



Regional Technical Assistance Report

Project Number: 42111
August 2008

Central Asia Regional Economic Cooperation Institute, 2009–2012

(Cofinanced by the People's Republic of China Regional Cooperation and Poverty Reduction Fund, and the Regional Cooperation and Integration Fund under the Regional Cooperation and Integration Financing Partnership Facility)

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CAP	–	comprehensive action plan
CAREC	–	Central Asia Regional Economic Cooperation
GDP	–	gross domestic product
PRC	–	People’s Republic of China
TA	–	technical assistance
ELDP	–	executive leadership development program

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sectors	–	Multisector (industry and trade; law, economic management and public policy; transport and communications)
Subsectors	–	Trade; national government administration; multimodal transport and sector development
Themes	–	Sustainable economic growth; regional cooperation; capacity development
Subthemes	–	Fostering physical infrastructure development, crossborder infrastructure and regional public goods, institutional development

NOTE

In this report, “\$” refers to US dollars

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I. INTRODUCTION

1. The Central Asia Regional Economic Cooperation (CAREC) Program¹ emphasizes pragmatism and results. The long-term vision is of “Good Neighbors, Good Partners, and Good Prospects.” The 5th Ministerial Conference, held 18–20 October 2006 in Urumqi, the People’s Republic of China (PRC), adopted the Urumqi Declaration and endorsed the comprehensive action plan (CAP). The declaration reaffirms each country’s commitment to development through cooperation leading to accelerated economic growth and poverty reduction, and to be consistent with the CAP in a manner that avoids duplication and maximizes the efficient use of resources. The CAP² provides strategic direction to the CAREC Program for the medium to long term, setting out the goals, objectives, and expected outputs and outcomes in a results-based format. The CAP knowledge and capacity building pillar proposes the formation of the CAREC Institute to coordinate research, training and dialogue activities for the CAREC Program. The mission of the CAREC Institute, a virtual institute supported by the CAREC Secretariat, is to enhance the quality of regional cooperation by generating world-class knowledge resources to support regional infrastructure networks in the priority areas of transportation, trade, and energy, which will lead to greater capacities for regional cooperation and accelerated economic growth in Central Asia. The institute’s prospectus was endorsed at the 6th Ministerial Conference, held 2–3 November 2007, in Dushanbe, Tajikistan.

2. Considerable capacity-building and initial research activities have been undertaken by the CAREC Program.³ The CAREC Institute provides the foundations for a more coordinated approach to the design and implementation of learning activities, and the harnessing of local knowledge and research capabilities with the support of the six CAREC participating multilateral institutions. The Greater Mekong Subregion Phnom Penh Plan for development management has been studied and the institute will build on the lessons learned. The design and monitoring framework is shown in Appendix 1.⁴

II. ISSUES

3. The CAREC participating countries face a large number of interrelated issues and constraints based in part on their history and their location in Asia, a situation that provides both opportunities and challenges. To succeed in this environment, the CAREC participating countries are reorienting their economies, consolidating their relationships with trading partners, and improving the legal and regulatory frameworks and systems to support private sector investment. Regional cooperation and integration provide a framework for economic dialogue between the countries, and an opportunity to allocate scarce resources, including human capacity, to the sectors and areas where most value can be created. CAREC participating countries face many capacity challenges. A central feature of the CAREC Program is to

¹ Eight countries participate in the CAREC Program: Afghanistan, Azerbaijan, People’s Republic of China, Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, and Uzbekistan. They are joined by six multilateral institutions: ADB, European Bank for Reconstruction and Development, International Monetary Fund, Islamic Development Bank, United Nations Development Programme, and World Bank.

² The CAP has four action pillars to achieve development through cooperation and aims to strengthen other principles such as ownership by the CAREC participating countries and partnership with the business community and regional organizations. The action pillars are (i) knowledge and capacity building; (ii) regional infrastructure networks; (iii) trade, investment, and business development; and (iv) regional public goods.

³ Supported by ADB. 2006. *Technical Assistance for Central Asia Regional Economic Cooperation: Capacity Development for Regional Cooperation in CAREC Participating Countries, Phase I*. Manila (TA 6375); ADB. 2007. *Technical Assistance for Strengthening Central Asia Regional Economic Cooperation, 2007–2009*. Manila (TA 6409).

⁴ The TA first appeared in the business opportunities section of ADB’s website on 23 May 2008.

upgrade the skills and knowledge of public sector officials involved in regional cooperation work. The capacity challenges can be classified into two broad categories: (i) human resource challenges, and (ii) institutional challenges. The human resource challenges are the shortage of skilled labor needed to complete each country's transition to a market economy and to promote regional cooperation. These challenges relate to the change in mind-set needed to support a more client-oriented approach to public service delivery. The institutional capacity challenges relate to the need for well-equipped administrative and bureaucratic structures to undertake, consolidate, and sustain reforms.

4. There is considerable scope for sharing curriculum and training programs across countries, and bringing in expertise from outside of the region. The CAREC Program's capacity-building activities have demonstrated some success in sharing technologies from the PRC public service with other CAREC participating countries. Stronger linkages need to be formed among the research and training institutions within the region. Training and research networks exist in CAREC participating countries, and it is proposed that this TA be used to strengthen such networks to focus on regional cooperation in the priority sectors of transport, energy, and trade. Proposed activities will improve the enabling environment for private sector investment and industrial development, and address issues surrounding regional public goods.

5. In mid-2007, the CAREC Secretariat assessed participating countries' training needs to better understand requirements in relation to regional cooperation and to identify specific course offerings as part of a larger capacity development program. To establish the demand for courses, a two-step process was designed, including (i) a survey questionnaire, and (ii) in-country workshops held for over 100 potential participants for building capacity in five CAREC participating countries. The training assessment established a positive demand for training among senior and mid-level officials. Senior officials were unanimous in their request for courses that would provide macrolevel perspective, strategic vision and wide-ranging knowledge. Demand is strong for courses in leadership, negotiations for regional agreements, public policy, and public sector reform. Mid-level officials highlighted the need for specialized skills and technical knowledge in the discharge of their responsibilities.

6. Capacity-building initiatives to strengthen participants' knowledge and skills for regional cooperation activities are needed. The enhanced knowledge and skills will in turn lead to more effective development policies and a greater number of regional projects and initiatives from the CAREC countries. Knowledge-sharing activities will not be limited to government officials, but will also cover the private sector, such as business associations, chambers of commerce, and organizations of freight forwarders. Research activities will generate expert information and analysis that other researchers, government officials, and policy makers can use in planning and implementing regional activities. Shared knowledge from joint research, training, and dialogue channels is expected to result in a greater convergence of participating countries' economic development policies in areas covered by regional cooperation and will be based on best practice. These activities should also contribute to the emergence or strengthening of "policy communities" of researchers, academic institutions, policy makers, and other stakeholders to facilitate dialogue and enhance the impact of applied research and policy studies in CAREC's priority areas.

7. The CAREC Institute has been established as a virtual institute supported by the CAREC Secretariat and the contributing multilateral institution partners. As such, the institute

will not have any permanent location, infrastructure, or staff.⁵ In this regard, the sustainability of the institute is a key issue over the longer term. In the short term, cofinancing from ADB and development partners will be able to sufficiently support the institute's undertakings. Over the longer term and with further economic development of the CAREC participating countries, it is expected that the countries themselves would be able to cover an increasing share of the CAREC Institute costs.

III. THE PROPOSED TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact of the technical assistance (TA) is closer regional cooperation among the CAREC participating countries. The outcome is the effective functioning of the CAREC Institute in delivering training, research, and dialogue activities. The enhanced knowledge and skills of CAREC government officials and other stakeholders will, in turn, lead to more rapid identification and development of regional projects in CAREC priority areas, a greater number of regional proposals and activities initiated by CAREC countries, and more effective regional cooperation.

B. Methodology and Key Activities

9. The CAREC Institute's main outputs are (i) a capacity building training program to improve knowledge and skills of government officials in areas related to regional cooperation; (ii) an applied research program, to generate new knowledge, innovation, and recommendations that will support more effective regional cooperation; and (iii) an outreach program, to extend the impact of the institute's training and research more broadly. Partnerships and collaboration with institutes, experts, and researchers from the CAREC countries will be a central element of the institute's work in each of these areas. The institute will regularly report on its activities to senior officials' meetings and will prepare a progress report on its activities and resource utilization to be submitted annually to the ministerial conference. This TA will be sufficiently flexible to accommodate the evolving nature of the CAREC Program.

10. The institute's training program will operate with a number of partners, including (i) other institutes or capacity-building networks, (ii) advanced training institutions, (iii) beneficiary training institutions, and (iv) multilateral institutions. The program will address the needs identified in the training needs assessment at two levels. An executive leadership development program (ELDP) will be developed and offered in collaboration with a leading international university or business school to meet the identified needs of senior officials for courses in leadership, negotiation for regional agreements, public policy and public sector reform. Elements of the leadership course, combined with support for the active training programs of the CAREC sector committees for transport, trade facilitation, energy, and trade policy, will meet the identified needs of mid-level officials for specialized skills and technical knowledge.

11. The institute's research program will also operate with a number of partners, including (i) other research networks, (ii) research institutions in CAREC countries, (iii) CAREC's multilateral institution partners, (iv) leading research institutions outside CAREC countries, and (v) renowned individual experts. Research will support the development of a sound knowledge base in the CAREC priority areas. This will include projects to (i) analyze the impact of regional

⁵ This approach offers substantial advantages by making use of existing resources and minimizing fixed investment costs before the institute demonstrates tangible benefits.

cooperation, (ii) explore opportunities for structural transformation of the CAREC participating economies, and (iii) examine regional approaches to addressing the challenges of landlocked economies and dependence on natural resources in the Central Asian context. In addition to larger research projects, a competitive research grants component will be implemented to promote research on regional cooperation undertaken by experts from CAREC countries.⁶ In addition, a few small grants not exceeding a total of \$40,000 in any given year, may also be negotiated directly with selected research institutes to build local capacity for policy analysis.

12. An indicative set of activities for the training and research programs is presented in Appendix 2.

13. The institute's outreach program will enable information generated through the training and research programs to be shared with parties in the broader development community, the private sector, and other relevant stakeholders in the CAREC process. A key element of the outreach program will be the development of an information portal to provide all interested parties access to available training materials, research outputs, and information of relevance to the work of the CAREC Program that has been developed by CAREC partners and others. In addition, the institute will foster dialogue and debate on relevant regional issues through the development and sponsorship of publications, conferences, seminars, and other information dissemination activities.

14. During its initial stage, the CAREC Institute will be closely linked with the CAREC Secretariat for technical and administrative support, and to facilitate coordination between CAREC priority agendas and the institute's activities.

15. A performance review of the institute is planned for 2010. The review will assess the institute's achievements, challenges and constraints. It will examine approaches to building on areas of success and to identifying practical responses to challenges and constraints that will contribute to improved efficiency of and stronger support for the broader work of the CAREC Program.

C. Cost and Financing

16. The TA is estimated to cost \$5.2 million. ADB will finance \$4.0 million of this amount from its TA special fund and \$0.5 million from the Regional Cooperation and Integration Fund under the Regional Cooperation and Integration Financing Partnership Facility. ADB will also administer the balance of \$0.5 million cofinanced from the People's Republic of China Regional Cooperation and Poverty Reduction Fund. The participating governments will provide the remaining \$0.2 million, which is the estimated value of logistical support for meetings and staff time for activities. The detailed cost estimates are in Appendix 3. Over time, additional support in funding or in kind will be sought from the CAREC participating governments and development partners to finance an expanded program of training, research, and outreach activities.

⁶ The small grants program was developed under ADB. 2006. *Technical Assistance for Central Asia Regional Economic Cooperation: Capacity Development for Regional Cooperation in CAREC Participating Countries, Phase I. Manila* (TA 6375). The extension of the program under this TA will build on the administrative procedures that have already been developed under TA 6375.

D. Implementation Arrangements

17. The TA will be implemented over 39 months from 1 January 2009 to 31 March 2012.⁷ ADB will be the Executing Agency, and ADB's CAREC Unit in the Country Coordination and Regional Cooperation Division of the Central and West Asia Department will be responsible for overall implementation of TA activities. The CAREC Unit, acting as the Implementing Agency, will be responsible for day-to-day implementation activities. The CAREC Unit will maintain close coordination with the East Asia Department, particularly the Regional Cooperation, Governance, and Finance Division. For implementing the TA, about 34 person-months of international consulting services and 138 person-months of national consulting services will be engaged. ADB will engage consultants through the quality- and cost-based selection process to develop and implement the ELDP.⁸ ADB will also engage consultants on an individual basis in accordance with the *Guidelines on the Use of Consultants* (2007, as amended from time to time). Resource persons for about 20 assignments will be engaged to support the development and delivery of training and capacity-building activities. The terms of reference for consultants are in Appendix 4. Equipment budgeted under the TA consists of a limited number of computers and office equipment that will be procured in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time) and left with the CAREC Unit upon completion of the TA.

18. The outputs of the TA will be disseminated at CAREC senior officials' meetings and ministerial conferences, and through the CAREC Institute portal, outreach events, and publications.

IV. THE PRESIDENT'S RECOMMENDATION AND DECISION

19. The President recommends that the Board approve the provision of technical assistance not exceeding the equivalent of \$4,500,000 on a grant basis for the Central Asia Regional Economic Cooperation Institute, 2009–2012. If the Board approves ADB providing the technical assistance, the President, acting under the authority delegated by the Board, will approve ADB administering the balance of the technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the People's Republic of China Regional Cooperation and Poverty Reduction Fund for the Central Asia Regional Economic Cooperation Institute, 2009–2012.

⁷ ADB will obtain a separate no-objection letter from the CAREC participating countries before the TA undertakes any activities.

⁸ A leading university or business school with significant experience in customized, multi-cultural executive education, including delivery of multi-language, multi-country programs, will be engaged to develop and deliver the ELDP. Given the limited number of institutions meeting these requirements it is anticipated the shortlist of potential providers will number three to four institutions.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Closer economic cooperation among CAREC Program participating countries</p>	<p>Average GDP growth in CAREC countries in 2010–2014 of about 10% (compared with base of 9.7% in 2002–2006)</p> <p>A 10% reduction in poverty incidence^a</p>	<p>ADB growth statistics for CAREC countries</p> <p>ADB poverty statistics for CAREC countries</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Participating countries in the CAREC Program continue engagement and commitment to greater regional economic cooperation. • The regional technical assistance for strengthening CAREC^b is successfully implemented. • Macroeconomic and political stability prevails in CAREC countries.
<p>Outcome Enhanced capacity of CAREC government officials and development institutions to support regional economic cooperation through better policy formulation and implementation</p>	<p>CAREC Institute products supporting the CAREC Program by filling the knowledge gap, resulting in better strategy development and project implementation</p> <p>Improvements in the institutional capacities of selected CAREC-based education and training institutions</p> <p>Key stakeholders engaged in discussion on research outputs, research networks strengthened</p>	<p>CAREC Institute portal</p> <p>Reports of senior officials meetings and ministerial conference</p> <p>Annual reports of the activities of the CAREC Institute</p> <p>Studies, research reports</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • CAREC senior officials endorse the CAREC Institute work program and budget. • CAREC governments cooperate with the CAREC Institute and its activities. • Partnership arrangements ensure technology transfer and knowledge-sharing.
<p>Outputs 1. Effective functioning and consolidation of the CAREC Institute as a premier virtual institution in regional cooperation for</p> <p>(i) training and capacity development;</p> <p>(ii) research, and</p> <p>(iii) dialogue to support the CAREC Program.</p>	<p>CAREC Institute work program 2009–2011 endorsed</p> <p>Annual publication of research supported by the CAREC Institute</p> <p>Development and delivery of at least three programs per annum of more than 180 participant training days per annum for 2009–2011 supporting the CAREC committees and second-tier areas</p> <p>Leadership program delivered annually</p>	<p>Annual reports of the activities of the CAREC Institute</p> <p>CAREC Institute portal</p> <p>CAREC training evaluation reports</p> <p>Studies, research reports</p> <p>CAREC training evaluation reports</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • The regional technical assistance for strengthening CAREC (footnote b) successfully implemented. • Institutions actively engage to develop their capacity. • CAREC participating governments are willing to release senior and mid-level officials to participate in training programs. <p>Risk</p> <ul style="list-style-type: none"> • Countries fail to agree on the work program of the CAREC Institute.

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
2. Midterm independent performance review of the CAREC Institute	<p>At least three analytical studies prepared annually</p> <p>Small research grants program continued</p> <p>Range of stakeholders engaged in discussion</p> <p>Satisfactory midterm performance rating of the CAREC Institute</p> <p>Midterm training needs assessment</p> <p>Midterm assessment of research priorities for CAREC countries</p>	Midterm evaluation report	

Activities with Milestones	Inputs
<p>1.1 Establish CAREC Institute portal (April 2009)</p> <p>1.2 Engage stakeholders in discussion on training and capacity development, research, and outreach activities (May 2009)</p> <p>1.3 Conduct assessment of training and research institutions for establishing future twinning relationships with established institutions in CAREC countries (May 2009)</p> <p>1.4 Implement the small research grants program (June 2009)</p> <p>1.5 Implement three analytical studies (Nov 2009)</p> <p>1.6 Implement outreach activities for a range of stakeholders (November 2009)</p> <p>1.7 Implement distinguished speaker series of outreach activities (November 2009)</p> <p>1.8 Prepare annual publication of achievements of the CAREC Institute for the Ministerial Conference (November 2009)</p> <p>1.9 Launch the leadership program (November 2009)</p> <p>1.10 Develop and deliver at least three programs per annum of more than 180 participant training days per annum to support the committees and the second-tier areas (December 2009)</p> <p>1.11 Prepare publications of research activities (December 2009)</p> <p>1.12 Seek bilateral cofinancing to support the sustainability of the CAREC Institute (July 2010)</p> <p>1.13 Assess training needs of CAREC participating governments (July 2010)</p> <p>1.14 Implement the CAREC Institute training, research, and dialogue work program for 2010 (December 2010)</p> <p>1.15 Implement the CAREC Institute training, research, and dialogue work program for 2011 (December 2011)</p>	<ul style="list-style-type: none"> • The RETA will be financed by ADB from its technical assistance special fund (\$4.0 million) • Cofinanced by the PRC Regional Cooperation and Poverty Reduction Fund (\$0.5 million) • Cofinanced by the Regional Cooperation and Integration Fund under the Regional Cooperation and Integration Financing Partnership Facility (\$0.5 million) • CAREC participating governments in-kind support (\$0.2 million) • Staff resources (participating governments and ADB) • Consulting services (national and international) • Learning programs • Resource persons (research, training, and seminars) • Office rental and equipment

<p>2.1 Prepare terms of reference for the midterm performance review of the institute (December 2009)</p> <p>2.2 Seek senior officials' endorsement of the terms of reference (April 2010)</p> <p>2.3 Engage consultants and provide information as requested (June 2010)</p> <p>2.4 Review the midterm assessment (September 2010)</p> <p>2.5 Submit independent midterm performance report to the senior officials and the ministers (November 2010)</p> <p>2.6 Address any issues identified to improve performance in the midterm performance review report (April 2011)</p>	
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ADB = Asian Development Bank, CAREC = Central Asia Regional Economic Cooperation, GDP = gross domestic product.

^a Using national poverty standards for each participating country.

^b ADB. 2007. *Technical Assistance for Strengthening Central Asia Regional Economic Cooperation, 2007–2009*. Manila (RETA 6409) has limited seed funding for the establishment of the CAREC Institute.

**CENTRAL ASIA REGIONAL ECONOMIC COOPERATION INSTITUTE
INDICATIVE LIST OF ACTIVITIES 2009–2011**

Training and Capacity Development

- (i) Executive Leadership Development Program (leadership styles, approaches, practice, and communication; negotiation, persuasion, and influence; strategic thinking and planning; public sector management; public sector finance)
- (ii) Training to support trade facilitation and customs, World Trade Organization accession, and economic development
- (iii) Training to support public-private partnerships, to attract investments, and to enhance the business climate
- (iv) Training to support the energy sector and water resource management
- (v) Training activities in agricultural trade, health (communicable diseases), environment, and tourism

Research

- (i) Assessing the impact of regional cooperation
- (ii) Structural transformation studies
- (iii) Emerging issues in regional cooperation such as water resource management, climate change, food security, and energy security
- (iv) Exploratory research activities supported through the small research grants program

Seminars, Publication, and Outreach Activities

- (i) CAREC Institute portal
- (ii) Seminars on the impact of regional cooperation
- (iii) Video media on topics of regional cooperation
- (iv) Seminars on the CAREC program
- (v) Seminar and publication of research output of CAREC country structural transformation study

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	700.00
ii. National Consultants	900.00
iii. Resource Persons ^b	120.00
b. International and Local Travel	300.00
2. Equipment ^c	15.00
3. Training, Seminars, and Conferences	1,430.00
4. Research and Surveys	685.00
5. Miscellaneous Administration and Support Costs ^e	350.00
6. Contingencies	500.00
Subtotal (A)	5,000.00
B. Government Financing^d	
1. Meeting Support and Transport	150.00
2. Remuneration of Counterpart Staff	50.00
Subtotal (B)	200.00
Total	5,200.00

^a Financed by the Asian Development Bank's technical assistance special fund (\$4.0 million), cofinanced by the Regional Cooperation and Integration Fund under the Regional Cooperation and Integration Financing Partnership Facility (\$0.5 million) and the People's Republic of China Regional Cooperation and Poverty Reduction Fund (\$0.5 million), and administered by the Asian Development Bank.

^b Resource persons may be engaged to assist in preparing for workshops and other capacity-building activities.

^c Limited amount of computers and office equipment.

^d Governments of Afghanistan, Azerbaijan, People's Republic of China, Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, and Uzbekistan.

^e Including rental of office space for CAREC Institute consultants.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance will require about 34 person-months of international and 138 person-months of national consultant inputs. Additional short-term international and national consultants may be engaged to assist in assessing (i) knowledge and skills needs, and (ii) local research and training institutes in Central Asia Regional Economic Cooperation (CAREC) participating countries. The Asian Development Bank (ADB) will engage all consultants according to its *Guidelines on the Use of Consultants* (2007, as amended from time to time).

A. International Consultants

2. The following international consultants will work under the supervision of ADB staff.

1. Advisor (12 person-months)

3. Independent individual consultants will be engaged to provide the following services.
- (i) Advise the CAREC Institute on development of its role, work program, and functions.
 - (ii) Advise on approaches to and development of specific elements of the CAREC Institute research program and capacity development program.
 - (iii) Advise on approaches to strengthening engagement of development partners in the work of the CAREC Institute and to securing financial contributions.
 - (iv) Act as a resource person at CAREC Program and CAREC Institute activities as required.
 - (v) Review and comment on research work and other relevant documents and plans.

2. Researcher (22 person-months)

4. Independent individual consultants will be engaged to provide the following services:
- (i) Perform analytical studies, particularly in the priority areas of transport, energy, trade policy, and trade facilitation.
 - (ii) Undertake desk reviews on specific topics relevant to the CAREC program.
 - (iii) Work with and strengthen research institutions and researchers within CAREC participating countries on specific research activities.
 - (iv) Aid networking between researchers within CAREC countries and outside the region to facilitate research on specific topics in regional cooperation.

B. National Consultants

1. Program Manager (36 person-months)

5. Independent individual consultants will be engaged, and under the supervision of ADB staff will manage the day-to-day implementation of the CAREC Institute work program. The program manager will provide the following services:
- (i) Help lead the capacity development program, including the development of the work program in research, training, and outreach.
 - (ii) Manage the day-to-day implementation of the capacity development program.
 - (iii) Assist with the engagement and supervision of sector experts.
 - (iv) Identify training courses, and contribute to their design.
 - (v) Analyze the training needs of participating countries.
 - (vi) Assist preparation of training curriculum and materials to ensure programs meet the learning and skills development needs of participants.
 - (vii) Manage the logistic element in the delivery of training programs.

- (viii) Ensure that training courses are evaluated after implementation.
- (ix) Manage the financial aspects of developing and delivering training programs.
- (x) Participate in missions as required.

2. Research Officer (36 person-months)

6. Independent individual consultants will be engaged and, under the supervision of ADB staff, will provide the following services:

- (i) Assist in coordinating, integrating, and monitoring activities under the regional technical assistance.
- (ii) Assist in supervising, coordinating, and reviewing the work of consultants in relation to the research program of the CAREC Institute.
- (iii) Prepare budgets for research projects and administer contracts.
- (iv) Organize the translation of training and research materials.
- (v) Provide administrative inputs to the CAREC small research grants program.
- (vi) Assist with logistical arrangements for training and outreach events, in coordination with regional cooperation coordinators in ADB resident missions.
- (vii) Prepare background documents as required.
- (viii) Administratively support research activities of the CAREC Institute as needed.
- (ix) Participate in missions as required.

3. Sector Experts (30 person-months)

7. Individual independent consultants will be engaged and under the supervision of ADB staff will provide the following services:

- (i) Prepare methodologies for research activities.
- (ii) Conduct research in their sector of expertise under defined terms of reference in support of CAREC Institute research projects.
- (iii) Assess and analyze research data.

4. Website and Publication Officer (36 person-months)

8. Under the supervision of ADB staff, independent individual consultants will be engaged to provide the following services:

- (i) Assist in developing the concept and design of the CAREC Institute web portal.
- (ii) Develop information for and ensure regular updating of the website.
- (iii) Coordinate the preparation of marketing materials, brochures, and publications for the CAREC Institute.
- (iv) Supervise the layout, typesetting, and translation of CAREC publications.
- (v) Liaise with the ADB Department of External Relations and the Printing Unit for clearance and production of CAREC publications.
- (vi) Assist in preparing presentation materials, reports, and other documents for use in high-level meetings and conferences.

C. International and National Consultants

1. International and Local Resource Persons (20 person-assignments)

9. Resource persons may be engaged to work closely with responsible ADB staff in preparing specific materials and make presentations at workshops and other related training events. These resource persons may also be ADB staff.