



Major Change in Scope and Implementation Arrangements

Project Number: 43166-012
Cluster Capacity Development Technical Assistance (C-CDTA)
September 2011

Cluster Technical Assistance India: Advanced Project Preparedness for Poverty Reduction (Financed by the Government of the United Kingdom)

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CURRENCY EQUIVALENTS

(as of 26 August 2011)

Currency unit	–	Indian rupee/s (Re/Rs)
Re1.00	=	\$0.021
\$1.00	=	Rs46.04

ABBREVIATIONS

ADB	–	Asian Development Bank
CDTA	–	capacity development technical assistance
DFID	–	Department for International Development of the United Kingdom
JTAC	–	joint cluster technical assistance advisory committee
MOU	–	memorandum of understanding
PPTA	–	project preparatory technical assistance
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Cluster—capacity development technical assistance (C-CDTA)
Targeting classification	–	Targeted intervention—geographic
Sector (subsectors)	–	Multisector—transport, and information and communication technology; energy; agriculture and natural resources; public sector management; water supply and other municipal infrastructure and services
Themes (subthemes)	–	Economic growth (widening access to markets and economic opportunities); social development (human development); capacity development (institutional development)
Location impact	–	National (high)
Partnership	–	Government of the United Kingdom

NOTE

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

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I. INTRODUCTION

1. The cluster technical assistance (TA) to India for Advanced Project Preparedness for Poverty Reduction¹ was approved on 31 August 2009, under the Department for International Development of the United Kingdom (DFID) and Asian Development Bank (ADB) Partnership for India, 2009–2013. ADB and DFID signed a memorandum of understanding (MOU) in November 2009, to be implemented up to 31 December 2013 in two phases.

2. The first phase of DFID assistance for \$14 million equivalent² was covered under the cluster TA by a project-specific financing agreement between ADB and DFID for 17 component TA projects, including a range of activities covering feasibility studies, preliminary design, due diligence, safeguard assessments, detailed design, and preparation and evaluation of bid documents, up to the point of readiness for contract award. ADB, through the India Resident Mission, is administering the cluster TA, to be completed by 31 August 2012.

3. The MOU covers the two grant amounts from DFID and the implementation duration for the two phases of the cluster TA. A major change in scope is required involving an increase in the cluster TA amount of \$8 million equivalent,³ as proposed through the second phase outlined in the DFID–ADB MOU, to allow for inclusion of new component TA projects and extension of the cluster TA completion date to 31 December 2013. It will strongly support the continuation of the cluster TA objectives via additional component TA projects.

II. BACKGROUND

4. The first cluster TA to the Government of India, Project Processing and Capacity Development (financed by the Government of the United Kingdom), was approved in 2006 to enable strengthened processing of ADB's India program through the fast tracking of projects and enhanced capacity development.⁴ The ADB Board of Directors approved, on an exceptional basis, the inclusion of project preparatory TA (PPTA) activities under that cluster TA.⁵ The Government of India reported that significant results were achieved through the cluster TA approach and in response to its emphasis on the need for continued ADB support for intensive project preparedness and capacity development, especially in poorer states and pro-poor sectors. ADB approved the second cluster TA in 2009 (footnote 1). At that time, the Board of Directors approved a waiver on the policy concerning exclusion of PPTA on an exceptional basis.

5. The Department of Economic Affairs is the executing agency for the TA. The state governments and other department agencies or institutions under the related component TA projects are the implementing agencies. A joint cluster TA advisory committee (JTAC) was constituted to provide overall guidance on programming and critical project-related aspects of the TA. The joint secretary of the Department of Economic Affairs and the country director of the India Resident Mission cochair the JTAC. Relevant sector directors of the ADB South Asia Department, sector specialists from the resident mission, project officers of the cluster TA, and

¹ ADB. 2009. *Cluster Technical Assistance to India for Advanced Project Preparedness for Poverty Reduction*. Manila (TA Cluster 0003-IND, financed by the Government of the United Kingdom).

² United Kingdom pounds sterling (£) 8.5 million.

³ Remaining balance of £5.5 million.

⁴ ADB. 2006. *Technical Assistance Cluster to India for Project Processing and Capacity Development*. Manila (TA 4814-IND, financed by the Government of the United Kingdom). Completed on 30 June 2008.

⁵ ADB. 1997. *Review of the Bank's Technical Assistance Operations*. Manila. The paper introduced the concept of cluster TA, restricting this mode of assistance to policy and advisory TA projects.

project officers of the component TA projects under the cluster TA are members of the JTAC.⁶ Project officers of component TA projects provide semiannual inputs to the cluster TA project officer at the India Resident Mission.

6. Enhanced project preparedness, improved design, and better capacity for effective implementation created through this cluster TA have greatly impacted the quality and speed of delivery of proposed infrastructure and development investment in lower-income states and sectors identified as essential for inclusive and sustainable growth and poverty reduction. The cluster TA quickly became effective with strong government involvement and ownership. Phase 1 of the cluster TA accomplished the following:⁷ (i) seven development projects approved for \$1,218.3 million as of 31 March 2011;⁸ (ii) capacity building and advisory support increased to pro-poor states and pro-poor sectors of Bihar, Chhattisgarh, Jharkhand, and the northeastern region, including support for emergent priority areas of the government, as reflected by the component TA projects on agribusiness infrastructure, flood and riverbank erosion control, natural resource management, clean energy, and infrastructure financing;⁹ (iii) client ownership and responsiveness enhanced due to the cluster TA modality and provisions for a JTCA; and (iv) considerable time saved due to improved efficiency of preparing, processing, and approving component TA projects, aided by simplified procedures of the cluster TA.¹⁰ The overall allocation of \$14 million equivalent is committed to 17 component TA projects. Benefits from the TA, mostly indirect, are estimated to impact at least 8 million individuals (about 1.4 million households), including about 2.8 million poor individuals (approximately 437,000 poor households).¹¹

7. For ADB, the cluster TA highlights the importance of preparing projects to a state of readiness for negotiations and contract awards. Ensuring project preparedness is critical to delivering development projects in a timely and cost-effective manner with enhanced ownership.

III. THE PROPOSED CHANGES

8. The proposed changes are (i) the inclusion of additional component TA projects, which will require an increase in the cluster TA amount by \$8 million equivalent, to be financed on a grant basis by the Government of the United Kingdom¹² and administered by ADB; and (ii) extension of the TA cluster completion date from 31 August 2012 to 31 December 2013.

⁶ Responsibilities of the JTAC include (i) addition or deletion of component TA projects in the cluster TA, and (ii) review of monitoring reports on the status of component TA projects.

⁷ ADB. 2011. *Progress Report on Technical Assistance to India for Advanced Project Preparedness for Poverty Reduction*. Manila.

⁸ These are for the Sustainable Coastal Protection and Management Investment Program (\$250 million), the Bihar Power System Improvement Project (\$132.2 million), the Chhattisgarh Irrigation Project (\$46.1 million), the Agribusiness Infrastructure Development Project (\$170 million), the Assam Integrated Flood and Riverbank Erosion Risk Management Investment Program (\$120 million), the Jharkhand State Roads Project (\$200 million), and the Madhya Pradesh State Roads III Project (\$300 million).

⁹ Total ADB investment (i.e., loan approvals) for the poorest states increased by 15% from \$870 million in 2008 to \$1,000 million in 2010.

¹⁰ As of 7 July, ADB had approved 12 component TA projects amounting to \$12.76 million since 2009.

¹¹ DFID–ADB Trust Fund TA Component Review, TARU, New Delhi, 2011. The estimates are based on four component TA projects for which analysis was possible: Capacity Development for Sustainable Coastal Protection and Management, Capacity Development of Bihar Power Sector Entities, Third Madhya Pradesh State Roads, and Water Users' Association Empowerment for Improved Irrigation Management in Chhattisgarh.

¹² Through the Memorandum of Understanding between the Government of the United Kingdom and the Asian Development Bank on the DFID–ADB Partnership for India, 2009–2013.

9. The funding committed under the original DFID–ADB MOU and its amendment outlines the agreement on the component TA projects to be financed under the second phase of the TA. ADB will continue to administer the cluster TA through the India Resident Mission. The proposed changes will not affect the impact and outcome defined in the original cluster TA paper (footnote 1). The original design and monitoring framework is in Appendix 1 and the revised design and monitoring framework is in Appendix 2. The overall methodology and implementation arrangements are unchanged.

IV. ASSESSMENT

10. The cluster TA has provided important lessons on the relation between the country programming exercise and coordinated administration and monitoring of project preparation timelines. The procedures for cluster TA projects have added value in terms of timeliness. The cluster TA has recorded significant implementation efficiency and offers flexibility in terms of undertaking incremental activity that is project-specific, which has helped raise project preparedness in a cost-effective manner.

11. The increased funding, committed by DFID, will enable additional component TA projects to be undertaken. Appendix 3 contains the revised financing plan and sources of funding. The extension of the cluster TA will require an additional 100 person-months (international) and 460 person-months (national) consulting services for the component TA projects. The details on consultant terms of reference will be presented in the component TA concept papers. All consultant selection will be done in accordance with ADB's Guidelines on the Use of Consultants (2010, as amended from time to time). All procurement will be done in accordance with ADB's Procurement Guidelines (2010, as amended from time to time). Except for the increase in person-months of international and national consulting services, no change in overall implementation arrangements is required. The revised breakdown of financing by component TA projects is in Appendix 4, which includes the new component TA projects to be undertaken with the additional funding.

V. THE PRESIDENT'S RECOMMENDATION

12. The President recommends that the Board approve:

- (i) an increase of the cluster technical assistance budget by \$8,000,000 as described in paras. 3, 8, and 9;
- (ii) ADB administering the additional amount not exceeding the equivalent of \$8,000,000 to the Government of India to be financed on a grant basis by the Government of the United Kingdom for Advanced Project Preparedness for Poverty Reduction; and
- (iii) continuation of the waiver of the policy requirement excluding project preparatory technical assistance from cluster technical assistance.

13. If the Board approves these recommendations, pursuant to Project Administration Instruction 5.09, para. 62, the director general of the South Asia Department will be deemed to have approved an extension of the cluster TA implementation period from 31 August 2012 to a new completion date of 31 December 2013.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Poverty reduction in low-income states in India</p>	<p>Proportion of new ADB loans to low-income states</p> <p>Poverty headcount in low-income states</p> <p>Enhanced capacity</p>	<p>Government of India data sources</p> <p>National sample survey data</p> <p>Country economic indicators</p> <p>Government census and surveys</p>	<p>Assumption Timely availability of data</p> <p>Risks Unforeseen economic and natural crises and disasters that could undermine poverty reduction efforts</p>
<p>Outcome Achievement of comprehensive project preparedness in the poorer states in the ADB India program (including Assam, Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan, Uttarakhand, and in the pro-poor sectors)</p> <p>Enhanced capacity of government and other executing agencies to successfully implement projects</p>	<p>Proportion of new loans to low-income states increases over 2007 levels by at least 5%</p> <p>Accelerated component TA approval from ADB</p> <p>Accelerated procurement and contract awards</p>	<p>ADB review missions</p> <p>Project implementation readiness monitoring system</p> <p>Approved component TA concept papers</p>	<p>Assumptions Active cooperation from the executing agency</p> <p>Risks Policy changes and diminished support for designated subprojects</p> <p>Insufficient involvement of concerned departments in capacity development (This risk can be mitigated to some extent by continued policy dialogue with the state governments and other stakeholders)</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Feasibility studies 2. Detailed design 3. Bidding documents 4. Procurement 5. Due diligence 6. Capacity development 	<p>Feasibility studies completed</p> <p>Completion of DPRs for the component TA projects</p> <p>Bidding documents completed</p> <p>Procurement process initiated</p> <p>Due diligence of social and environmental safeguard measures of all ADB-supported projects, as necessary</p> <p>Project implementation units strengthened</p> <p>Project staff at state and</p>	<p>ADB review missions</p> <p>Project management information system data</p> <p>TA output reports</p>	<p>Assumptions Executing agency and support agencies provide due support including (i) data and information, (ii) resources for land acquisition, (iii) cooperation in providing environmental clearance</p> <p>Monitoring and quality support are effective</p> <p>Willingness of states and implementing agencies to implement TA projects and provide committed counterpart support and contribution</p>

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
	<p>field levels trained on project arrangements</p> <p>Project management information system established and fully operating (e.g., financial, physical, institutional, socioeconomic)</p> <p>Policy and other enabling framework established</p>		
<p>TA Activities and Inputs</p> <p>A. By the Government</p> <p>(i) Set up project offices and appoint counterpart staff</p> <p>(ii) Prepare draft DPRs</p> <p>(iii) Complete necessary surveys and provide support to consulting teams and mission staff</p> <p>(iv) Provide office space, data, information and documents, detailed project reports (and other inputs as appropriate), and other support to the component TA</p> <p>B. By Consultants (including subcontracted nongovernment organizations)</p> <p>Undertake designated TA activities in close interaction with the state, the Government, stakeholders, and ADB</p> <p>Further preparation of subproject implementation packages</p> <p>Institutional strengthening for program delivery</p> <p>C. By ADB</p> <p>(i) Recruit consultants in coordination with the Government</p> <p>(ii) Monitor and supervise TA activities regularly</p> <p>(iii) Guide the TA activities through inception and review missions</p>			<p>Inputs</p> <p>Counterpart financing of \$3,500,000 to be provided in kind</p> <p>Counterpart staff, operating and other implementation expenses (in kind)</p> <p>Engineering designs and other activities for DPR preparation as appropriate (in kind)</p> <p>Capable international and national consultants engaged</p> <p>Grant financing of \$14,000,000 from the Government of the United Kingdom, to be administered by ADB</p> <p>Internal staff resources</p> <p>Inception and review missions</p>

ADB = Asian Development Bank, DPR = detailed project report, TA = technical assistance.
Source(s): ADB assessments.

REVISED DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Poverty reduction in low-income states in India</p>	<p>Decline in poverty incidence in the selected low-income states</p>	<p>Planning commission, Government of India</p>	<p>Assumption Projects supported by the cluster TA will be given priority by governments in their development plans</p> <p>Risk</p>
<p>Outcome Achievement of comprehensive project preparedness in poorer states of the ADB India Program, including Assam, Bihar, Chhattisgarh, Jharkhand, Rajasthan, and Sikkim; and in pro-poor sectors</p>	<p>Proportion of new loans to low-income states increased by at least 5% by 2013 from 2007</p>	<p>Aids, Audit, and Accounts Division, Ministry of Finance, Government of India</p>	<p>Assumption The executing agency and support agencies provide due support including data and information, resources for land acquisition, and cooperation in providing environmental clearance.</p> <p>Risk Bureaucratic delays with state governments</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Feasibility studies 2. Detailed design 3. Bidding documents 4. Procurement 5. Due diligence 6. Capacity development 	<p>Feasibility studies completed</p> <p>Completion of DPRs for the component TA projects</p> <p>Bidding documents completed</p> <p>Procurement process initiated</p> <p>Due diligence of social and environmental safeguard measures of all ADB-supported projects, responsive to provisions of ADB's Safeguard Policy Statement (2009), within the ambit of component TA projects under the cluster TA, as applicable, are prepared.</p> <p>Relevant administrative and field staff trained on project preparation, administration, and implementation.</p> <p>Project MIS established</p>	<p>For all outputs:</p> <p>Cluster TA and TA subproject reports, including those prepared by ADB missions and consultants, in DEA and implementing agencies; project MIS data</p>	

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
	and fully operating (e.g., financial, physical, institutional, socioeconomic)		
<p>Activities with Milestones</p> <p>Finalization of component TA projects and approval by JTAC of new component TA projects, including:</p> <p>2011</p> <ul style="list-style-type: none"> (i) Preparing State Road Projects (Chhattisgarh, Jharkhand, and Northeastern State) (ii) Rajasthan Urban Development, Phase 3 (iii) Capacity Building for Bihar Urban Infrastructure Development (iv) Supporting Clean Village Environments for MDGs <p>2012</p> <ul style="list-style-type: none"> (i) Livelihood Improvement through River Basin Sustainability (ii) Improving Energy-Based Business Opportunities for Women Microentrepreneurs in Madhya Pradesh II <p>2013</p> <ul style="list-style-type: none"> (i) Chhattisgarh Irrigation Development Project II (ii) Capacity Building Chhattisgarh Public Work Department (iii) Support to the Establishment and Operations of the Rural Road Network Management Units 			<p>Inputs</p> <p>ADB Internal staff resources</p> <p>DFID Grant financing of \$14 million to be administered by ADB for consultants, equipment, workshops, training, seminars and conferences, surveys, miscellaneous administration, representative for contract negotiations, and contingencies</p> <p>Government Contribution of \$5.5 million for office accommodation and transport, remuneration and per diem of counterpart staff, and other activities.</p>

DPR = Detailed Project Report, JTAC = Joint Cluster Technical Assistance Advisory Committee, MDG = Millennium Development Goals, MIS = Management Information Systems, TA = Technical Assistance

REVISED COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost	Proposed Increase	Revised Total
A. Government of the United Kingdom^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	3,400	2,000	5,400
ii. National Consultants	7,700	4,000	11,700
b. International and Local Travel	500	300	800
c. Reports and Communications	300	200	500
2. Equipment (computer, printer) ^b	100	100	200
3. Workshops, Training, Seminars, and Conferences			
a. Facilitators	100	50	150
b. Training Program	100	50	150
4. Surveys	300	150	450
5. Miscellaneous Administration and	400	150	550
6. Representative for Contract Negotiations	200	200	400
7. Contingencies	900	800	1,700
Subtotal (A)^c	14,000	8,000	22,000
B. Government of India			
1. Office Accommodation and Transport	1,250	500	1,750
2. Remuneration and Per Diem of Counterpart Staff	1,500	1,250	2,750
3. Others	750	250	1,000
Subtotal (B)	3,500	2,000	5,500
Total	17,500	10,000	27,500

ADB = Asian Development Bank, DFID = Department for International Development.

^a Through the Memorandum of Understanding between the Government of the United Kingdom and the Asian Development Bank on the DFID-ADB Partnership for India, 2009-2013. Administered by ADB.

^b The consultants will turn any purchased equipment and vehicles over to the government or dispose of them and the TA Supervising Unit will confirm and complete the certification as per ADB requirements.

^c Total amount includes ADB's administration fee, audit cost, bank charges, and provision for foreign exchange fluctuations (if any), to the extent that these items are not covered by the interest and investment income earned on this grant or any additional grant by the United Kingdom.

Source: ADB estimates.

BREAKDOWN OF COMPONENT FINANCING

Table A4.1: Original Breakdown of Financing by Component Technical Assistance Projects

Year	Type	Project Name	Amount ^a (\$'000)
2009			
	1. CDTA	Capacity Development of Bihar Power Sector Entities	500
	2. CDTA	Capacity Development in Value Chain Management for Agribusiness	600
	3. CDTA	Capacity Development for Agribusiness Value Chains and Marketing Legal Framework in Bihar	250
	4. CDTA	Capacity Development for Community-Based Flood Risk Management in Assam	500
	5. CDTA	Capacity Development for Sustainable Coastal Protection and Management	200
	6. CDTA	Capacity Development for Jharkhand State Roads Sector	750
	7. PPTA	Madhya Pradesh State Roads III	600
	8. PPTA	Preparing the Investment Plan for Himachal Pradesh Urban Development	500
	9. CDTA	Capacity Development for Rural Cooperative Credit Structure Reform (attached to the Rural Cooperative Credit Restructuring and Development Program) ^b	2,000
	10. CDTA	Water Users Association Empowerment for Improved Irrigation Management in Chhattisgarh (attached to Chhattisgarh Irrigation Development Project) ^c	700
	11. CDTA	Support for the Jawaharlal Nehru National Urban Renewal Mission, Phase II	2,200
		Subtotal (2009)	8,800
2010			
	1. PPTA	Preparing Integrated Coastal Protection and Management	900
	2. PPTA	Uttarakhand Energy Efficiency	800
	3. PATA	Developing the Orissa Public Resource Management Program	300
	4. PPTA	Preparing the Madhya Pradesh Urban Environmental Improvement Project II	700
	5. PPTA	Rajasthan Urban Development, Phase III	600
	6. PATA	Land Transport Management and Master Plan for Sikkim	1,000
		Subtotal (2010)	4,300
		Contingency	900
		Total	14,000

CDTA = capacity development technical assistance, PATA = policy and advisory technical assistance, PPTA = project preparatory technical assistance.

^a Amounts here cover only the United Kingdom grant-financed costs.

^b Asian Development Bank. 2006. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and Technical Assistance Grant to India for the Rural Cooperative Credit Restructuring and Development Program*. Manila (Loan 2281-IND).

^c Asian Development Bank. 2005. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and Technical Assistance Grant to India for the Chhattisgarh Irrigation Development Project*. Manila (Loan 2159-IND).

Source: Asian Development Bank estimates.

Table A4.2: Revised Breakdown of Financing by Component Technical Assistance Projects

		Amount (\$'000)
Component Technical Assistance and Number		
Phase 1		
2009		
1.	CDTA Support for the Jawaharlal Nehru National Urban Renewal Mission, Phase II (7392)	2,200
2.	PPTA Madhya Pradesh State Roads III (7390)	600
3.	CDTA Capacity Development of Bihar Power Sector Entities (7478)	500
4.	CDTA Capacity Development for Sustainable Coastal Protection and Management (7410)	290
2010		
5.	CDTA Water Users Association Empowerment for Improved Irrigation Management in Chhattisgarh (attached to Chhattisgarh Irrigation Development Project) (4573)	800
6.	PATA Land Transport Management and Master Plan for Sikkim (7538)	1,100
7.	PPTA Preparing the Investment Plan for Himachal Pradesh Urban Development (7565)	200
8.	PPTA Preparing Madhya Pradesh Urban Environmental Improvement II (7605)	700
9.	PPTA Meghalaya Public Resource Management Development Program (7745)	200
10.	CDTA Capacity Development for Community-Based Flood Risk Management in Assam (7722)	600
11.	CDTA Institutional Development for Value Chain Approach to Agribusiness in Bihar and Maharashtra (two component TA projects) (7766)	850
12.	CDTA Capacity Development for Jharkhand State Roads Sector (7761)	1,100
2011		
13.	CDTA Capacity Building of Northeastern State Roads	700
14.	CDTA Gujarat Solar Vocational Training and Livelihood (7815)	400
15.	CDTA Rajasthan Solar Park Capacity Development (7814)	500
16.	PPTA Connectivity to Haldia Ports	1,000
17.	CDTA Capacity Building and Institutional Strengthening for Assam Urban Infrastructure Investment Program	600
Contingency		1,660
Total		14,000
Phase 2 (additional)		
2011		
18.	PPTA Preparing State Road Projects (Chhattisgarh, Jharkhand, and Northeastern State)	2,000
19.	PPTA Rajasthan Urban Development, Phase III	750
20.	CDTA Capacity Building for Bihar Urban Infrastructure Development	600
21.	CDTA Supporting Clean Village Environments for MDGs	600
2012		
22.	CDTA Livelihoods Improvement through River Basin Sustainability	700
23.	CDTA Improving Energy-Based Business Opportunities for Women Microentrepreneurs in Madhya Pradesh II	600
2013		
24.	PPTA Chhattisgarh Irrigation Development Project II	550
25.	CDTA Capacity Building for the Chhattisgarh Public Work Department	500
26.	CDTA Support to the Establishment and Operations of Rural Road Network Management Units	500
TA Administration		400
Contingency		800
Total		8,000

CDTA = capacity development technical assistance, PATA = policy and advisory technical assistance, PPTA = project preparatory technical assistance.

Note: Amounts here cover only Government of the United Kingdom grant-financed costs.

Source: Asian Development Bank estimates.