



Technical Assistance Report

PUBLIC

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Knowledge and Support Technical Assistance (KSTA)
December 2022

Operationalizing Paris Alignment in the Country Programming Processes

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
COP24	–	24th Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
DMC	–	developing member country
GHG	–	greenhouse gas
MDB	–	multilateral development bank
SDCC	–	Sustainable Development and Climate Change Department
TA	–	technical assistance

GLOSSARY

Paris Agreement	–	The Paris Agreement is a legally binding international treaty on climate change. Its goals are to limit global warming to well below 2.0°C, preferably to 1.5°C; increase countries' ability to adapt to the adverse impacts of climate change and foster climate resilience; and make finance flows consistent with a pathway toward low greenhouse gas emissions and climate-resilient development. All Asian Development Bank members are signatories of the Paris Agreement.
Paris Agreement Alignment of Operations	–	In line with the Paris Agreement, the concept of alignment refers to making multilateral development bank finance flows consistent with a pathway toward low greenhouse gas emissions and climate-resilient development. Therefore, finance is compatible with the climate change mitigation and adaptation goals of the Paris Agreement.
Long-term strategy	–	Long-term strategies or mid-century long-term low greenhouse gas emission development strategies set out long-term goals for climate and development and direct short-term decision-making to support the necessary shifts to limit global warming and lift people out of poverty. ¹
Nationally determined contribution	–	Nationally determined contributions are where countries set targets for mitigating greenhouse gas emissions that cause climate change and for adapting to climate impacts. The plans define how to reach the targets and elaborate on systems to monitor and verify progress, so it stays on track. Since climate finance is key to implementing the plans, nationally determined contributions ideally also detail a financing strategy. A nationally determined contribution is a formal communication and commitment by the country under the United Nations Framework Convention on Climate Change.

NOTE

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

¹ In the context of climate strategies, long term and short term usually refers to period above and below 5 years respectively.

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 56226-001
Project Name	Operationalizing Paris Alignment in the Country Programming Processes	Department/Division SDCC/SDCD
Nature of Activity	Capacity Development, Policy Advice	Executing Agency Asian Development Bank
Modality	Regular	
Country	REG (All DMCs)	
2. Sector	Subsector(s)	ADB Financing (\$ million)
✓ Multisector	ADB's corporate management, policy and strategy development	1.00
	Total	1.00
3. Operational Priorities		Climate Change Information¹
✓ OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability		GHG Reductions (tons per annum) 0
✓ OP7: Fostering regional cooperation and integration		Climate Change impact on the Project Low
		ADB Financing
		Adaptation (\$ million) 0.50
		Mitigation (\$ million) 0.50
		Cofinancing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
Sustainable Development Goals		Gender Equity and Mainstreaming
SDG 1.b		Some gender elements (SGE) ✓
SDG 5.5		
SDG 9.4		
SDG 10.2		
SDG 12.c		
SDG 13.a		
4. Risk Categorization Complex		Poverty Targeting
		General Intervention on Poverty ✓
5. Safeguard Categorization Safeguard Policy Statement does not apply		
6. Financing		
Modality and Sources		Amount (\$ million)
ADB		1.00
Knowledge and Support technical assistance: Technical Assistance Special Fund		1.00
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		1.00
Currency of ADB Financing: US Dollar		

¹ The project reduces greenhouse gas emissions. However, it does not fall under the eligibility criteria for climate mitigation finance as defined by the joint multilateral development bank methodology on tracking climate finance, which notes that not all activities that reduce greenhouse gases in the short term are eligible to be counted towards climate mitigation finance. Accordingly, greenfield fossil fuel projects are excluded, and climate mitigation finance is considered zero.

I. INTRODUCTION

1. The Paris Agreement aims to strengthen the global response to climate change, in the context of sustainable development and efforts to eradicate poverty. The agreement was passed in 2015; is supported by all Asian Development Bank (ADB) members; and commits signatories to limit the increase in the global average temperature (mitigation), increase the ability to adapt to the adverse impacts of climate change (adaptation and resilience), and align finance flows with these goals.

2. Multilateral development banks (MDBs) made joint statements announcing their plans to align with the objectives of the Paris Agreement at the 24th Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP24) in 2018, outlining the MDB Paris Alignment Framework¹ that set the path for further joint MDB work. Subsequently, at the 2019 Climate Action Summit, MDBs committed to help their clients deliver on the Paris goals.²

3. ADB committed to the full alignment of ADB's sovereign operations with the goals of the Paris Agreement by 1 July 2023; for nonsovereign operations, ADB committed 85% alignment by 1 July 2023 and full alignment by 1 July 2025. This commitment was set in the ADB President's vision statement in July 2021.³ The vision statement is guided by ADB's Strategy 2030 operational priority 3, which states that ADB will align all new operations with the mitigation and resilience goals of the Paris Agreement and report on aligned and nonaligned finance flows, and operational priority 7, which states that ADB will foster regional cooperation and integration, enhancing strategic partnerships and ADB's position as a provider of innovative knowledge solutions.

4. ADB's effort in contributing to the goals of the Paris Agreement is consistent with the MDBs' joint Paris alignment framework. Since COP24, when MDBs announced their vision to align financial flows with the Paris Agreement in a joint statement, the Climate Change and Disaster Risk Management Division of ADB's Sustainable Development and Climate Change Department (SDCC)—in consultation with the operations departments and with the Strategy, Policy, and Partnerships Department through ADB's internal Paris Alignment Working Group—has been working with the climate units of other MDBs to continue developing elements of the joint framework and bring it toward road-testing and pilot-testing in ADB operations. This work is continuing during the pilot and optimization phase and will continue during the compliance phase, which will start at the target date for Paris Alignment at ADB. This TA was endorsed by the heads of department through the e-endorsement of corporate priority TA projects in September 2021 and is included in the 2022 ADB Management approved results-based workplan of the Sustainable Development and Climate Change Department (SDCC).⁴

¹ World Bank et. al. 2018. [The MDBs' alignment approach to the objectives of the Paris Agreement: working together to catalyse low-emissions and climate-resilient development](#). Published for the COP24. Katowice. December 2018.

² ADB et. al. 2019. [High Level MDB Statement](#). Published for the [Climate Action Summit](#). New York. 21–23 September.

³ M. Asakawa. 2021. [A Path to Prosperity for All: Meeting Regional Challenges with Global Innovation and Country-Based Solutions \(President's Vision Statement – Summary and Highlights\)](#). Quoted in ADB. 2021. [Voting Opens for Next Term of ADB Present; Masatsugu Asakawa Nominated](#). News Release. 1 July.

⁴ The technical assistance first appeared in the business opportunities section of ADB's website on 22 November 2022.

II. ISSUES

5. For ADB to succeed in supporting its clients to deliver on the goals of the Paris Agreement, ADB must strengthen the capacity of developing member countries (DMCs) to identify and make Paris-aligned investments that are consistent with their long-term strategies for low greenhouse gas (GHG) emissions and climate-resilient development, as well as the global Paris Agreement goals. Implementing the joint framework at ADB does not simply consist of creating a way forward to internally ensure that operations align with the Paris Agreement but also require strengthening DMC capacity to coordinate relevant parts of the government around climate goals and to identify financing opportunities, which will lead to formulating project requests around those goals. Such Paris-aligned investments that incorporate and are guided by long-term strategies for low GHG emissions and climate-resilient development as well as just transition⁵ pathways can deliver decarbonization, resilience, jobs, sustainable economic growth, and other benefits.

6. As ADB embarks on implementing the Paris alignment, it needs to ensure that knowledge and capacity is built among country stakeholders (including engaging with the private sector and civil society) as well as internally. This will enable ADB to actively support DMCs' Paris-aligned low GHG emissions and climate-resilient development through its operations, mainstreaming Paris alignment in country dialogue and strategies to guarantee that DMCs have a strong upstream pipeline of Paris-aligned operations. Ensuring adequate knowledge and capacity among country stakeholders and at ADB is meant to ensure all new ADB operations align with the Paris Agreement, while systems are set up to facilitate identifying and creating Paris-aligned investment opportunities with stakeholders across sovereign and nonsovereign operations.

7. This corporate priority technical assistance (TA) will link to and leverage the knowledge and capacity generated under (i) Nationally Determined Contribution (NDC) Advance, a platform that provides TA for low-carbon and climate-resilient development;⁶ (ii) ADB and possible joint MDB work on long-term strategy support; and (iii) ongoing and planned ADB work supporting just transitions in DMCs, (iv) TA 6683 and others.

8. The TA will be implemented across ADB departments, in a partnership between SDCC, the regional departments, and the Private Sector Operations Department, in line with the one ADB approach, recognizing the cross-sector, cross-thematic, and cross-regional nature of the Paris alignment. ADB resident missions, as the in-country representation of ADB and primary owners of the relationships with DMCs, will colead TA implementation.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The TA is aligned with the following impact: Mainstreaming of Paris Agreement alignment considerations in the country programming processes of participating ADB DMCs promoted.⁷

⁵ A just transition seeks to ensure that the substantial benefits of a green economy transition are shared widely, while also supporting those who stand to lose economically – be they countries, regions, industries, communities, workers or consumers.

⁶ ADB. [Regional: Supporting the Implementation of ADB's Climate Change Operational Framework 2017–2030](#).

⁷ ADB et. al. 2019. [High Level MDB Statement](#). Published for the Climate Action Summit. New York. 21–23 September. The country programming processes refer to country partnership strategy and/or indicative country pipeline and monitoring report preparation processes.

10. The TA will increase the effectiveness and sustainability of operations' alignment with the Paris Agreement across ADB's pipeline of projects, systematically enhancing capacity related to integrating low GHG emissions, climate-resilient development, and country climate strategies in country programming. Additionally, it will support enhancing DMCs' understanding of the benefits of the joint MDB Paris Agreement alignment approach to systematically integrate development and climate objectives in an operative way, specifically to formulate country programming strategies and project pipelines.

11. The TA will have the following outcome: integration of Paris Agreement alignment considerations and country climate objectives in the operational programs of participating DMCs enhanced.⁸

12. This outcome is aligned with the MDB High Level Statement at the Climate Action Summit on "supporting our clients' efforts to pursue ambitious climate action" (footnote 1), particularly with action 3 on committing "to helping our clients deliver on the goals of the Paris Agreement" (footnote 1); and with operational priority 3 of Strategy 2030 on ADB and MDBs committing "to aligning all new operations against the mitigation and climate resilience goals of the Paris Agreement, ramping up climate finance, providing capacity-building support for countries and other clients, plus an emphasis on climate reporting."⁹ Additionally, the TA leverages other workstreams at ADB, such as NDC Advance; proposed ADB support on long-term strategy and just transition; other TA projects with a similar focus, such as TA for Support to Climate Resilient Investment Pathways in the Pacific;¹⁰ and planned subregional collaboration to advance the climate change agenda under the Central Asia Regional Economic Cooperation Program.

B. Outputs, Methods, and Activities

13. **Output 1: Country dialogues, analysis, and strategies supported.** To achieve ADB's commitment to actively support low GHG emissions and climate-resilient development through its interventions in a manner that is also consistent with operational priority 3 of ADB Strategy 2030, ADB will ensure that Paris alignment is mainstreamed in country partnership strategy and country programming and that project consistency with DMCs' Paris-aligned development pathways is discussed and considered early in the project cycle.¹¹

14. Under this output, the integration of climate aspects for Paris alignment in ADB country programming processes covering all operations departments and sectors will be analyzed, also assessing the understanding and integration of low GHG emissions and climate-resilient development in selected DMCs and other ADB clients to identify and define priority areas of support. Based on the findings of the analysis, country-specific Paris alignment diagnostics and sector analysis, including specific and actionable recommendations, will be provided.

15. In-country support during the country programming processes will also be provided as needed, to ensure country programming discussions and strategies integrate the findings and recommendations, the country's long-term climate objectives, and low-emission and climate-resilient development pathways.

⁸ The design and monitoring framework is in Appendix 1.

⁹ ADB. 2019. [Strategy 2030 Operational Plan for Priority 3: Tackling Climate Change, Building Climate and Disaster Resilience, and Enhancing Environmental Sustainability, 2019–2024](#). Manila. p. 22.

¹⁰ ADB. [Regional: Support to Climate Resilient Investment Pathways in the Pacific](#).

¹¹ ADB et al. 2018. [The MDBs' Alignment Approach to the Objectives of the Paris Agreement: Working Together to Catalyze Low-Emissions and Climate-Resilient Development](#).

16. This support on country dialogues, analysis, and strategies will benefit DMCs involved in preparing country partnership strategies, such as Cambodia, Fiji, the Kyrgyz Republic, the Lao People’s Democratic Republic, the Philippines, and Turkmenistan.¹²

17. **Output 2: Developing member countries’ capacity to identify upstream pipeline of operations that are aligned with the Paris Agreement strengthened.** For ADB to achieve its commitment to help DMCs deliver on the Paris Agreement goals, ADB, led by its resident missions, will strengthen DMC capacity to coordinate parts of the government around climate goals. It will also identify financing opportunities and formulate project requests around such goals and pathways, aligned with the mitigation and resilience objectives of the Paris Agreement and consistent with DMCs’ development pathways, enabling DMCs to achieve economic growth while delivering on decarbonization and improving resilience.

18. Technical guidance will be disseminated to DMC counterparts and other ADB clients on identifying investment opportunities that are consistent with low GHG emissions and climate-resilient development and aligned with the Paris Agreement, including key sector transition plans, if available. In-country support will be provided to selected DMCs through orientation programs on integrating Paris Agreement alignment considerations in country programming for DMC officials participating in these processes. Other advisory services, defined based on demand from participating DMCs, will be provided for DMC officials involved in the country programming processes.

C. Cost and Financing

19. The TA financing amount is \$1,000,000, which will be financed on a grant basis by ADB’s Technical Assistance Special Fund (\$500,000 under TASF 7 and \$500,000 under TASF-other sources). The key expenditure items are listed in Appendix 2.

D. Implementation Arrangements

20. ADB will administer the TA. The Climate Change and Disaster Risk Management Division will implement the TA in close coordination with the operations departments. ADB will set up a TA advisory group, consisting of a focal point from each operations department, to guide and review the TA project’s key outputs. In line with Strategy 2030’s operational priority 7 on fostering regional cooperation and integration, the TA will enhance strategic regional partnerships and ADB’s position as a provider of innovative knowledge solutions on climate change mitigation and adaptation. SDCC will select, supervise, and evaluate consultants; organize activities; and engage resource persons for related events.

21. Implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements
Indicative implementation period	January 2023–December 2025
Executing agency	ADB
Implementing agency	Sustainable Development and Climate Change Department
Consultants	To be selected and engaged by ADB

¹² Endorsement via e-mail has been received from ADB country directors in the Cambodia Resident Mission, Kyrgyz Republic Resident Mission, Lao PDR Resident Mission, Pacific Subregional Office (Fiji), and Turkmenistan Resident Mission. Other DMCs, such as the Philippines, and Uzbekistan, are likely beneficiaries, but country director endorsement has not been secured at the time of approval of this TA paper.

Aspects	Arrangements		
	Individual selection	International expertise (36 person-months)	\$500,000
		National expertise (72 person-months)	\$350,000
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

ADB = Asian Development Bank, TA = technical assistance.

Source: ADB.

22. **Consulting services.** ADB will engage consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.¹³ Output-based contracts will be considered where appropriate. Resource persons will be engaged to support the delivery of knowledge-sharing events under the TA.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,000,000 on a grant basis for Operationalizing Paris Alignment in the Country Programming Processes, and hereby reports this action to the Board.

¹³ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with			
Mainstreaming of Paris Agreement alignment considerations in the country programming processes of participating ADB DMCs promoted (High Level MDB Statement at the 2019 Climate Action Summit) ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome Integration of Paris Agreement alignment considerations and country climate objectives in the operational programs of participating DMCs enhanced</p>	<p>By 2025: At least 10 country programming processes supported by the TA integrated Paris Agreement alignment^b considerations and country climate objectives based on sound analytics^c (2021 baseline: 0)</p>	<p>CPS and ICPM documents that are aligned with the goals of the Paris Agreement</p>	<p>R: DMCs' priorities, commitments, and interest in ensuring the alignment of their operations with the Paris Agreement changed because of uncertainty brought by COVID-19 and the macroeconomic context.</p>
<p>Outputs 1. Country dialogues, analysis, and strategies supported^d</p> <p>2. DMCs' capacity to identify upstream pipeline of operations that are aligned with the Paris Agreement strengthened</p>	<p>By 2025: 1a. At least 10 Paris alignment country diagnostics with specific and actionable recommendations completed as input to the country programming process (2021 baseline: 0) (OP 7.3.1)</p> <p>1b. At least 10 sector analyses that preliminarily assess the alignment of sector projects with the Paris Agreement completed (2021 baseline: 0)</p> <p>By 2025: 2a. At least 10 technical guidance products on country-specific Paris-aligned development pathways and identification of Paris-aligned investment opportunities completed and disseminated (2021 baseline: 0) (OP 3.1.5)</p> <p>2b. At least 30 officials of at least 10 DMCs or other ADB clients (at least 40% are women) confirmed increased understanding of Paris-aligned development</p>	<p>1a. Country analysis that includes relevant Paris Agreement alignment considerations and technical recommendations to support ICPM preparation</p> <p>1b. Sector analysis that includes preliminary Paris alignment assessment of sector projects and technical recommendations</p> <p>2a. Consultant reports, publications, number of downloads, and references in national policies and strategies</p> <p>2b. Pre- and post-event surveys</p>	<p>A: DMCs, as ADB shareholders, acknowledge, understand, and support ADB's commitment to align with the Paris Agreement.</p>

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
	pathways and how to identify Paris-aligned investment opportunities (2021 baseline: 0) (OP 3.1.2) (OP 3.2.2)		
<p>Key Activities with Milestones</p> <p>1. Country dialogues, analysis, and strategies supported</p> <p>1.1 Analyze ADB country programming processes covering all operations departments and sectors, focusing on integrating climate aspects relevant for Paris alignment (Q1 2023–Q2 2023)</p> <p>1.2 Analyze the understanding and integration of low GHG emissions and climate-resilient development in the country programming processes across selected DMCs and other ADB clients (Q1 2023–Q2 2023)</p> <p>1.3 Identify priority areas for support during country programming discussions to develop new or revise CPSs and ICPM reports (Q2 2023–Q3 2024)</p> <p>1.4 Undertake country-specific Paris alignment diagnostics with specific and actionable recommendations to support ICPM preparation in which Paris Agreement alignment considerations are integrated and investment opportunities are identified (Q2 2023–Q4 2025)</p> <p>1.5 Undertake sector analysis with programming recommendations, including identifying sector projects that represent Paris-aligned investment opportunities and areas of high risk of misalignment with the Paris Agreement (Q2 2023–Q4 2025)</p> <p>1.6 Provide country support during the country programming processes to ensure adequate integration of the country’s long-term climate objectives, low GHG emissions, and climate-resilient development in country dialogues and strategies (Q1 2023–Q4 2025)</p> <p>2. DMCs’ capacity to identify upstream pipeline of operations that are aligned with the Paris Agreement strengthened</p> <p>2.1 Disseminate technical guidance to DMC counterparts and other ADB clients on identifying investment opportunities that are consistent with low GHG emissions and climate-resilient development and aligned with the Paris Agreement, including key sector transition plans if available, through capacity building workshops, participation in country programming missions, and other knowledge-sharing activities (Q1 2023–Q4 2025)</p> <p>2.2 Disseminate technical guidance on integrating low GHG emissions and climate-resilient development in country planning through participation in country programming missions, meetings, events, and other knowledge-sharing activities (Q1 2023–Q4 2025)</p> <p>2.3 Disseminate technical guidance on identifying key climate risks for different sectors (Q1 2023–Q4 2025)</p> <p>2.4 Develop technical guidance and minimum criteria on identifying project opportunities that are aligned with the Paris Agreement for DMCs and other ADB clients (Q1 2023–Q4 2023)</p> <p>2.5 Support resident mission-led orientation programs for DMC officials participating in the country programming processes on integrating Paris Agreement alignment considerations during country programming (Q1 2023–Q4 2025)</p> <p>2.6 Convene roundtable events with DMCs and other ADB clients to promote considering and integrating Paris Agreement alignment assessment on the country programming processes (Q1 2024–Q4 2025)</p> <p>2.7 Identify new demands for advisory services by DMC officials involved in the country programming processes based on feedback from first country dialogues supported by this TA (Q4 2023–Q4 2025)</p> <p>TA Management Activities</p> <p>TA management will continue through the life of the TA and will include mobilizing international and national consultants; conducting annual TA reviews to monitor use of TA funds, progress on performance indicators, and assess consultants’ performance; and reviewing and finalizing the TA completion report.</p> <p>Inputs</p> <p>ADB: \$1,000,000</p>			

A = assumption, ADB = Asian Development Bank, CPS = country partnership strategy, COVID-19 = coronavirus disease, DMC = developing member country, GHG = greenhouse gas, ICPM = indicative country pipeline and monitoring, MDB = multilateral development bank, OP = operational priority, Q = quarter, R = risk, TA = technical assistance.

- ^a ADB et. al. 2019. [High Level MDB Statement](#). Published for the Climate Action Summit. New York. 21–23 September.
- ^b Paris Agreement alignment considerations refer to ensuring consistency with the aspects that make an operation aligned with the Paris Agreement following the MDBs' joint Paris Alignment assessment framework.
- ^c Sound analytics refers to analytics consistent with the analysis required by the MDB's joint Paris Alignment assessment framework, which differs depending on the type of operation, sector, and DMC, among others.
- ^d External publication derived from the TA will be disseminated as an electronic document (e.g., HTML and/or PDF) and will be printed only on demand and only for stakeholders in developing member countries.

Contribution to Strategy 2030 Operational Priorities:

The expected values and methodological details for all OP indicators to which this TA will contribute results are detailed in Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents in Appendix 3).

Source: ADB.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	500.0
ii. National consultants	350.0
b. Out-of-pocket expenditures	
i. International and local travel	48.0
ii. Miscellaneous administration and support costs ^b	5.0
2. Training, seminars, workshops, forums, and conferences ^c	
a. Venue rental and related facilities	10.0
b. Participants	22.0
c. Facilitators ^d	5.0
3. Miscellaneous technical assistance administration costs ^e	10.0
4. Contingencies	50.0
Total	1,000.0

Note: The technical assistance (TA) is estimated to cost \$1,000,000, of which contributions from the Asian Development Bank are presented in the table.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (\$500,000 under TASF 7 and \$500,000 under TASF-other sources).

^b Includes the publication-related costs (e.g., editing, translation, layout, proofreading, and printing costs) of knowledge products. External publications derived from the TA will be disseminated as an electronic document (e.g., HTML and/or PDF) and will be printed only on demand and only for stakeholders in developing member countries.

^c Training events and workshops are tentatively expected to be held in the Philippines and Thailand.

^d Includes resource persons (Asian Development Bank staff and externally engaged) and travel and related costs for secretariat and administrative support services.

^e Includes goods and nonconsulting services under the TA: payments to service providers and contractors, shipping, moving, logistics, translation and/or interpretation, and other related services; internet and telecommunication services; Microsoft Office 365 software license; cost of subscription to databases and research materials; and other administrative support costs.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=56226-001-TARreport>

1. Terms of Reference for Consultants
2. Contribution to Strategy 2030 Operational Priorities