meets the selection criteria, the following points need to be taken into account:

- a) The local officials of Naawan expressed willingness to participate in the Project;
- b) Naawan presents a rural/municipal context in which some 1,450 municipalities nationwide can identify themselves with;
- c) Pedagogically and strategically, the learning process for UP NCPAG Team can be better facilitated;
- d) The learning experience in Naawan should provide a solid foundation for UP NCPAG Team to try out CRC and CIB in much bigger and more sophisticated local governments of Makati City and Quezon City; and
- e) There are no security risks in Naawan and its neighboring localities.

23. PAC likewise requested for additional budget in view of the increased number of field missions to conduct the CRC mentoring and application in the Philippines. Both PAC and UP-NCPAG anticipates a need for budgetary support to field survey which had neither been included in the PAC budget nor UP-NCPAG budget.

24. Anti-Corruption Training. Since the signing of the letter of agreement (LOA) between ADB and ACA-MACA on 16 June 2006, implementation has not progressed as envisaged due to: (i) lack of agreed approach and modality of interventions; (ii) insufficient details in the LOA; (iii) relatively new introduction of regional training agenda in ACA-MACA's mandate; (iv) delay in preparation of ACA-MACA's business plan; and (v) lack of technical support by ADB in detailing the terms of reference, identifying the appropriate resource persons, and interpreting/finalizing budget estimates.

25. The aforesaid inception mission to ACA-MACA in October has been able to clarify the expected role, responsibilities, and outputs of ACA-MACA. ACA-MACA is experiencing a somewhat challenging period in exercising its training functions. Inasmuch as ACA-MACA has rich experience as anti-corruption practitioners, it is admittedly in need of interventions to enhance its capacities as training managers. It is within this context wherein the Project finds great relevance and importance. Strengthening the capacity of ACA-MACA which will nonetheless require more intensive technical advice and assistance from the PMT and other experts.

26. Supervision and Administration. The recent provision of logistical support to PMT for field and monitoring visits has been very helpful in making decisions, giving technical advice, and forging partnership arrangements. From March to August 2006, there were no budget provisions for travels, communications, and supplies and materials. Thus, management and coordination were largely done by mostly emails and telecons.

27. Initial months of implementation coupled with the likely direction of the project in coming months indicate and increased demand for more consulting inputs from the RETA Coordinator.

D. Workplan and Way Forward

28. The following are some recommendations to further improve implementation:

- a) Component One
 - Closer supervision of ACA-MACA
 - Provide necessary technical support ACA-MACA by PMT to the extent possible
- b) Component Two
 - Require PAC and ACIG to submit detailed workplan for mentoring and coaching until November 2007 which identifies the expected outputs, milestones, and schedules
 - Require PAC and ACIG to submit deployment schedules or fielding dates to the Philippines and Pakistan
 - Approve request of PAC to supplement budget for field surveys and extra trips
- c) Component Three
 - Require PAC and ACIG to prepare and implement a plan for getting feedback to upgrade the toolkits
 - Require PAC and ACIG to submit a workplan for upgrading the toolkits
- d) Project Administration
 - Approve contract variations for PMT members to include additional person-days and field travels

29. Table 2 outlines the key activities and schedules by component under the Project.

Table 2. Project Implementation Schedule

RETA 6296 Implementation Schedule					2006												2007								
Output/Task	Days	Start	Finish	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Conduct inception phase	190 days	14-Feb-06	6-Nov-06	[Red bar]												[Blue bar]									
Contract consultants	66 days	14-Feb-06	16-May-06	[Red bar]												[Blue bar]									
Engage consultants for and mobilize Project Secretariat	10 days	14-Feb-06	27-Feb-06	[Red bar]												[Blue bar]									
Contract ACA-MACA	30 days	5-Apr-06	16-May-06	[Red bar]												[Blue bar]									
Send RFP	6 days	5-Apr-06	12-Apr-06	[Red bar]												[Blue bar]									
ACA-MACA to prepare and submit proposal	15 days	17-Apr-06	5-May-06	[Red bar]												[Blue bar]									
Review proposal	3 days	8-May-06	10-May-06	[Red bar]												[Blue bar]									
Contract negotiations	3 days	11-May-06	15-May-06	[Red bar]												[Blue bar]									
Sign contract	1 day	16-May-06	16-May-06	[Red bar]												[Blue bar]									
ADB to issue contract and NTP	1 day	16-May-06	16-May-06	[Red bar]												[Blue bar]									
Engage PAC	30 days	5-Apr-06	16-May-06	[Red bar]												[Blue bar]									
Send RFP	6 days	5-Apr-06	12-Apr-06	[Red bar]												[Blue bar]									
PAC to prepare and submit proposal	15 days	17-Apr-06	5-May-06	[Red bar]												[Blue bar]									
Review proposal	3 days	8-May-06	10-May-06	[Red bar]												[Blue bar]									
Contract negotiations	3 days	11-May-06	15-May-06	[Red bar]												[Blue bar]									
Sign contract	1 day	16-May-06	16-May-06	[Red bar]												[Blue bar]									
ADB to issue contract and NTP	1 day	16-May-06	16-May-06	[Red bar]												[Blue bar]									
Engage ACIG	30 days	5-Apr-06	16-May-06	[Red bar]												[Blue bar]									
Send RFP	6 days	5-Apr-06	12-Apr-06	[Red bar]												[Blue bar]									
ACIG to prepare and submit proposal f	15 days	17-Apr-06	5-May-06	[Red bar]												[Blue bar]									
Review proposal	3 days	8-May-06	10-May-06	[Red bar]												[Blue bar]									
Contract negotiations	3 days	11-May-06	15-May-06	[Red bar]												[Blue bar]									
Sign contract	1 day	16-May-06	16-May-06	[Red bar]												[Blue bar]									
ADB to issue contract and NTP	1 day	16-May-06	16-May-06	[Red bar]												[Blue bar]									
Launch toolkits	90 days	14-Feb-06	19-Jun-06	[Red bar]												[Blue bar]									
Develop plan	21 days	28-Feb-06	28-Mar-06	[Red bar]												[Blue bar]									
Implement plan	90 days	14-Feb-06	19-Jun-06	[Red bar]												[Blue bar]									
Develop project workplan	10 days	14-Feb-06	27-Feb-06	[Red bar]												[Blue bar]									
Identify and agree on project partners; Discuss/Finalize partnership arrangements	160 days	28-Feb-06	6-Nov-06	[Red bar]												[Blue bar]									
Component 1: Design and conduct an Anti-Corruption Training Program	234 days	2-Oct-06	23-Aug-07	[Red bar]												[Blue bar]									
Organize Project Team	30 days	2-Oct-06	10-Nov-06	[Red bar]												[Blue bar]									
Conduct course design and planning workshop	3 days	18-Dec-06	20-Dec-06	[Red bar]												[Blue bar]									
Review and finalize course program	30 days	21-Dec-06	31-Jan-07	[Red bar]												[Blue bar]									
Gather and assemble training materials and references	30 days	21-Dec-06	31-Jan-07	[Red bar]												[Blue bar]									
ACA-MACA pilot course	18 days	6-Mar-07	29-Mar-07	[Red bar]												[Blue bar]									
Conduct regional courses	90 days	30-Mar-07	2-Aug-07	[Red bar]												[Blue bar]									
Finalize course design and program	15 days	3-Aug-07	23-Aug-07	[Red bar]												[Blue bar]									
Component 2: Promote use of CRC and CIB	206 days	1-Sep-06	15-Jun-07	[Red bar]												[Blue bar]									
Philippines	201 days	1-Sep-06	8-Jun-07	[Red bar]												[Blue bar]									
Engage UP-NCPAG	30 days	1-Sep-06	12-Oct-06	[Red bar]												[Blue bar]									
Train UP-NCPAG Team	30 days	13-Oct-06	23-Nov-06	[Red bar]												[Blue bar]									
CRC in Naawan	90 days	15-Nov-06	20-Mar-07	[Red bar]												[Blue bar]									
CRC in Quezon City	90 days	5-Feb-07	8-Jun-07	[Red bar]												[Blue bar]									
CIB in Naawan	90 days	15-Nov-06	20-Mar-07	[Red bar]												[Blue bar]									
CIB in Makati City	90 days	11-Dec-06	13-Apr-07	[Red bar]												[Blue bar]									
Pakistan	160 days	6-Nov-06	15-Jun-07	[Red bar]												[Blue bar]									
Engage partner institutions	60 days	6-Nov-06	26-Jan-07	[Red bar]												[Blue bar]									
Train Pakistan Team/s	10 days	29-Jan-07	9-Feb-07	[Red bar]												[Blue bar]									
Conduct CRC	90 days	12-Feb-07	15-Jun-07	[Red bar]												[Blue bar]									
Conduct CIB	90 days	12-Feb-07	15-Jun-07	[Red bar]												[Blue bar]									
Component 3: Update and strengthen CRC and CIB-learning tool kits	200 days	12-Feb-07	16-Nov-07	[Red bar]												[Blue bar]									
PAC and ACIG to gather and record feedback and comments on the learning tool kits	150 days	12-Feb-07	7-Sep-07	[Red bar]												[Blue bar]									
PAC and ACIG to complete improved version	100 days	11-Jun-07	26-Oct-07	[Red bar]												[Blue bar]									
ADB disseminates toolkits	15 days	29-Oct-07	16-Nov-07	[Red bar]												[Blue bar]									
Perform project administration	455 days	28-Feb-06	26-Nov-07	[Red bar]												[Blue bar]									
Oversee and coordinate project implementation	450 days	28-Feb-06	19-Nov-07	[Red bar]												[Blue bar]									
Submit End of Inception Report	5 days	1-Nov-06	5-Nov-06	[Red bar]												[Blue bar]									
Submit Quarterly Progress Reports	135 days	20-Nov-06	25-May-07	[Red bar]												[Blue bar]									
First	5 days	20-Nov-06	24-Nov-06	[Red bar]												[Blue bar]									
Second	5 days	19-Feb-07	23-Feb-07	[Red bar]												[Blue bar]									
Third	5 days	21-May-07	25-May-07	[Red bar]												[Blue bar]									
Fourth	5 days	21-Aug-07	25-Aug-07	[Red bar]												[Blue bar]									
Submit Project Completion Report	5 days	20-Nov-07	26-Nov-07	[Red bar]												[Blue bar]									

Annex 1. Minimum Requirements for Selection of Partners

DMC	Educational and Training Institute	Public Service Agency / Citizens' Groups
<ul style="list-style-type: none"> ○ With active ADB projects ○ Has English language capability ○ EROPA/NAPSIPAG member 	<ul style="list-style-type: none"> ○ Must express interest and commitment to participate in the project ○ Faculty members and staff are proficient in English language ○ Located near (or has easy access to) the partner public service agency or citizens' group ○ A member of EROPA and NAPSIPAG ○ Established for more than 20 years ○ Has regular educational and training programs in public administration or related fields ○ Can commit eight faculty members/staff for CRC and CIB training ○ With adequate communication facilities, particularly broadband internet and email ○ Willingness to incorporate CRC and CIB in educational and training curricula 	<ul style="list-style-type: none"> ○ Must express interest and commitment to participate in the project ○ Significant number of team members are proficient in English language ○ Located near or accessible to the partner educational/training institute ○ Can commit six team members for training in and application of CRC and CIB ○ With adequate communication facilities, particularly broadband internet and email

Annex 2. Matrix of Responsibilities

Milestone / Task	ADB Project Secretariat (Manila-based)	PAC / ACIG	Educational / Training Institute	Public Service Agency / Citizens' Group
1. Selection of two DMCs	<ul style="list-style-type: none"> ○ Draft / Finalize selection criteria ○ Select DMCs 	<ul style="list-style-type: none"> ○ Provide inputs in the drafting and finalization of the selection criteria ○ Assist in selection 		
2. Selection of ADB project sites	<ul style="list-style-type: none"> ○ Draft / Finalize selection criteria ○ Select ADB project sites ○ Conduct research and prepare short list 	<ul style="list-style-type: none"> ○ Provide inputs in the drafting and finalization of the selection criteria ○ Assist in selection 		
3. Selection of EROPA / NAPSIPAG member institutes and ADB project teams	<ul style="list-style-type: none"> ○ Draft / Finalize selection criteria ○ Select institutes ○ Conduct research and prepare short list 	<ul style="list-style-type: none"> ○ Provide inputs in the drafting and finalization of the selection criteria ○ Assist in selection 	<ul style="list-style-type: none"> ○ Express commitment and interest ○ Enter into formal agreement with ADB-PAC-ACIG 	<ul style="list-style-type: none"> ○ Express commitment and interest ○ Enter into formal agreement with ADB-PAC-ACIG
4. CRC and CIB training	<ul style="list-style-type: none"> ○ Quality assure mentoring and training ○ Monitor progress 	<ul style="list-style-type: none"> ○ Develop and design program of mentoring and training ○ Implement mentoring and training program ○ Develop and implement protocols for monitoring and evaluating and reporting results ○ Gather feedback on the CRC and CIB e-learning toolkits 	<ul style="list-style-type: none"> ○ Designate faculty and staff members for PAC/ACIG mentoring and training program ○ Provide feedback to PAC and ACIG on CRC and CIB training 	<ul style="list-style-type: none"> ○ Designate project team members for PAC/ACIG mentoring and training program as well as implementation of actual service delivery improvement project ○ Provide feedback to PAC and ACIG on CRC and CIB training
5. Service delivery improvement project	<ul style="list-style-type: none"> ○ Oversee implementation ○ Monitor progress 	<ul style="list-style-type: none"> ○ Develop and implement work program on application of CRC and CIB techniques for actual service delivery improvement project 	<ul style="list-style-type: none"> ○ Coordinate with PAC, ACIG, and ADB project site ○ Provide feedback to PAC and ACIG on CRC and CIB application 	<ul style="list-style-type: none"> ○ Manage service delivery improvement project ○ Coordinate with PAC, ACIG, and educational/training institute

Milestone / Task	ADB Project Secretariat (Manila-based)	PAC / ACIG	Educational / Training Institute	Public Service Agency / Citizens' Group
		<ul style="list-style-type: none"> ○ Gather feedback on the CRC and CIB e-learning toolkits 		<ul style="list-style-type: none"> ○ Provide feedback to PAC and ACIG on CRC and CIB application
6. Incorporate CRC and CIB in the educational and training curricula	<ul style="list-style-type: none"> ○ Oversee and coordinate activities 	<ul style="list-style-type: none"> ○ Assist educational / training institute 	<ul style="list-style-type: none"> ○ Incorporate CRC and CIB in the regular program of instruction 	<ul style="list-style-type: none"> ○ Provide inputs to curricular enhancements of concerned educational and training institute
7. Upgrade CRC and CIB learning toolkits	<ul style="list-style-type: none"> ○ Review and approve design and work program ○ Quality assure toolkits ○ Sign off final outputs 	<ul style="list-style-type: none"> ○ Design and develop new version 	<ul style="list-style-type: none"> ○ Provide inputs to the design and finalization of the new version 	<ul style="list-style-type: none"> ○ Provide inputs to the design and finalization of the new version