

Chapter IX

Recruiting Other Types of Consultants and Consulting Services

244. In addition to the most commonly used consultants (consulting firms, individual consultants, and staff consultants), the *Guidelines* also list a number of types of consultants and types of consulting services that may be recruited from time to time. These include resource persons, United Nations (UN) and other specialized agencies, NGOs, procurement agents, inspection agents, banks, auditors, and special delivery assignments. The rules pertaining to their recruitment and the recruitment procedures to be used are outlined in the *Guidelines* and, in some instances, in PAIs 2.02 and 2.03. Key information about the most pertinent is given in this chapter.

A. Resource Persons

245. Resource persons are individual consultants recruited by ADB for short periods, normally up to 10 days, generally to provide expert advice or guidance. Any engagement beyond this limit must be as an individual consultant or a staff consultant. Recruitment procedures are detailed under PAI 2.03 E.

B. Nongovernment Organizations

246. NGOs are increasingly being used by both the borrowers of ADB funds and ADB itself. They are able to provide specialist expertise along with the ability to contact and mobilize intended beneficiaries of ADB loans and TA grants. They are also often well placed to play a key role in benefit monitoring and in safeguard activities because of their community and field-level contacts and experience. A variety of recruitment procedures is followed, depending on whether the NGO considered is international, national, or local. These are outlined in detail in the *Guidelines* (Section 2.38) and in PAI 2.02 Part H. Salient points to be noted are given below.

1. International NGOs

247. International NGOs are those operating in a number of developing countries. Some are very large and employ thousands of staff in a range of disciplines. The following should be noted when an international NGO is to be recruited:

- ❑ When the borrower or ADB short-lists NGOs along with consulting firms for a contract over \$200,000, QBS or FBS may be used so as not to give the NGO an undue financial advantage.
- ❑ When the borrower or ADB short-lists only NGOs for contracts over \$200,000, QCBS is used.
- ❑ CQS is used for assignments expected to cost \$200,000 or less.
- ❑ SSS may be used to select an international NGO as long as full justification is provided for assignments costing \$100,000 or less.

Further specific information on recruiting international NGOs is provided in PAI 2.02 Part H and the *Guidelines*.

2. National and Local NGOs

248. National NGOs are incorporated or established and registered in a particular DMC (where the contemplated assignment is to be carried out) and operate mainly within and throughout that country. In some DMCs, national NGOs are a large and potent development force and have a considerable amount of experience and influence. They are often able to reach and mobilize large numbers of people. Local NGOs, on the other hand, are often small and based in a particular geographic area. Their influence is also local, and their skills may be limited. Salient information on the recruitment of these types of NGOs is as follows:

- ❑ The normal recruitment method for national and local NGOs for contracts over \$200,000 is QCBS.
- ❑ Short-listing criteria for such assignments should include
 - legal incorporation or establishment and registration in an ADB member country (i.e., in the DMC where the assignment is to be carried out);
 - an operational history of at least 3 years, with experience in implementing project activities;
 - a management or advisory board; and
 - an acceptable accounting and financial system.
- ❑ The normal recruitment method for national and local NGOs for contracts costing \$200,000 or less is CQS.
- ❑ SSS may be used to select a national or local NGO as long as full justification is provided for assignments costing \$100,000 or less.

C. Specialized Agencies and Institutions

249. From time to time, ADB or an EA will recruit a specialized agency or institution to undertake a specific task for which it is particularly well suited, or will place an institution or an individual from a specialized agency or institution on a short list. Such agencies may be international agencies from among the UN family (e.g., the Food and Agricultural Organization, International Labour Organization, Economic and Social Commission for Asia and the Pacific), some other international agency such as the International Rice Research Institute, or an academic institution such as a university from any ADB member country. Universities are often used for project benefit monitoring work, field surveys, and social surveys, since they can mobilize large numbers of individuals for short periods to undertake detailed survey work.

250. Since the types of assignment for which agencies and institutions (and individuals from them) can be recruited vary considerably, the procedures and processes for recruitment also vary considerably. However, two main principles apply: fair competition and transparency.

251. There are several consequences of this. For example, when short-listing an agency or institution along with commercial firms, the former may have a cost advantage, since

- their staff may accept lower salaries,
- there is no need to earn a profit, and
- they may have certain clearances (such as tax-free status in the country concerned).

The standard practice under such circumstances is to use QBS or FBS rather than QCBS as the selection method.

252. On the other hand, if all entities on the short list are agencies or institutions, then QCBS may be used.

253. In some cases, the agency or institution has access to special expertise or special backup and support facilities that make it worthwhile considering recruitment on an SSS basis. In such cases, there must be full justification that the use of SSS is in the best interests of ADB, the recipient country, and the project; and the justification to use SSS must be presented in the TA paper or the RRP.

254. In other cases, ADB and the agency concerned may have a special arrangement or agreement. The FAO Investment Centre, for example, has a memorandum of agreement with ADB under which it undertakes assignments on a cost-sharing basis. Under such circumstances, SSS would be an appropriate method of recruitment.

255. The recruitment of national agencies or institutions for such activities as monitoring or field surveys, on the other hand, may be considered similar to the recruitment of NGOs for the same kinds of activities. QCBS should be used for contracts valued above \$200,000, and CQS should be used for contracts of \$200,000 or less.

256. Individual and staff consultants are recruited from agencies and institutions in the same way as independent consultants.

D. Field-Level Service Delivery Contractors

257. Field-level service delivery contracts are important in the social and rural sectors and may cover activities such as beneficiary surveys, beneficiary mobilization, preparation and dissemination of promotional materials, training seminars, and social or environmental monitoring. They may also entail hiring large numbers of individuals at relatively low wages such as field interviewers, field trainers, health workers, and beneficiary organizers. Such activities are usually undertaken at the field level (sometimes in isolated parts of the country or in poor urban areas) and are not amenable to packaging into competitive consulting services contracts or to international or even national bidding. Nonetheless, it is important to ensure that the organizations or individuals chosen are adequately qualified and recruited using transparent procedures. In many cases, local universities, institutes, or NGOs will be the source of the expertise provided. Individual contracts will normally be small—generally less than \$100,000 and often much less.

258. To ensure that appropriate individuals and agencies are chosen in an economically efficient and transparent manner, the job descriptions, minimum qualifications, terms of employment, selection procedures, and extent of ADB review of these procedures and documents should be described in the TA paper or RRP and, for loan projects, sample contracts should be included in the procurement plan.

259. Service contractors may be recruited to help identify and implement the small-scale investment subprojects discussed in PAI 5.12, but their use is by no means limited to the very small investment packages or the limited range of activities covered by that PAI.

Self-Study Questionnaire – Chapter IX

1. **Q.** What is the maximum period for which resource persons can be recruited?
A. 10 days.
2. **Q.** Why do ADB and its borrowers increasingly use NGOs?
A. NGOs are able to provide specialist expertise along with the ability to contact and mobilize intended beneficiaries of ADB loans and TA grants.
3. **Q.** What kind of activities are they often recruited for?
A. Beneficiary mobilization, benefit monitoring, and safeguard activities.
4. **Q.** How are the various types of NGO classed for consultant recruitment purposes?
A. International, national, or local.
5. **Q.** What selection method should be used when short-listing NGOs along with consulting firms for a contract package costing more than \$200,000?
A. QBS or FBS, since no cost advantage is applied.
6. **Q.** What selection method should be used if the contract package is \$200,000 or less?
A. CQS.
7. **Q.** Is it possible to select international NGOs through SSS?
A. In exceptional cases and with full justification in the TA paper or RRP, yes.
8. **Q.** What are the normal selection methods for national and local NGOs?
A. for contracts over \$200,000 – QCBS;
 for contracts of \$200,000 or less – CQS;
 in exceptional circumstances – SSS.
9. **Q.** For contracts over \$200,000, what should the short-listing criteria for national NGOs include?
A. legal registration in an ADB member country;
 an operational history of at least 3 years, with experience in implementing project activities;
 a management or advisory board; and
 an acceptable accounting and financial system

10. **Q.** What types of agencies and institutions, from time to time, may be recruited by ADB or its borrowers to provide consulting services?
- A.** UN agencies, international agencies not affiliated with the UN, national level agencies, and educational institutions such as universities and institutes.
11. **Q.** What are the two main principles that apply when considering the use of expertise from such agencies?
- A.** Fair competition and transparency.
12. **Q.** What are the implications of these two principles when placing an agency or institution on a short list with commercial consulting firms?
- A.** To ensure a level playing field in terms of cost, QBS or FBS should be used as the selection method.
13. **Q.** Under what circumstances could SSS be considered a selection method for an agency or institution?
- A.** The agency or institution has access to special expertise or special backup and support facilities.
- ADB and the agency or institution concerned have a prior agreement that may entail cost sharing.
14. **Q.** When are field-level service delivery contractors used?
- A.** To supply field-level services such as beneficiary surveys and mobilization that are not appropriate for packaging under international or national competitive consulting services assignments.