

# Chapter VIII

## Recruiting Individual and Staff Consultants

235. When only a limited number of consultants are required or when consulting tasks are not interrelated and do not require coordinated management, individual experts may be recruited. Individual consultants may be (among others) independent consultants; consultants recruited from firms; or consultants recruited from academic, government, or international agencies. The recruitment of individual consultants is appropriate when a task is relatively straightforward and no support from a home office will be required. Individual consultants may be classified as either international (if international expertise is required for the assignment) or national (if the level of expertise required is available within the country concerned). Normally, individual consultants are not recruited if a team of more than three persons is required for a particular task.

236. Individual consultants are normally recruited by the EA when the funding source is a loan or a delegated TA, and by ADB when the funding source is a TA grant. Individual TA-funded consultants recruited by ADB are recruited using an in-house, web-based individual consultant system (ICS). Since staff consultants are usually individual experts and are recruited following the same system, their recruitment is also discussed in this chapter.

### A. Borrower Recruitment of Individual Consultants

237. Individual consultants funded by loans are recruited by the EA following a process similar to QBS. The decision to recruit individual consultants, and whether they will be international or national consultants, is taken when preparing the procurement plan. The procedures for selecting individual consultants are similar to, but simpler than, those for selecting teams of consultants from a firm. They entail

- preparing a consulting services package including the TOR, time frame, number of person-months, and budget;
- advertising for candidates through ADB's website and/or directly in the print media (generally, international publications, but also—in some countries—national publications);<sup>43</sup>

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<sup>43</sup> Where possible, a standardized EOI format resembling ADB's standardized format should be used.

- ❑ preparing a refined long list based on EOIs from interested individuals, candidates suggested by ADB, candidates listed on the ADB CMS system, and/or candidates suggested by other agencies or sources;
- ❑ preparation of short-listing and evaluation criteria;
- ❑ preparation of a short list along with CVs of short-listed candidates; for international consultancies, the short list should include 3–5 individuals from a broad geographic range of ADB member countries;
- ❑ approval of the TOR, evaluation criteria, and proposed short list by the CSC;
- ❑ evaluation of the candidates by the CSC using the standard ADB personnel evaluation form (see Figure 4 in Chapter V);
- ❑ determination of the availability of the first-ranked candidate (if not available, the second- and third-ranked candidates may be contacted to determine their availability);
- ❑ submission to ADB for approval of
  - the finalized TOR,
  - the ranked list of individuals and their CVs, and
  - the format of the draft contract to be used (a sample contract is available on the ADB website under “Documents on Consulting Services”);
- ❑ following ADB’s concurrence, the commencement of negotiations with the first-ranked candidate; and
- ❑ submission to ADB of a copy of the signed contract.

## B. ADB Recruitment of Individual TA Consultants and Staff Consultants

238. Individual consultants recruited by ADB are normally funded by TA grants, while staff consultants (who are normally individuals) are funded by ADB’s administrative budget. Both cases employ a similar recruitment process.

239. Individual TA consultants normally undertake work that can be considered as providing TA to member countries and may be hired for either short assignments or extensive periods, depending on the requirements set out in the TA paper.

240. On the other hand, strict limits are placed on the types and length of assignments undertaken by staff consultants. They should

normally provide specialized expertise and advice for limited periods. The usual circumstances of their recruitment are

- ❑ when expertise, not available within ADB, is required for producing a specific output such as a policy paper or a computer program;
- ❑ when staff are not available for a particular assignment, for example, during peak work periods or because staff are on leave;
- ❑ when ADB's staff skills-mix needs to be supplemented, for example, when ADB staff do not have the required expertise or experience for a particular task; or
- ❑ when ADB requires specialized expertise for a limited period but not on an ongoing, full-time basis.

241. Staff consultant assignments that do not have specific time-bound outputs must generally last less than 1 year, and staff consultants can normally be recruited only for a total of 12 months over a 24-month period. If an extension beyond this time is needed, special procedures must be followed. These are outlined in PAI 2.03 Part C, available on the ADB website.

242. As noted above, to recruit individual TA consultants and staff consultants, ADB uses a web-based system known as the ICS. This allows the processing of a candidate's recruitment to proceed with a minimum of paperwork and avoids delays. The ICS also includes guidelines to determine the remuneration rate of the consultant based on a set of factors that include an assignment level (the degree of responsibility of the position based on a scale of 1 to 7) and a professional grouping (based on the type of expertise being recruited, e.g., agronomy, civil engineering, economics, finance). These are based on the TOR prepared for the assignment.

243. The steps to be followed are as follows:

- ❑ The user division in ADB enters the TOR into the ICS and, based on the assignment level and professional grouping, receives a remuneration rate, which can be used for budgeting purposes.
- ❑ The user division identifies qualified candidates from the CMS, EOIs, consulting firms, universities, research institutes, and other sources. Individual TA assignments are advertised on ADB's website, so EOIs are usually received for these assignments. Staff consulting assignments are not, so greater effort is required to identify qualified candidates. For assignments of 3

months or less, if the assessed assignment level is lower than 6, and if the primary candidate is not a former ADB staff member, SSS is used; that is, only one candidate is selected. For assignments over 3 months (or if the primary candidate is a former ADB staff member), a short list of three candidates is required.

- The biodata details and qualifications of short-listed candidates are entered into the ICS, which provides a matrix procedure for ranking the candidates on a scale of 0 to 100. This ranking, referred to as the “qualification grade,” must equal or exceed the minimum qualification grade for the assignment level originally derived from the TOR. If it does not, alternative candidates must be found.
- At this point, a number of clearances are required. These are
  - clearance from COSO of any candidates who were previously engaged by ADB;
  - clearance by the Budget, Personnel and Management Systems Department of any former ADB staff member who has not previously worked for ADB as a consultant, and of spouses of current ADB staff;<sup>44</sup>
  - clearance from the Office of the General Counsel for any legal experts to be engaged;
  - clearance from the Office of Information Systems and Technology for information technology experts; and
  - a “no-objection” clearance from the concerned government in the case of individual TA consultants (but not staff consultants).
- While these clearances are being awaited, a noncommittal inquiry letter and TOR are sent to the directly selected or first-ranked candidate to confirm that he or she is available. The letter includes either an affidavit of good health or, for candidates 70 years old or older, a medical certificate to be completed by the candidate’s doctor.
- Once clearance is obtained and the first-ranked or direct-selected candidate’s availability is confirmed, the ICS is used to obtain internal approval within the user division and department and to submit a request to COSO

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<sup>44</sup> Former vice-presidents and members of the Board of Directors require clearance for all assignments.

to engage the candidate. The TOR, assignment level, professional group, and qualification grade are attached to this request.

- COSO decides on remuneration in one of three ways:
  - for an international independent consultant, by using the remuneration matrix based on the assignment level and professional group in the ICS;
  - for an international consultant who is a full-time employee of a firm, by negotiating with the firm, based on the supporting documents the firm submits, and using the remuneration matrix as a reference;
  - for a national individual consultant, based on COSO's data on local market rates.
- COSO then sends an offer and contract to the consultant. This is normally nonnegotiable.

## Self-Study Questionnaire – Chapter VIII

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1. **Q.** When is the recruitment of individual consultants warranted?  
**A.** When a task is relatively straightforward and no support from a home office will be required.
2. **Q.** When would it usually be inappropriate to hire individual consultants?  
**A.** If a team of more than three individuals is required for a particular task.
3. **Q.** What types of consultants are normally recruited by ADB's web-based ICS?  
**A.** Individual consultants for TA, and staff consultants.
4. **Q.** For loan-funded consultants, when is a decision made on the recruitment of individual consultants versus a team of consultants from a firm?  
**A.** While preparing the procurement plan.
5. **Q.** What would be the normal sources used by the borrower's EA to prepare a long list of individual consultants?  
**A.** EOIs from interested individuals, candidates suggested by ADB, candidates listed on ADB's CMS system, and/or candidates suggested by other agencies or sources.
6. **Q.** How many individual consultants should be included in the short list?  
**A.** Three to five individuals from a broad geographic range of ADB-member countries.
7. **Q.** What are the three factors assessed in selecting individual consultants?  
**A.**
  - general qualifications,
  - project-related experience, and
  - other factors.
8. **Q.** Where can the format of a draft contract be found?  
**A.** On the ADB website under Documents on Consulting Services.
9. **Q.** What is the difference in funding arrangements between ADB-recruited individual consultants and staff consultants?  
**A.** Individual consultants are funded by TA grants; staff consultants are funded by ADB's administrative budget.

10. **Q.** When are staff consultants normally hired?
- A.  when expertise, not available within ADB, is required to produce a specific output such as a policy paper or a computer program;
- when staff are not available for a particular assignment, for example, during peak work periods or because staff are on leave;
- when ADB's staff skills-mix needs to be supplemented, for example, when ADB staff do not have the required expertise or experience for a particular task; or
- when ADB requires specialized expertise for a limited period but not on an ongoing, full-time basis.
11. **Q.** How many candidates are placed on an ADB short list?
- A. For assignments of over 3 months, three candidates are required on the short list. For assignments of less than 3 months, SSS is used unless one of the candidates is an ex-ADB staff, in which case three candidates are required.
12. **Q.** What are the clearances required for ADB-recruited individual and staff consultants?
- A.  clearance from COSO of any candidates who were previously engaged by ADB;
- clearance by the Budget, Personnel and Management Systems Department of any former ADB staff member who has not previously worked for ADB as a consultant, and of spouses of current ADB staff;
- clearance from the Office of the General Counsel for any legal experts to be engaged;
- clearance from the Office of Information Systems and Technology for information technology experts; and
- a "no-objection" clearance from the concerned government in the case of individual TA consultants (but not staff consultants).
13. **Q.** What is the basis for determining the remuneration offered to individual and staff consultants?
- A.  for an international independent consultant, by using the remuneration matrix based on the assignment level and professional group in the ICS;
- for an international consultant who is a full-time employee of a firm, by negotiating with the firm, based on the supporting documents the firm submits and using the remuneration matrix as a reference; or
- for a national individual consultant, based on COSO's data on local market rates.

