14 November 2019

FOR APPROVAL OF PARA. 1

To: WooChong Um   :9/11/2019
            Director General, SDCC

Through: Gambhir Bhatta
            Advisor, SDCC and Chief, SDCC-KC

From: Vivek Raman
            Senior Operations Coordination Specialist (Innovation and Knowledge),
            SDCC-KC

Subject: **TA (52309-001): Facilitating Knowledge for Innovation and Technology**
            Cooperation to Accelerate Development
            – Approval of TA Concept Paper

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1.   Pursuant to para. 14 (i) of the Staff Instruction on Business Processes for Knowledge and Support Technical Assistance (TA), we seek your approval of the TA concept paper to be processed by the Knowledge Advisory Services Center (SDCC-KC).

2.   Attached is the concept paper for the proposed TA for Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development (Attachment 1). It is included in the 2019 management-approved results-based work plan of Sustainable Development and Climate Change Department (SDCC). The TA seeks to support ADB's efforts to develop human capital to advance and share knowledge for innovation and technology adoption and diffusion in developing member countries (DMCs) by (i) mobilizing experts to support identified development needs in DMCs and associated projects, and (ii) capturing and sharing the emerging best practices and lessons to help with innovation scale-up and replication.

3.   The TA is estimated to cost at $750,000 which will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund and administered by ADB.

4.   The draft concept paper was discussed at the SDCC Quality Assurance Meeting on 9 August 2019 and the Minutes of the Quality Assurance Meeting are attached (Attachment 2). The draft concept paper was circulated for interdepartmental review on 27 August 2019 and has been revised to incorporate comments received (Attachment 3).

Attachments: (1) TA Concept Paper
               (2) Minutes of the Quality Assurance Meeting
               (3) Interdepartmental Review Comments Matrix

cc: VPKM; C. Bronchi, SDTC; R. Guild, SDSC; S. Sunayama, VPKM; B. Carrasco, SDTC-GOV; T. Abell, SDCC-DT; T. Hayashi, SARD; A. Terada-Hagiwara, EARD; L. Lu, C. Patacsil-Cruz, R. Gatmaitan, J. Lopez-Tancioco, SDCC; I. de Roma, CWRD; T. Samia, SDPF; R. Tabanao, SERD; A. Escudero, SARD, SDCC-KC.

ADB

Technical Assistance Concept Paper

Project Number: 52309-001
Knowledge and Support Technical Assistance (KSTA)
November 2019

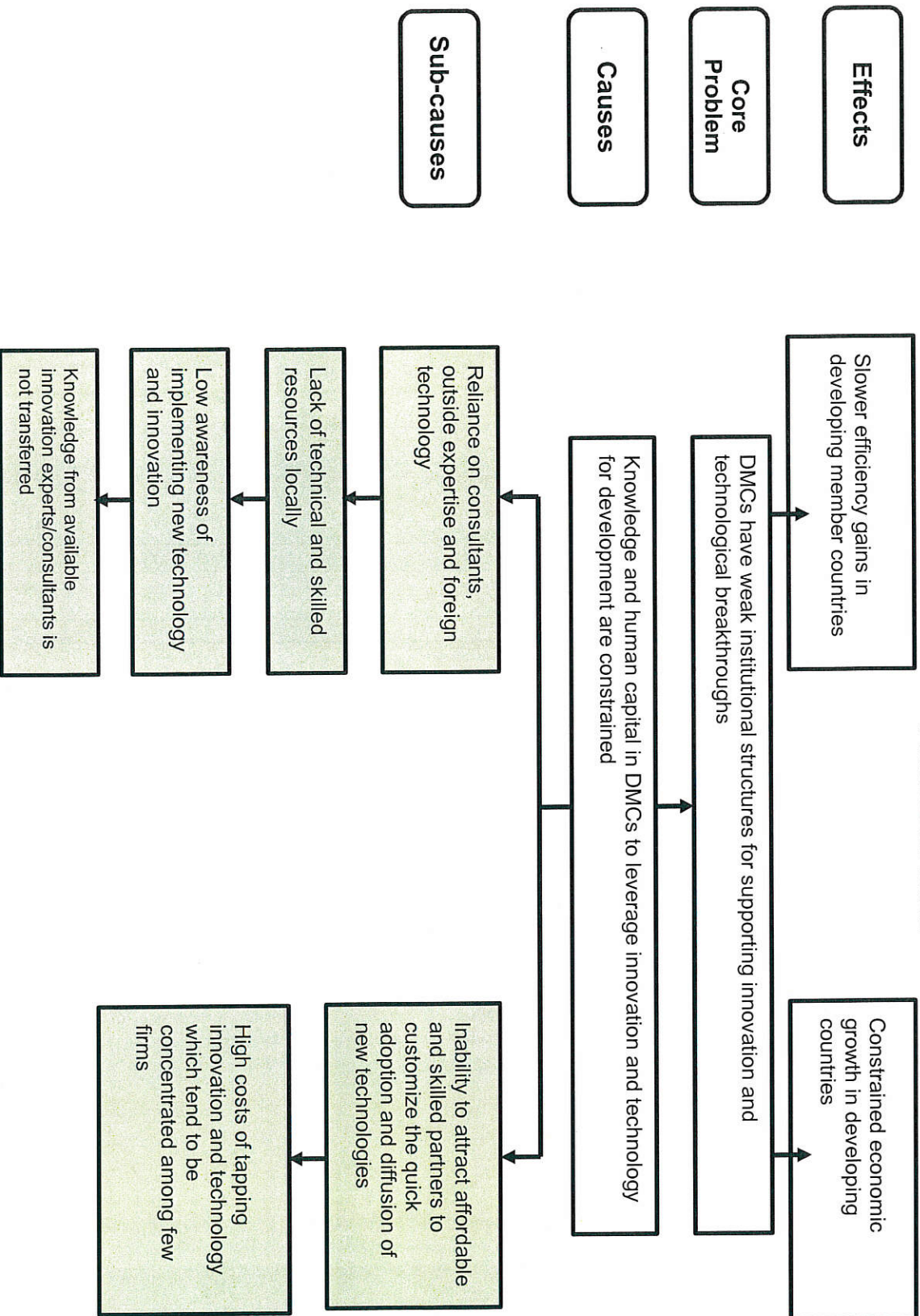# Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development

Asian Development Bank

CONTENTS

KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1.	Basic Data			Project Number: 52309-001
	Project Name	Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development	Department/Division	SDCC/SDCC-KC
	Nature of Activity Modality	Capacity Development Regular	Executing Agency	Asian Development Bank
	Country	REG (IND, INO, PHI)		

2.	Sector	Subsector(s)	ADB Financing ($ million)	
			Total	0.00

3. Operational Priorities	Climate Change Information	
✓ Strengthening governance and institutional capacity	Climate Change impact on the Project	Low
Sustainable Development Goals	**Gender Equity and Mainstreaming**	
SDG 1.4	No gender elements (NGE)	✓
SDG 9.b		
SDG 17.17	**Poverty Targeting**	
	General Intervention on Poverty	✓

4. Risk Categorization Low

5. Safeguard Categorization Safeguard Policy Statement does not apply

6. Financing

Modality and Sources	Amount ($ million)
ADB	0.00
None	0.00
Cofinancing	0.75
Republic of Korea e-Asia and Knowledge Partnership Fund (Full ADB Administration)	0.75
Counterpart	0.00
None	0.00
Total	0.75

Currency of ADB Financing: US Dollar

PROBLEM TREE

Effects

Core Problem

Causes

Sub-causes

Slower efficiency gains in developing member countries

DMCs have weak institutional structures for supporting innovation and technological breakthroughs

Constrained economic growth in developing countries

Knowledge and human capital in DMCs to leverage innovation and technology for development are constrained

Reliance on consultants, outside expertise and foreign technology

Lack of technical and skilled resources locally

Low awareness of implementing new technology and innovation

Knowledge from available innovation experts/consultants is not transferred

Inability to attract affordable and skilled partners to customize the quick adoption and diffusion of new technologies

High costs of tapping innovation and technology which tend to be concentrated among few firms

I.   KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE

1.   The knowledge and support technical assistance (TA) will support the Asian Development Bank's (ADB's) efforts to develop human capital to advance and share knowledge for innovation and technology adoption and diffusion in its developing member countries (DMCs). Aligned with ADB's Strategy 2030, the TA emphasizes "promoting the use of innovative technology" and "strengthening knowledge services", to accelerate and sustain economic development in the DMCs, by addressing increasingly complex development challenges facing the region.[1]

2.   The proposed TA is included in the 2019 management-approved results-based work plan of the Sustainable Development and Climate Change Department. It is in line with the President's Planning Directions for 2019 to deliver quality operations through incorporating new approaches, knowledge creation and sharing with clients, advanced technologies, collaboration, and innovation.[2] This TA is anchored and will support the implementation of the Korea-Asia and Pacific Tech Corp (KTC) Program which underlines the cooperation agreement ADB signed in May 2018 with the Ministry of Strategy and Finance of the Republic of Korea. The KTC program will engage experts from Asia and the Pacific, including Korea to help build the capacity in ADB's DMCs to learn new skills and adopt innovation. The KTC program is being implemented in Latin American countries in partnership with the Inter-American Development Bank.

A.   Rationale

3.   Developing countries have experienced slower efficiency gains and laggard technological absorption that could undermine their progress on the sustainable development goals (SDGs) since the global financial crisis in 2008.[3] A 2014 ADB study indicated that developing economies in Asia significantly lag behind advanced nations on the four pillars of the knowledge economy, i.e. innovation, education and skills, information and communications technology (ICT), and the economic incentive and institutional regime.[4] This has affected their ability to fully utilize recent technological breakthroughs due to: (i) high costs in tapping innovation; (ii) concentration of technology and innovation among few firms in select sectors and countries; (iii) relying on external expertise due to lack of local technical and skilled resources; and (iv) constraint to attract affordable and skilled partners to customize the technologies. The government's role in providing an enabling environment to use better technology, spur innovation, and build human capital is key to helping DMCs achieve and sustain long-term economic growth.[5]

4.   ADB can offer these DMCs the opportunity to leverage the right technologies and develop their absorptive capacity by (i) improving human capital formation, i.e. innovation capacity together with financial, institutional and governing mechanisms, and (ii) attracting skilled and

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[1] ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.
[2] ADB (Office of the President). 2019. *Planning Directions for 2019 and Preparation of Work Program and Budget Framework, 2020–2022*. Memorandum. 26 February (internal).
[3] J. Kim and J. Park. 2017. The Role of Total Factor Productivity Growth in Middle Income Countries. *ADB Economics Working Paper Series*. No. 527. Manila: Asian Development Bank; and K. Hamilton et al. 2019. Natural Resources and Total Factor Productivity Growth in Developing Countries: Testing A New Technology. *Policy Research Working Paper*. No. 8704. Washington, DC: The World Bank.
[4] ADB. 2014. *Innovative Asia: Advancing the Knowledge-Based Economy - The Next Policy Agenda*. Manila.
[5] United Nations. 2018. *World Economic Situation and Prospects 2018*. New York; United Nations. 2018. *World Economic and Social Survey 2018: Frontier technologies for sustainable development*. New York; ADB. 2018. *Asian Development Outlook 2018. How technology Affects Jobs.* Manila.

experienced partners to help them build and customize the innovative ideas.[6] Lessons from past ADB projects suggest that a single country or single topic-oriented knowledge sharing program is more effective, rather than broad one-time South-South learning on topics such as innovation.[7]

5.   This TA focuses on providing capacity to DMCs on innovation and technology through knowledge immersion. Knowledge immersion consists of knowledge transfer-focused consulting which can be done through codification (documents, repositories, databases etc.), personalization (interaction), and a knowledge-absorption approach through exploration (trial and error, high learner control etc.) and instruction (i.e. deductive, programmed low-learner control etc.). The potential for knowledge immersion is most feasible for DMCs in South and Southeast Asia as they require support to convert to a knowledge-based economy through innovation (footnote 6). For instance, technological readiness level in India and Indonesia remains low, despite several innovations in these countries, suggesting that the benefits of innovative activities are not shared with peers.[8] Middle income countries particularly in this region have high demand for knowledge intensive operations from ADB.[9] For example, Teach for Philippines, a local non-governmental organization, that works with the government in recruiting teachers and modernizing teaching techniques, seeks an expert to develop an end-to-end data management and client relationship portal.

6.   Through knowledge immersion, DMCs can learn from Korea's experience in achieving high income status through a systematic knowledge-based economic development. The Republic of Korea has supported ADB through the Republic of Korea e-Asia and Knowledge Partnership Fund since 2006.[10] The Fund has financed knowledge sharing in ADB projects such as Myanmar's e-Government Master Plan, Bangladesh's IT Parks for Employment and Innovation and the Asia Leadership Program (ALP) regional knowledge sharing through communities of leaders. The ALP demonstrated that active learning through field visits, and simulation exercises is far more effective than passive learning through keynote speeches and panel presentations.

7.   Strongly aligned with the objectives of the Republic of Korea e-Asia and Knowledge Partnership Fund, the TA proposes to access this fund to (i) mobilize experts to support identified development needs in DMCs and associated projects, and (ii) capture and share the emerging best practices and lessons to help with innovation scale-up and replication. The knowledge immersion will help build the necessary local human capital skills and facilitate knowledge sharing to develop long-term local capacity in DMCs, initially targeted for South and Southeast Asia DMCs.

B.   Proposed Solutions

8.   The TA has the following outputs: (i) knowledge immersion in DMCs supported; and (ii) replicable practices and lessons learned disseminated.

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[6] Smith, Andrew, Courvisanos, Jerry, Tuck, Jacqueline and Steven McEachern. 2012. *Building The Capacity To Innovate: The Role Of Human Capital.* National Vocational Education And Training Research And Evaluation Program Research Report. Australia National University; This aligns closely with the draft ADB Digital Development Action Plan (2018-2020).

[7] ADB. 2019. *Technical Assistance Completion Report: Uzbekistan: Innovations for Agriculture Modernization.* Manila; Panth, Brajesh and Shanti Jagannathan. 2019. *University-industry collaboration at the heart of knowledge-based economic growth,* Asian Development Blog. ADB; ADB. 2017. *Technical Assistance Completion Report: Promoting Innovations in Wastewater Management in Asia and the Pacific.* Manila.

[8] Schwab, Klaus and Xavier Sala-i-Martín. 2017. Insight Report: The World Economic Forum: *The Global Competitiveness Report 2017–2018.*

[9] ADB. 2016. *Corporate Evaluation Study: The Asian Development Bank's Engagement with Middle-Income Countries.* Manila.

[10] ADB. 2018. *Annual Report of the e-Asia and Knowledge Partnership Fund 2017.* Manila.

9.   **Output 1: Knowledge immersion in DMCs supported**. The knowledge immersion involves (i) matching knowledge gaps with appropriate expertise and (ii) deploying the expertise to DMCs to help with long-term knowledge creation and transfer. Specific knowledge gaps in DMCs will be identified in consultation with operations departments through their resident missions, and the sector and thematic groups. ADB will engage experts for at least one year initially with the KTC Program, based on specific DMC needs. Similar to the 'embedded technical advisors' program' of Global Green Growth Institute and the United Nations Volunteers Program, the TA will adopt a formal onboarding process to familiarize experts with the DMCs by working alongside national consultants and project staff. Offboarding will require experts to document their work to retain the knowledge and help build the capacity of DMC officials. Potential sectors where the experts will be fielded are in the education (Teach for Philippines), information and communications technology, and transport (SMI Indonesia) sectors.

10.   **Output 2. Replicable practices and lessons learned disseminated.** The experiences gained from the knowledge immersion and emerging best practices will be captured and shared through various media including blogs, videos, or case studies to be housed and disseminated through an appropriate platform, including workshops. This will help build evidence on the knowledge immersion's success in order to draw interest from other countries who are willing to share their innovation and technology and provide resources to build capacity in the DMCs.

11.   These outputs will result in the following outcome: DMCs' capacity to adopt innovation and technology advancements in development priorities enhanced. [11] The TA will be aligned with the following impact: Use of innovative technologies in DMCs promoted. The need to provide advice, share knowledge on rapid changing technologies, and customizing innovation for accelerating development merits a TA approach. Diverse expertise is needed to support DMCs in adopting and diffusing innovation.

C.   Indicative Technical Assistance Budget and Financing Sources

12.   The proposed TA budget is estimated to cost $750,000, which will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund and administered by ADB.

D.   Implementation Arrangements

13.   ADB, through the Knowledge Advisory Services Center of the Sustainable Development and Climate Change Department, will administer the proposed TA and will be the executing agency. The TA will be implemented in close coordination with operations departments and resident missions and sector and thematic groups to identify innovation and technology gap in DMCs, as well as in the identification of appropriate expertise that will support the implementation of the TA. Detailed terms of reference will be drafted together with the counterpart agency from the DMC. ADB will engage individual experts as consultants and carry out procurement following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. Reporting mechanism and templates (including evaluation form for outputs) will be developed to ensure comprehensive support for DMCs in adopting, implementing, and diffusing innovation. Participating DMCs will be asked to provide their no-objection prior to the implementation of any activities financed by the TA. The indicative implementation arrangements are summarized in Table 1.

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[11] The design and monitoring framework is in Appendix 1.

Table 1: Indicative Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	1 January 2020 to 31 December 2023		
Executing and Implementing agency	ADB—SDCC-KC in collaboration with sector and thematic groups, operations departments (including resident missions), external knowledge partners, and selected government agencies and organizations.		
Consultants	Package title	Selection method	Engaged by
	Individual consultants	Individual consultant selection	ADB
Disbursement	The TA resources will be disbursed following ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).		

ADB = Asian Development Bank, SDCC-KC= Knowledge Advisory Services Center, Sustainable Development and Climate Change Department, TA = technical assistance.
Source: ADB.

II. DELIBERATIVE AND DECISION-MAKING ITEMS

A. Risk Categorization

16. The proposed TA is categorized as low risk as it does not involve a delegated TA, knowledge partnership agreement, integrity concerns, pilot testing of a project approach, or transfer of funds from ADB to other entities.

B. Scope of Due Diligence

17. The scope of due diligence is summarized in Table 2.

Table 2: Scope of Due Diligence

Items	Scope of Due Diligence
Items to be agreed in aide-mémoire or memorandum of understanding	
	For the Korea Tech Corp, the memorandum of agreement was signed between ADB and Republic of Korea's Ministry of Economy and Finance in May 2018.
Documents to be presented with the ensuing TA report	
Procurement plan	ADB will carry out procurement following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.

ADB = Asian Development Bank, TA = technical assistance.
Source: ADB.

C. Processing Schedule

18. The processing schedule by milestone is in Table 3.

Table 3: Processing Schedule by Milestone

Milestones	Expected Completion Date
Memorandum of understanding signed	May 2018
Concept paper approval	November 2019
Trust fund approval	November 2019
TA approved	December 2019

Source: Asian Development Bank estimates.

PRELIMINARY DESIGN AND MONITORING FRAMEWORK

Impact(s) the TA is Aligned with Use of innovative technologies in DMCs promoted (ADB Strategy 2030)[a]			
Results Chain	**Performance Indicators with Targets and Baselines**	**Data Sources and Reporting Mechanisms**	**Risks**
Outcome DMCs' capacity to adopt innovation and technology advancements in development priorities enhanced	a. At least 3 DMCs in South and Southeast Asia supported in adopting new innovation and technology by 2023 (2019 baseline: not applicable)	a. TA completion report	Change in DMC governments' priorities may delay the knowledge immersion
Outputs 1. Knowledge immersion in DMCs supported	1a. At least 3 innovation and technology initiatives (in ADB projects or outside) supported by 2023 (2019 baseline: 0)	1a. TA progress report	Delays in engaging required experts
	1b. At least 80% satisfactory rating of experts engaged by 2023 (2019 baseline: not applicable)	1b. Evaluation report from agencies, TA progress report	
	1c. 80% of DMC officials from the partnering initiatives reported increased knowledge/skills in advanced and innovative technologies by 2023 (2019 baseline: not applicable)	1c. Evaluation surveys at the end of the knowledge immersion, TA progress report	
2. Replicable practices and lessons learned disseminated	2a. At least 80% of 150 DMC officials who participated in knowledge sharing sessions reported increased awareness of advanced and innovative technologies by 2023 (2019 baseline: 0)	2a. Post-event surveys	
	2b. At least five knowledge products (may be in the form of blogs, videos, multimedia or case studies) prepared and disseminated by 2023 (2019 baseline: 0)	2b. Content uploaded to appropriate platform	

Key Activities with Milestones

1. Knowledge immersion in DMCs supported
1.1 Develop an implementation plan for the knowledge immersion (Q1 2020).
1.2 Identify innovation and technology gaps with STGs and SDCC-KC (Q1 2020).
1.3 Determine the number of institutions or organizations in South and Southeast Asia region requiring expertise in adopting innovation (Q1-Q2 2020).
1.4 Identify local partner institutions and agencies with STGs and RMs for collaboration (Q1-Q2 2020).
1.5 Identify individual experts to work on innovation adoption (beginning Q1 2020).
1.6 Draft terms of reference with sector/thematic experts, counterpart agency, SDCC-KC (Q1 2020).
1.7 Recruit experts (Q2 2020).
1.8 Evaluate outputs (Q4 2023).

2. Replicable practices and lessons learned disseminated
2.1 Conduct conference/workshop on sharing emerging replicable practices and lessons learned from the knowledge immersion with relevant stakeholder (Q4 2023).
2.2 Prepare knowledge products (blogs, case studies, video, infographics) prepared and disseminated (Q3-Q4 2023).

Inputs
Republic of Korea e-Asia and Knowledge Partnership Fund: $750,000

Assumptions for Partner Financing
Not Applicable

ADB = Asian Development Bank, DMCs = developing member countries, HLT = high-level technology, Q = quarter, RM = resident mission, SDCC-KC = Knowledge Advisory Services Center, STG = sector and thematic group, TA = technical assistance.
a   ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.
Source: ADB.

SDCC Quality Assurance Meeting
9 August 2019
TA (52309-001): Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development

Minutes of the Quality Assurance Meeting

TA Processing Team Leaders:
Vivek Raman, Operations Coordination Specialist (Innovation and Knowledge), SDCC-KC
Mary Jane Carangal-San Jose, Senior Knowledge Sharing and Services Officer, SDCC-KC

I.   Summary

1.   The TA Quality Assurance (QA) Meeting was held on 9 August 2019 to discuss the concept paper for the proposed Knowledge and Support Technical Assistance (TA) for Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development.

2.   The TA Processing Team Leaders presented the (i) issues/problems being addressed (problem tree) by the TA; (ii) proposed solution based on what the TA aims to achieve, including value-addition vis-à-vis related past and ongoing TAs and program; (iii) special/innovative features of the TA; (iv) results chain based on the Design and Monitoring Framework (DMF); (v) source of funding; (vi) resources required to process and implement the TA; (vii) processing and implementation schedule; and (viii) project categorization (which is low risk).

3.   Advisor, SDOD and Chief, SDCC-KC explained that the TA addresses two important strands of SDCC-KC work: (i) country knowledge plans and improving knowledge capacity of DMCs; and (ii) responding to the ADB's agenda on technology and innovation, as well as implementing the Korea Tech Corp Program under the Memorandum of Understanding between ADB and the Government of Korea signed in May 2018. The TA will facilitate the program's objective to contribute to technical capacity building in ADB's DMCs through knowledge immersion.

4.   The QA meeting confirmed the TA focus to create an enabling environment for long term knowledge transfer and capacity building through (i) knowledge immersion program, and (ii) capturing and sharing the lessons learned. This is in line with Strategy 2030's mandate for ADB to offer DMCs the opportunity to leverage the right technologies and develop their absorptive capacity by investing in human capital and attracting skilled and experienced partners to help DMCs build and customize the innovative ideas. The potentials of the TA are acknowledged, and the concept paper was endorsed for processing after incorporating specific comments and suggestions made during the QA meeting.

II.   Discussions. Refer to QA comments matrix attached.

Quality Assurance Meeting
9 August 2019

TA (52309-001): Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development

Comments Matrix

Dept./Div./Reviewer	Key Issues	Responses/Actions Taken
SDCC/SDOD/ WooChong Um	Briefly discussed how the TA builds on the MOU signed between ADB and the GOK in 2018 to strengthen cofinancing and technical cooperation, through the Korea–AP (Korea–Asia and Pacific) Tech Corp Program. While it was not clear at the time of signing how the program will be implemented, DG acknowledged the (brilliant) packaging done by the TA processing team to streamline the program into ADB operations and how it will respond to the strong demand for digital expertise (getting DMCs exposed to new technology) from operations departments.	While the objective of the Korea–AP (Korea–Asia and Pacific) Tech Corp Program is immersion of Korean innovation/technology experts, MOEF has agreed to bring in experts from other countries with 3:1 ratio (one expert from other countries for every three Korean experts).
	Teach for Philippines has been identified under the TA,	The TA will support any initiative as long as it supports ADBs Strategy 2030 and DMCs development priorities.
	How will the TA assess demand?	The TA processing team will continue collaborating with SDCC-DT Chief Tom Abell and operations departments (including resident missions). Please see **Paras 9 and 13** of the revised Concept Note (CN).
	Requested the TA processing team to revisit the $80k allocation per expert in order to find the right people to make the program work.	The overall TA budget has been revised.
	The proposed knowledge immersion approach is innovative. If done properly, more funding will flow.	The special feature of the TA includes a formal onboarding process to efficiently implement the immersion approach. Templates will be developed to capture the work being done and events will be organized to share knowledge. Continuous mentoring and constant handholding will be done, as was done in similar initiative under GGGI. Moreover, efforts will be made to develop a network of experts and a platform to share knowledge products and

Dept./Div./Reviewer	Key Issues	Responses/Actions Taken
	Would like to see how the TA is linked to the work/initiatives of the sector and thematic groups.	lessons for other DMCs will be included. Please see **Para 10** of CN. The TA processing team has coordinated with Education SG in developing a TOR for an IT expert.
SDCC/SDTC-GEN/ Sonomi Tanaka	Countries must be identified at this stage. Philippines and Cambodia are logical choices.	The TA will be included in the ongoing discussions between ADB (PHCO and SDCC-KC) and NEDA.
	Clarify the use of the terms "experts" and "volunteers". Will the TA hire national consultants that will work alongside the experts to be fielded?	Work alongside national consultants and project staff are included in **Para 9** that provides details on the Knowledge Immersion Program.
SARD/INRM/ Kavita Iyengar	There has been a clear demand from India and South Asia to learn from Korea's experiences and engage with businesses particularly in the transport sector as well as in the context of development of industrial corridors. The TA may further explore such demands.	Inserted as part of **Para 5** of CN.
	A risk factor is the qualifications of the experts to bring in and advise on the adaptation of the appropriate expertise.	Relevant STGs and DMC government/teams will be involved in selecting the experts.
SDCC/SDOD/ Nessim Ahmad	Expressed appreciation to the TA processing team for the excellent presentation providing useful context and for the overall packaging of the TA.	The team is very thankful and fully understands the importance of providing the full context to help staff understand better the proposed solutions of this TA.
	The Knowledge Immersion Program may be considered as a pilot. The TA entails longer commitment, advised the TA processing team to look into how the initiative will be continued and upscaled.	Initial research on Global Green Growth Institute (GGGI's) embedded technical advisors program led to implementing a formal onboarding, coordination and offboarding process for the experts. This will avoid cases of parachuting consultants/experts. In addition, Interest on the knowledge immersion program from the other regions is expected to be sustained with donor funding by these interested countries. Please see **Para 10** of CN.
	Advised the team to draw lessons from the UN's 4-5 decades of experience in fielding experts (UN volunteers). Success of the TA will depend on the quality/experience the experts are bringing in.	Further details on designing the TORs as part of an implementation plan for the KIP will be developed as part of the TA paper.

Dept./Div./Reviewer	Key Issues	Responses/Actions Taken
SDCC/SDOD/ Carol Patacsil- Cruz	Consultations with operations departments and getting their buy-in are critical as they will play an important role in this TA. While STG chiefs, except for Gender and Equity TG, are not present in the QA meeting it does not in any way indicate lack of interest.	Consultations will be done and included in **Para 9** of the CN.
	The TA must be tied to a long-term initiative and within the governments' programs.	As the TA seeks to improve innovation capacity and technology skills base, the concept was shared with SDCC-DT and with RDs.
	Refine the DMF further - will there be 5 projects that will be created in the end, and 5 knowledge products? Proposed to have more knowledge sharing events and products.	At the outcome level: Adoption of new innovation and technology supported in 3 DMCs in South and Southeast Asia.
		For output: there will be at least 3 innovation and technology initiatives that will be supported.
	Look into the budget allocation, $1million may not be sufficient to cover the proposed outline of activities.	The overall budget has been reduced to accommodate the lesser number of experts deployed in year one.
	To ensure sustainability of the proposed knowledge immersion program and the potential of getting other partners in future, consider setting-up of secretariat and include it in the budget allocation.	Because the knowledge immersion program is being piloted at this stage, the KASC team will be the initial secretariat for this project.
	Clarify if the TA will support projects or DMCs.	Adoption of new technology will be supported in 3 DMCs through 2 initiatives per DMC (in ADB or outside).
SDCC/SDSC-WAT/ Christina Walder	Sharpen the scope and rationale of the concept paper to reflect the following: • what the TA can achieve and how	TA seeks to strengthen DMC capacity to innovate by immersing experts to help in adopting and diffusing the innovation.
	• define/explain innovation, it is more than technology and management systems	This TA will allude to the definition of innovation provided by the Economist Intelligence Unit (EIU) "Innovations have two main characteristics. First, innovations break the mould by applying knowledge in some novel way. Second, innovations are the result of a chain of events that starts with an original idea, invention or discovery, and then proceeds (usually in a chaotic manner)

Dept./Div./Reviewer	Key Issues	Responses/Actions Taken
		through prototype construction, financing, customer demonstration, field trials, engineering, production, marketing and finally sales." http://graphics.eiu.com/upload/portal/CiscoInnoSmallFile.pdf
	• clear link to the work of operations departments and get their buy-in	The potential for assignments in India, Indonesia, and the Philippines are referred to in **Para 5** of the CN.
	• soften the terminology in the write up - be careful in using the word "unable"	Reworded "unable" to "struggling"
	• indicate potential sectors where the experts will be fielded	Please see **Para 9** of CN.
	• identify the countries to be covered by the TA	Please see **Para 5** of CN.
	• para 5 in contrast with Output 2 in the DMF – proposed to included hackathons and innovation challenges	Output 2 entails codification of the lessons and experiences gained by the experts as explained in **Para 5**. We may consider including hackathons and innovation challenges in developing the implementation plan for Output 1.
	• $80k seems too low if the TA want to bring in skilled experts	The overall TA budget has been revised.
SDCC/SDCD Preety Bhandari	Shared feedback through email and asked the following: Why the TA is focused on middle-income countries – Philippines, India, Indonesia. Link the TA to country knowledge action plan.	The potential for this TA is seen to be largest for DMCs in South and Southeast Asia which accounts for 61% of ADB's lending portfolio, and which are in most need of support to convert to a knowledge-based economy. Technological readiness level in India and Indonesia remains low, suggesting that the benefits of innovative activities are not shared. Please see **Para 4** of CN.

INTERDEPARTMENTAL REVIEW COMMENTS MATRIX

(Facilitating Knowledge for Innovation and Technology Cooperation to Accelerate Development) Concept Paper

Comments	Responses
CWRC: Irene S. de Roma, Programs Officer	
We do not have specific comments to the concept paper at this point since the proposed KSTA does not cover any CWRD DMC. However, as a general comment and for future consideration should TASU consider expanding geographical coverage of the TA, CWRD DMCs could also benefit from a knowledge immersion program.	Noted, the TA will consider CWRD countries once the opportunity to extend the coverage of the TA to other countries arise.
EARD: Akiko Terada-Hagiwara, Principal Economist	
I understand that my colleague, Arun, already shared comments with Vivek on this. They discussed about including technology and also East Asia (China) be considered in the immersion for (i) their sharing of technology experience and (ii) offering this aspect of internship proposition to PRC. We have no further comments.	Discussions are being held between colleagues in EARD and KASC to discuss a separate TA that includes technology and skills transfer to and from EARD.
PARD, Maria Aurora Garces Ludovico, Executive Assistant	
No comments.	Noted.
SARD: Angela Kristine Escudero, Research Analyst; Tadateru Hayashi, Principal Economist	
• DMF output 1a – It was not clear if "project" in the performance indicator means ADB project or not. If not, the word may be replaced with "solutions".	Output 1a. was revised.
• DMF outcome – The performance indicator may clarify that "adoption" means adoption into ADB projects listed in COBP (as mentioned under the data sources and reporting mechanism). Should such ADB projects be included in the HLT list? However, not sure if the TA should focus on ADB projects. Even if not funded by ADB, such adoption of innovation solution would benefit our DMCs.	Outcome performance indicator was revised.
• DMF, Output 2: it would be useful to identify the target participants for the knowledge sharing session on learning from technology and innovation adoption.	Performance indicator 2a. was revised to include target participants from DMCs.
Editorial: para 2: last sentence, remove period after KTC Program para 3: insert semicolon after (i) high costs in tapping innovation para 6: last sentence—rephrase? para 6 & 7: "Korea" should be replaced with "Republic of Korea" para 9: lower case (i) Knowledge and (ii) Replicable	Period after KTC Program was removed. Semicolon was inserted. Last sentence in para 6 was rephrased. "Korea" on paras 6 & 7 were replaced with "Republic of Korea". Done.
SERD: Raquel R. Tabanao, Associate Knowledge Management Officer	
SERD fully support the TA as our countries really need to be technologically ready through innovation to keep abreast with the advanced countries and accelerate growth of its economies. We would like to share the following comments on your draft concept paper:	

• Ensure that expertise to be deployed to DMCs are consistent with DMCs priorities: Even if the expertise identified is the result of consultation and identified knowledge gap, the continuous coaching and mentoring through the immersion program will not gain traction if the programs of concerned agencies or sectors are not the priority of the Government and not receiving support from the administration.	The TA will ensure that the expertise will be deployed to the priority sectors of DMCs as identified by the Government and ADB CPS.
• Language is key in the success of Output 1 and 2: I agree with partnering with local institutions to implement activities as English is not really the first even the 2nd language particularly in Southeast Asia. This will be a key factor during the coaching and mentoring activities of expert. It should be ensured also that any manual, material and key knowledge product should be translated to national languages as this will be also one of the key to ensure that the information on technological innovation will be spread	The TA will consider translating the key knowledge products to the national language. Additionally, we will consider that the expert be proficient in English speaking and writing.
• As technological advancement is a continues process, hope this TA put in measure to ensure sustainability so the momentum it will gain in helping the countries improve their technological innovation absorptive capacity and adoption.	The TA proposes knowledge immersion, in contrast to one-off consulting program to ensure the knowledge is transferred to the DMC. To supplement this effort, key knowledge products will be developed to try and ensure that the efforts will be sustained after the knowledge immersion ends. Moreover, each expert will be housed in another partnering organization, which will help in monitoring and sustainability.

SDOD: Lin Lu, Senior Operations Coordination Specialist

General – For TAs categorized as "low risk" (see KSTA At A Glance), please limit the main text to 4 pages. – Cover page: Please delete "REG:" from the project title (see template). – Please refer to HSU on the proper citation all footnotes. For example: Footnotes 2, 8, 10, 11, 12, 13, 15, 18, 19.	"REG:" from the project title was deleted. Done.
Problem Tree – The Core Problem is not phrased as a problem. The use of the adjective, "evolving" may also imply a positive emergent, promising, budding, or nascent situation. Suggest to use a more appropriate adjective such as "weak" or "underdeveloped." Also, "technological breakthroughs" may be included in addition to "innovation." The core problem may be phrased as: DMCs have **weak** institutional structures for supporting innovation and **technological breakthroughs**. – Do not group cause and effect together in one problem/box. In particular, [the non-achievement of] sustainable economic growth and reduced poverty represent higher level (or final) effects and should not be at the same level as the direct effects. Also, the identified direct effects, i.e., (i) DMCs are not entirely able to	Core problem was changed, as proposed. Thank you.

leverage innovation, and (ii) DMCs' ability to maximize technological innovation is limited, imply the same problem.

Knowledge and Support Technical Assistance

– Para. 1, footnote 1: Please begin the footnote with the complete citation for Strategy 2030.	Done.
– Para. 2	
• First sentence: Please revise to read as, "The proposed TA is included in the 2019 results-based work plan of the Sustainable Development and Climate Change Department."	First sentence was revised, as proposed. Thank you.
• Please add the close quotation mark (") after the 2nd sentence;	Done.
• Last line: Please delete "(Korea AP)" and the period "." after Program. Also please correct the position to Deputy Prime Minister **of the** Republic **of** Korea.	Done
– Footnote 3	
• Please insert "Program" after KTC to read as, "The KTC Program…".	Done.
• Please spell-out ICT.	Done.
• Please delete "(ADB)".	Done.

Rationale

– Para. 3: Please replace footnote 7 to read as (footnote 5).	Done.
– Footnote 12: ADB Digital Development Action Plan (2018-2020), not exist and still being developed. Please clarify.	Done.
– Para. 6: Please replace footnote 17 to read as (footnote 6).	Done.
– Para. 7: Please replace footnote 20 to read as (footnote 10).	Done.
– Para 7: Please use official Fund name to read as, **Republic of Korea e-Asia and Knowledge Partnership Fund**	Done.
– Para 8: Please rewrite the 1st sentence using the official Fund name to read as: "Due to its strong alignment with the objectives of the **Republic of Korea e-Asia and Knowledge Partnership Fund**, the TA proposes to access the Fund to mobilize…."	Done.
– Para. 8: Please clarify if the institutional experts is a consulting firm.	It refers to entities, such as think tanks and academe, that will be engaged as consultants and if there is potential to do so, through a knowledge partnership agreement.

Proposed Solutions

– Since not all root problems identified in the problem tree will be addressed by the TA (namely, (i) enabling physical infrastructure to support innovation; and (ii) regulatory environment for innovation and ICT application development is weak), please explain how these will be addressed, and how ADB's efforts and others will be coordinated. (See template.)	Problem tree is refocused to reflect the root problems identified.
– Para. 9, second sentence: Please revise to read as, "The TA has the following outputs:".	Done.

– Para. 10	
• Please add a hyphen between long term to read as, "long-term".	Done.
• Please delete "(STGs)".	Done.
• Please delete footnote 20.	Done.
• Please clarify what is meant by institutions. Is this a firm?	It refers to entities, such as think tanks and academe, that may be engaged as consultants or through a knowledge partnership agreement.
• Please clarify what is meant by project teams?	The experts will be deployed in DMC initiatives (ADB projects or outside) and will work with the team assigned to those initiatives.
• Please clarify what is meant by the first proposal?	Please see revised paragraph.
– Para.12	
• Add an apostrophe after DMCs to read as: DMCs' ability to capitalize on… supported;	Done.
• Footnote 24 should read as: The design and monitoring framework is in Appendix 1.	Done.
Implementation Arrangements	
– Para. 14, third sentence: Please discuss with PPFD how to the terms of reference will be drafted.	Noted, thank you.
– Para. 15, fifth sentence: Please clarify what approved selection criteria.	Para 15 is deleted.
Application of Optional Provisions	
– This section is not applicable to the TA, so please delete.	Done.
Scope of Due Diligence	
– Please list items under these two groupings (see template): Items to be agreed in aide-mémoire or memorandum of understanding Documents to be presented with the ensuing TA report (e.g., Procurement plan)	Done.
Processing Schedule	
– Please delete the dates only the month and year. For example: May 2018, September 2019….	Done.
PRELIMINARY DESIGN AND MONITORING FRAMEWORK (Appendix 1) Impact the TA is Aligned with:	
– Please indicate the source document after the impact statement to read as: Use of advanced and innovative technologies across ADB operations promoted (ADB Strategy 2030)[a]	Done.
– Suggest to remove this: 'and capacity building support to DMCs provided' as this is of a low level of result, more related to an output	Done.

<u>Outcome</u> – Please add an apostrophe to DMCs and suggest to change the word, "supported" (which is also used in the outcome indicator) with "enhanced" to read as: DMCs' capability (or capacity?) to capitalize on technology and innovation advancements in development priorities enhanced.	Done.
<u>Output 1</u> – Is setting up the knowledge immersion program not the focus deliverable of this TA given the small amount?	Supporting the knowledge immersion in DMCs, deployment of technology experts, and capturing and disseminating lessons learned from the knowledge immersion are the focus of the proposed TA.
<u>Performance Indicators:</u> Please check the feasibility of achieving all indicators given only 1 million	The overall budget has been reduced to $750,000 accommodate the lesser number of experts deployed in year one.
– Please number the Outcome Indicator as "a." – For all indicators, add the achievement year: by YYYY – The format for the baseline information should be: "(YYYY baseline: xx; 0; not operational/adopted/etc.; not applicable)."	Done. Done Done.
– 1a. Suggest to recast: At least X innovation and technology projects supported (this will remove the restriction that 2 are supported per year, in case of delays). Same comment for 2a	Rephrased to state at least 3 innovation and technology initiatives supported.
– 1b. Is this an important indicator? There should be a specific assessment that will be done by agencies on the evaluation and not just TA progress report.	Assessment by relevant agencies is added.
– The number of training sessions or the number of training participants (e.g., Indicators 1c, 2a) measures only the activities and not the results. Please recast using indicators that will measure learning (e.g., xx% of 150 local staff trained in partnering programs reported increased knowledge/skills in _____); xx% of participants of knowledge sharing sessions reported increased awareness of advanced and innovative technologies). The data source would be post-training surveys.	Revised.
<u>Risks</u> – Unavailability of experts seems like a killer risk, although very likely. This should be managed if highly likely. Possibly, risk will be delays in engaging required experts – DMF risks must be outside the project's control. The identified risk at the output level-Lack of skills from harvesting lessons from the program may discourage knowledge dissemination-is expected to be brought under project control by engaging institutional and individual experts to help in this area (see para. 8 of the main text). Please remove this from the DMF.	Removed and revised to delays in engaging experts.

<u>Inputs</u> – Please delete "ADB: none".	Deleted.
Editorial – CONTENTS: Please number the Appendix and correct the page number. – PROBLEM TREE: Please place and properly align all necessary arrows; Label accordingly as CAUSES, CORE PROBLEM, and EFFECTS. – Para. 3: • First sentence and third sentence: Please replace "Developing countries" with "DMCs".	Done. Done. The studies cited do not refer only to ADB's developing member countries but to developing countries across the world. Rephrased to state, "developing countries, including ADB's DMCs"

• Please spell-out ICT.
– Para. 6: Please spell-out NGO and revise "end-to end" with "end-to-end".
– Para. 10: Please spell-out GGGI and UN
– Table 1: Indicative Implementation Arrangements
   • Please abbreviate Asian Development Bank in the table since ADB was already defined below the table.
   • Please remove "{s}" to read as, "Source:"
– Footnotes: Please align all footnotes.
– Footnote 21: Please add a period after the sentence.
– Footnote 23: Please delete "(UNV)".
– Please use lesson learned instead of lesson learnt.
– Para. 14: Please delete "(SDCC-KC)" and spell-out STGs.
– DMF: Please define HLT and Q below the table.
	Done.
	Done.
	
	Done.
	Done.
	
	Done.
	Done.
	Done.
	Done.
	Done.
	Done.
	
	Done.

SDPF: Trina Mari R. Samia, Associate Financing Partnerships Officer	
(i) In Paras 7 and 8, please revise reference to EAKPF to "Republic of Korea e-Asia and Knowledge Partnership Fund".	Done.
(ii) Delete Footnote #22 (redundant explanation).	Deleted.
(iii) In Para 18, please revise the expected TF approval date. GOK provides its decision 45 calendar days from batch submission. Third batch is likely to be approved by end of October.	TF expected approval date was revised.
(iv) Follow the link for online EAKPF funding application https://lnadbg6.adb.org/oco0015p.nsf/eakpf_home.xsp. TA Concept paper, TOR and Cost Estimates are required attachments. You are encouraged to attached the interdepartmental comment matrix.	Noted, thank you.
(v) EAKPF focals are Jae Hwan Kim and You Mi Park.	Noted, thank you.