



# Technical Assistance Report

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Project Number: 53116-001  
Knowledge and Support Technical Assistance (KSTA)  
August 2019

## Digital Development Facility for Asia and the Pacific

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Asian Development Bank

## ABBREVIATIONS

ADB	– Asian Development Bank
DMC	– developing member country
ICT	– information and communication technology
SDCC	– Sustainable Development and Climate Change Department
SDG	– Sustainable Development Goals
TA	– technical assistance

## NOTE

In this report, “\$” refers to United States dollars.

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## KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number:</b> 53116-001	
<b>Project Name</b>	Digital Development Facility for Asia and the Pacific	<b>Department/Division</b>	SDCC/SDCC-DT
<b>Nature of Activity Modality</b>	Capacity Development Regular	<b>Executing Agency</b>	Asian Development Bank
<b>Country</b>	REG (All DMCs)		
<b>2. Sector</b>		<b>ADB Financing (\$ million)</b>	
✓ Information and communication technology	ICT industries and ICT-enabled services		0.30
	ICT infrastructure		0.30
	ICT strategy and policy, and capacity development		0.30
Education	Education sector development		0.05
Public sector management	Public administration		0.05
<b>Total</b>			<b>1.00</b>
<b>3. Strategic Agenda</b>		<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
<b>4. Drivers of Change</b>		<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Institutional systems and political economy	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Public financial governance Application and use of new knowledge solutions in key operational areas Knowledge sharing activities		
Partnerships (PAR)	Bilateral institutions (not client government) Implementation International finance institutions (IFI) Private Sector United Nations organization		
Private sector development (PSD)	Public sector goods and services essential for private sector development		
<b>5. Poverty and SDG Targeting</b>		<b>Location Impact</b>	
Geographic Targeting	No	Regional	High
Household Targeting	No		
General Intervention on Poverty	No		
SDG Targeting	Yes		
SDG Goals	SDG2, SDG3, SDG4, SDG9, SDG11, SDG16, SDG17		
<b>6. Risk Categorization</b>		Low	
<b>7. Safeguard Categorization</b> Safeguard Policy Statement does not apply			
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>1.00</b>	
Knowledge and Support technical assistance: Technical Assistance Special Fund		1.00	
<b>Cofinancing</b>		<b>0.50</b>	
Republic of Korea e-Asia and Knowledge Partnership Fund (Full ADB Administration)		0.50	
<b>Counterpart</b>		<b>0.00</b>	
None		0.00	
<b>Total</b>		<b>1.50</b>	

Currency of ADB Financing: USD

## I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will support developing member countries (DMCs) by helping them maximize the benefits from the use of digital technology in development programs. It will contribute to the overall quality of project design and implementation in operations by identifying digital development opportunities, providing advisory services to project teams, and developing the capacity of DMCs in the digital transformation process.

2. As a key enabler of innovation, digital technology<sup>1</sup> has opened new avenues for growth and inclusive development.<sup>2</sup> The Strategy 2030 of the Asian Development Bank (ADB) recognizes the promotion of innovative technology as one of its guiding principles for operations and committed to “proactively seek ways to promote the use of advanced technologies across its operations and provide capacity building support to DMCs.”<sup>3</sup> Digital technology is also critical to the achievement of the 2030 Agenda for Sustainable Development,<sup>4</sup> which ADB and its DMCs have committed to support. Implementing the 2030 Agenda requires innovative technologies, infrastructure, services, and solutions with vastly improved reach to meet the global targets of the Sustainable Development Goals (SDGs).<sup>5</sup>

3. In this regard, the TA will build the foundation for a comprehensive plan of actions to scale up ADB’s digital technology interventions in the implementation of Strategy 2030. The TA is included in the 2019 results-based workplan of the Sustainable Development and Climate Change Department (SDCC).<sup>6</sup>

## II. ISSUES

4. As a result of increasing global connectivity and mobility, digital technology is rapidly transforming products, services, businesses, and industries in diverse fields. Moreover, its potential to support the development agenda is becoming increasingly apparent with implications for improving the design, delivery, and monitoring of programs and projects across many sectors. However, meeting the full potential of digital technology for development is not straightforward. Regulatory environments conducive to the spread of digital innovation often do not exist in DMCs, and more than half of the world’s population—the vast majority in the developing world—lacks access to the internet<sup>7</sup> and, therefore, unable to participate in the digital economy.

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<sup>1</sup> There is no clear distinction between information and communication technology (ICT) and digital technology. “Digital technology” is used to cover broader technology issues in the digital economy, whereas “ICT” is used when it comes to specific information technology and communication technology. Digital technology is intentionally used to highlight its transformative role in the digital economy. However, the two terms could be interchangeable in many cases.

<sup>2</sup> ADB. 2014. [Innovative Asia: Advancing the Knowledge-Based Economy](#). Manila.

<sup>3</sup> ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

<sup>4</sup> United Nations (UN) General Assembly. 2015. *Transforming Our World: The 2030 Agenda for Sustainable Development*. Resolution A/70/1, adopted 25 September. New York.

<sup>5</sup> In 2015, the UN General Assembly adopted the outcome document on the World Summit on the Information Society that underlined the importance of ICT for the achievement of the SDGs, and encouraged UN member countries and international organizations to align SDGs and the World Summit on Information Society’s framework by highlighting the role of ICT in achieving the SDGs. Specifically, the TA will contribute to the end of extreme poverty (SDG 1) and hunger (SDG 2), universal health coverage (SDG 3), universal secondary education (SDG 4), industry, innovation and infrastructure (SDG 9), sustainable cities (SDG11), combatting climate change (SDG 13), and legal identity for all and improving justice system (SDG 16) and partnerships for the goals (SDG 17).

<sup>6</sup> The TA first appeared in the business opportunities section of ADB’s website on 22 May 2019.

<sup>7</sup> According to the *World Development Report 2016*, nearly 2 billion people still do not own a mobile phone and nearly 60% of the world’s population has no access to the internet. Globally, 21% of the poorest 40% of households do not

5. In addition to internet connectivity, other critical enabling factors in the economy that drive the digital transformation process, such as appropriate regulations and policies, basic digital literacy of citizens, and the workforce's digital skills, are often lacking to provide environment and incentive for the private sector to invest in digital technology products, and services, and create new businesses in a country. These enabling factors boost private sector participation in the digital economy, particularly in the early stages of digital transformation in DMCs, specifically in sectors or areas where the private sector is not willing to do business due to lack of commercial viability such as in rural and remote areas.

6. Despite DMCs' aspirations for digital transformation, investments on digital technology for development are not always prioritized in the national and subnational plans, leading to forgone opportunities. Insufficient scoping studies on potential digital opportunities and inappropriate project designs often result in sub-optimal benefits from digital development investments.

7. In response to the growing demand for digital technology interventions in DMCs, ADB has incorporated digital technology components in ADB projects across sectors and regions. ADB has approved projects with a wide range of digital technology components<sup>8</sup> in attempts to reduce life-cycle costs and increase durability, improve the efficiency and quality of services, and minimize negative environmental and social impacts (footnote 3). During the period of 2010–2018, ADB has supported a total of 315 projects that included digital components. Although the number of projects with digital technology components in DMCs has increased, optimal benefits from digital technology interventions have not been fully realized with anticipated scale and speed.

8. In view of these barriers to DMCs' digital readiness, ADB approved the TA for Information and Communication Technology for Development Initiative for Asia and the Pacific in 2014<sup>9</sup> with the aim to increase governments' capacity to identify and prepare digital development investments in DMCs. This TA supported the DMCs by: (i) undertaking information and communication technology (ICT) readiness assessment for DMCs as inputs for new country partnership strategies, (ii) preparing pre-feasibility studies on digital components in ADB projects, (iii) providing technical advisory support for ADB projects to develop concepts of potential digital components, (iv) organizing knowledge sharing events, and (v) producing knowledge products. The activities under the ongoing TA has been well-received by DMCs. Under this TA, more ADB projects than originally forecasted have been supported. The outputs were timely and instrumental in: (i) developing the pipeline of digital development projects, (ii) improving the design quality of planned projects, and (iii) building institutional capacity of relevant agencies for the digital transformation process in DMCs. One of the key lessons from the implementation was that the ongoing TA could have produced better results if its activities had been integrated in ADB operations more strategically and comprehensively across sectors and thematic areas in line with ADB's strategies, taking into consideration the DMCs' readiness for digital transformation in prioritizing its activities.

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have access to a mobile phone and 71% do not have access to the internet. Women are less likely than men to use or own digital technologies. World Bank. 2016. [World Bank Development Report 2016: Digital Dividends](#). Washington, D.C.

<sup>8</sup> This includes loans, grants, and TA projects across the sectors and thematic areas which has (a) ICT or digital technology components in its outputs as a main component, and (b) projects that are classified under the "ICT" sector or as an ICT subsector according to the ADB's project classification system. The term of 'digital development project' will be used to indicate this kind of projects across the report.

<sup>9</sup> ADB. 2014. [Technical Assistance for Information and Communication Technology for Development Initiative Facility in Asia and the Pacific](#). Manila (TA-8813).

9. Building on the lessons, it is proposed that ADB support DMCs through the proposed TA by: (i) identifying digital development opportunities, (ii) enhancing design quality of digital technology components in ADB projects, and (iii) improving the capacity of DMCs through knowledge activities. Through the new TA, digital components will be included in more ADB projects, the design quality of the projects will be improved, and better outcomes from the use of digital technology will be realized.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

10. The TA is aligned with the following impact: national policies of DMCs in support of their digital transformation developed. The TA will have the outcome: digital technology for ADB operations in line with Strategy 2030 promoted.<sup>10</sup>

#### B. Outputs, Methods, and Activities

11. **Output 1: Digital development opportunities in Strategy 2030 operational priorities identified.** Under this output, the TA team will develop a digital strategy or strategic framework for selected sectors and thematic areas in line with the corresponding operational plans. The TA team will also undertake diagnostic studies to identify digital development opportunities and necessary regulatory reforms, in support of the country partnership strategy preparation. In particular, the TA team will study possible ADB interventions, including sovereign or nonsovereign modalities, to support the digital development agenda in DMCs, based on an assessment of comparative advantages of the public sector vis-à-vis the private sector. The TA team will determine the target DMCs in close consultation with operations departments. Under this output, the TA will support the following indicative activities:

- (i) conducting country diagnostic studies in support of ADB's new country partnership strategies;
- (ii) developing strategic framework and action plans for smart-city initiatives in DMCs; and
- (iii) identifying digital opportunities in key areas of e-governance including national ID, domestic resource management, cadastral, and land management.

12. **Output 2: Design quality of digital technology components in selected projects enhanced.** The TA team will provide direct technical support to ADB programs and projects to improve the quality of project design (e.g., a short-term advisory service or pre-feasibility study to assess digital options for target projects covering financial sustainability, institutional capacity, and financing modality). In addition, the TA team will explore and incorporate innovative digital components that are proven or successfully implemented in other projects at design stage. The TA team will also help obtain buy-in from stakeholders by supporting pre-feasibility study of digital innovation. Under this output, the TA will support the following indicative projects, including prefeasibility studies:

- (i) applying blockchain technology in supply chain management, food safety, and agriculture product traceability in selected DMCs;
- (ii) applying digital technologies for smart-city projects including ICT applications for local governments in DMCs; and
- (iii) supporting a social protection management information system development linking it to national identification systems.

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<sup>10</sup> The design and monitoring framework is in Appendix 1.

13. **Output 3: Capacity of developing member countries on digital development through knowledge activities enhanced.** As digital technology rapidly grows and spreads, it is important to keep abreast of different trends, innovations, challenges, risks and threats, and to build appropriate capacity in order to effectively manage technology. Under this output, the TA team will develop the necessary capacity of DMCs through trainings, seminars, workshops, and conferences, in collaboration with knowledge partners. These partnerships will be used to share and discuss country-specific or cross-regional research, expertise, experience, resources, and networks that may guide lending and technical assistance operations in DMCs. The TA team will also produce and disseminate knowledge products through ADB knowledge channels.<sup>11</sup>

14. Partnerships will be established with international and regional networks, such as but not limited to the Identity for Development Network,<sup>12</sup> the GovTech Global Partnership,<sup>13</sup> and the Smart City Network of the Association of Southeast Asian Nations.<sup>14</sup> A bilateral partnership with the Seoul Housing Corporation will also be established.<sup>15</sup> Through these partnerships, the TA team will support the following indicative knowledge activities:

- (i) Digital Development Forum 2019, 2020, and 2021;
- (ii) Regional Workshop on Smart City 2020;
- (iii) Regional Workshop on Digital Technology for Agriculture 2021; and
- (iv) Regional Workshop on e-Governance 2021.

15. The TA team will also invite internationally recognized experts in areas where demand is high and in priority operational areas. Along this line, ADB will establish an external Advisory Group on Digital Technology<sup>16</sup> which will provide strategic guidance on ADB's approach and direction on the use of digital technologies in operations. The members will apply their expertise and insights on digital technology policies and applications relevant to the contexts in DMCs.

### C. Cost and Financing

16. The TA is estimated to cost \$1.5 million, of which (i) \$1.0 million will be financed by ADB's Technical Assistance Special Fund (TASF-other sources), and (ii) \$500,000 will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund and be administered by ADB. The key expenditure items are listed in Appendix 2.

17. The estimate covers the costs of (i) consultant services; (ii) direct costs of TA implementation, including international and local travel, monitoring and evaluation, reporting, and support for knowledge product development; (iii) diagnostic studies, prefeasibility studies, and topic-related studies, as may be required by operations departments; and (iv) workshops, seminars, training sessions, high-level meetings including those of the advisory group on digital technology, and annual fora for policy-makers in Asia and the Pacific and relevant ADB staff.

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<sup>11</sup> May include the official ADB website, ADB social media accounts, e-newsletter of the Digital Technology for Development Unit, and k-Learn. k-Learn is an online repository of learning materials from numerous conferences, seminars, and training programs that ADB conducts.

<sup>12</sup> ADB joined the global partnership network on "Identity for Development" including 15 international organizations in 2017.

<sup>13</sup> ADB is considering the possibility of joining the World Bank-led GovTech Global Partnership.

<sup>14</sup> Launched in 2018, the ASEAN Smart Cities Network is a collaborative platform which aims to synergize Smart city development efforts across ASEAN.

<sup>15</sup> ADB and Seoul Housing Corporation, a leading public enterprise responsible for housing welfare under the Seoul Metropolitan Government, plan to enter into a partnership agreement and co-organize a workshop on smart city in 2019.

<sup>16</sup> The Advisory Group on Digital Technology is composed of experts and eminent leaders in the field of digital technology. They will convene annually.

## D. Implementation Arrangements

18. ADB will administer the TA and will be the executing agency. SDCC will implement the TA for 40 months, from September 2019 to December 2022, in close coordination with the operations departments, the Office of Public-Private Partnership, and the sector and thematic groups. The sector and thematic groups will help identify, design, and implement the TA in line with the operational plans of the seven operational priorities of Strategy 2030.<sup>17</sup> The Digital Technology for Development Unit under SDCC will carry out TA administration, supervision, and be accountable for the outputs.

19. The implementation arrangements are summarized in the table.

Implementation Arrangements			
Aspects	Arrangements		
Indicative implementation period	September 2019–December 2022		
Executing agency	ADB		
Implementing agency	SDCC		
Consultants	To be selected and engaged by ADB		
	Individual: ICS	International: 18 person-months National: 60 person-months Resource persons: 10 person-months	\$916,000
Disbursement	The TA resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time).		

ADB = Asian Development Bank, ICS = individual consultant selection, SDCC = Sustainable Development and Climate Change Department, TA = technical assistance  
Source: Asian Development Bank.

20. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated Staff Instructions for ADB-administered consulting services and project implementation arrangements.<sup>18</sup> ADB will consider lump-sum payments and output-based contracts for consulting services, where appropriate. The TA will require about 18 person-months of international consulting services; 60 person-months of national consulting services; and 10 person-months of resource persons, including members of the advisory group on digital technology.

## IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved (i) the Asian Development Bank (ADB) administering a portion of technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund, and (ii) ADB providing the balance not exceeding the equivalent of \$1,000,000 on a grant basis for the Digital Development Facility for Asia and the Pacific, and hereby reports this action to the Board.

<sup>17</sup> The members of the sector and thematic committees are staff from operations departments.

<sup>18</sup> Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

## DESIGN AND MONITORING FRAMEWORK

<b>Impact the TA is Aligned with</b> National policies of DMCs in support of their digital transformation developed <sup>a</sup>			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Risks</b>
<b>Outcome</b> Digital technology for ADB operations in line with Strategy 2030 promoted	20% increase in the average number of ADB programs and projects (loans and grants) with digital technology components in 2020–2022 (baseline: 10, average number of ADB loans and grants in 2010–2018 <sup>b</sup> )	ADB loan documents and RRP's approved or committed from 2019 to 2022	Change in government priorities shift the focus to other urgent areas due to economic and political circumstances
<b>Outputs</b> 1. Digital development opportunities in Strategy 2030 operational priorities identified  2. Design quality of DT components in selected projects enhanced  3. Capacity of DMCs on digital development through knowledge activities enhanced	1a. Strategic framework and action plans prepared for at least one Strategy 2030 operational priority during the TA implementation period (baseline: 0)  1b. Diagnostic studies on digital development prepared for at least three DMCs in support of new CPS development during the TA implementation period (baseline: 0)  2. At least three project concept papers which integrated digital components supported by the TA during the TA implementation period (baseline: 0)  3a. ADB Digital Development Forum organized annually during the TA implementation period (baseline: 0)  3b. At least 100 DMC participants have reported improved capacity through three regional workshops on cross-sector collaborative areas organized during the TA implementation period (baseline: 0)	1a. Draft digital development strategy reports  1b. Country diagnostic studies  2. TA progress reports and consultants' reports  3a. Event-related report and e-newsletter  3b. Event-related report and e-newsletter; post-event surveys	Change of government priorities hamper the stakeholders to participate in the TA activities due to competing priorities in target DMCs.

### Key Activities with Milestones

#### 1. Digital development opportunities in Strategy 2030 operational priorities identified

- 1.1 Identify three target sectors and thematic areas for digital development strategy reports (Q4 2020)
- 1.2 Identify three target sectors and thematic areas for DMC diagnostic studies (Q4 2020)
- 1.3 Conduct studies on digital strategy for the selected operational priorities of the Strategy 2030 and disseminate the reports (Q1 2020–Q4 2021)
- 1.4 Conduct DMC diagnostic studies and disseminate the reports (Q1 2020–Q4 2021)

#### 2. Design quality of digital technology components in selected projects enhanced

- 2.1 Identify target projects in consultation with the operations departments (Q1 2020–Q2 2022)
- 2.2 Mobilize individual consultants (Q1 2020–Q2 2022)
- 2.3 Provide technical support to the target ADB projects in either design or implementation stage (Q3 2019–Q2 2022)

#### 3. Capacity of the developing member countries on digital development through knowledge activities enhanced

- 3.1 Organize the first meeting of the Advisory Group on Digital Technology (Q3 2019)
- 3.2 Organize the annual ADB digital development forum (Q3 2019–Q3 2022)
- 3.3 Organize three regional workshops (Q1 2020–Q3 2022)
- 3.4 Prepare three post-event reports for knowledge sharing (Q2 2020–Q3 2022)

#### Inputs

ADB: \$1 million

Republic of Korea e-Asia and Knowledge Partnership Fund: \$500,000

#### Assumptions for Partner Financing

Not applicable

ADB = Asian Development Bank, CPS = country partnership strategy, DMC = developing member country, DT = digital technology, Q = quarter, RRP = report and recommendation of the President, TA = technical assistance.

<sup>a</sup> ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

<sup>b</sup> Source: ADB estimates. This is based on the average number of ADB loans and grants during 2010-2018. This figure is the average number of ADB loans and grants including information and communication technology (ICT) or digital technology components in any output of the projects as a main component during 2010-2018 in addition to the number of ADB projects that are classified under the "ICT" sector or as an ICT subsector according to the ADB's project classification system (PCS).

Source: Asian Development Bank.

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

Item	Amount
<b>A. Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	396.0
ii. National consultants	90.0
b. Out-of-pocket expenditures	
International and local travel	60.0
2. Training, seminars, workshops, forum, and conferences <sup>b</sup>	
a. In-country workshops	100.0
b. Regional conferences	300.0
3. Miscellaneous administration and support costs <sup>c</sup>	4.0
4. Studies	10.0
5. Contingencies	40.0
<b>Subtotal (A)</b>	<b>1,000.0</b>
<b>B. Republic of Korea e-Asia Knowledge Partnership Fund<sup>d</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	220.0
ii. National consultants	90.0
b. Out-of-pocket expenditures	
International and local travel	60.0
2. Workshops, training, seminars, and conferences <sup>b</sup>	90.0
3. Miscellaneous administration and support costs <sup>c</sup>	40.0
<b>Subtotal (B)</b>	<b>500.0</b>
<b>Total</b>	<b>1,500.0</b>

Note: The technical assistance (TA) is estimated to cost \$1.5 million, of which contributions from the Asian Development Bank and the Republic of Korea's e-Asia Knowledge Partnership Fund are presented in the table.

<sup>a</sup> Financed by the Technical Assistance Special Fund (TASF-other sources) of the Asian Development Bank (ADB).

<sup>b</sup> Includes the cost of ADB staff travel as resource persons, tokens for resource persons, and purchase of beverages (including alcoholic beverages) for cocktail receptions, if any.

<sup>c</sup> Includes the cost of ADB staff travel in supporting TA implementation activities, e.g., as part of the secretariat or any administrative support in workshops or seminars. See ADB (Budget, Personnel and Management Systems Department and the Strategy and Policy Department), 2013. Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget. Memorandum. 26 June (internal).

<sup>d</sup> Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

**LIST OF LINKED DOCUMENTS**

<http://www.adb.org/Documents/LinkedDocs/?id=53116-001-TARreport>

1. Terms of Reference for Consultants