

ASIAN DEVELOPMENT BANK

TAR: OTH 36316

**TECHNICAL ASSISTANCE
FOR
SUPPORTING COUNTRY-DRIVEN
PRIVATE SECTOR DEVELOPMENT STRATEGIES**

December 2002

ABBREVIATIONS

ADB	–	Asian Development Bank
DMCs	–	Developing member countries
IFIs	–	international financial institutions
LTSF	–	long-term strategic framework
PSA	–	private sector assessment
PSD	–	private sector development
RSGR	–	Governance and Regional Cooperation
TA	–	Technical Assistance

NOTE

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

This report was prepared by K. Decker (Team Leader).

I. INTRODUCTION

1. Support for private sector development (PSD) is an integral part of the poverty reduction strategy¹ of the Asian Development Bank (ADB), and PSD as an engine of growth is a pillar of ADB's long-term strategic framework (LTSF)² for poverty reduction. As part of the Country Strategy and Program process, ADB is carrying out private sector assessments (PSAs) to identify constraints to PSD and address them through operations in various sectors. In addition, developing member countries (DMCs) carry out PSD initiatives with assistance from other international financial institutions (IFIs) and aid agencies. These PSD initiatives are often sector-specific, lack horizontal integration, and are driven by sources rather than by the DMCs' own long-term strategic vision or consideration of the overall picture of PSD.

2. While PSD is supported by ADB and other IFI and aid agency initiatives, DMC ownership of a strategic and horizontally integrated PSD agenda will greatly enhance these external efforts. In addition, DMC-driven PSD strategies will make government PSD intentions more transparent to investors, allow for better IFI and aid coordination, and provide a benchmark for monitoring progress on PSD over time and across countries. As an initial step in developing country-driven PSD strategies and building on existing ADB PSD initiatives, this regional technical assistance (TA) will equip DMCs with increased understanding of approaches and steps for preparing a PSD strategy. The TA framework is in Appendix 1.³

II. ISSUES

3. Mobilizing the enormous resources required to achieve the growth necessary for poverty reduction—provision of infrastructure, social services, and employment—will not be possible without the active participation of the private sector. Continued budgetary pressures increasingly lead DMCs to look for private sector investments to stimulate growth and create jobs. Public involvement in the productive sectors is often not the most effective use of scarce funds, especially if such use is at the expense of the social sectors where such funds are truly needed. Private investment and management in properly regulated infrastructure and social services projects can relieve pressure on public budgets and enable the government to redirect more resources to social spending. Consequently, governments need to shift away from playing the role of an owner/producer and become a facilitator/regulator.

4. ADB is committed to expanding and expediting the role of the private sector through its PSD strategy adopted in 2000,⁴ and assists DMCs in building and reinforcing the confidence of investors and commercial lenders. Country ownership and leadership in this process require capacity building as well as continued dialogue and consultation between ADB and key stakeholders in and among the DMCs. ADB's LTSF states that ADB will help build the capacity of DMCs to design policies and reforms that create an effective enabling environment for PSD.

¹ ADB. 1999. *Fighting Poverty in Asia and the Pacific: The Poverty Reduction Strategy of the Asian Development Bank*. Manila.

² ADB. 2001. *Long-Term Strategic Framework of the Asian Development Bank (2001-2015)*. Manila.

³ The TA first appeared in *ADB Business Opportunities* (Internet edition) on 30 July 2002.

⁴ ADB. 2000. *Private Sector Development Strategy*. Manila.

5. PSD policy statements in DMCs are general in nature. Because PSD initiatives from different IFIs and aid agencies are predominantly sector-specific and anchored in line ministries responsible for the sector, coordinating the initiatives is often suboptimal. Moreover, a number of PSD initiatives take place in an ad hoc manner when aid funds become available. The present situation demonstrates the need for assistance to give direction to the development of country-driven PSD strategies. While toolkits have been developed for certain areas of PSD (e.g., WB Toolkit for Private Sector Participation in Infrastructure, MIGA Investment Promotion Toolkit), no overall guidance is available for DMCs on how to take a coordinated sequenced approach to PSD.

6. Institutional capacity building and policy reform for PSD require a strategic approach. Following a request from their shareholders, IFIs have started to prepare investment climate studies and private sector assessments and strategies. Even though these initiatives involve the governments of the DMCs, the IFIs appear to be really driving the process. According to ADB's Medium-Term Strategy,⁵ ADB must become more client focused. To play a key role in helping create the enabling environment so that the private sector can be fully involved in the development process ADB must support institutional capacity building and policy reform.

7. ADB operates under the principle that DMCs must exercise leadership and ownership of their own development agenda and priorities by demonstrating initiative, commitment, and accountability. The TA will facilitate DMC ownership of the PSD agenda by providing guidance on the concept and value of PSD strategies and a strategic approach to developing them. In formulating the PSD strategy framework, key factors to be considered in line with ADB's PSD strategy include (i) ADB's overarching objective of poverty reduction, which DMCs have adopted through poverty partnership agreements; (ii) the development challenges facing the region; (iii) experience and lessons learned from ADB's existing PSD operations in the participating DMCs; and (iv) PSD-related activities of other IFIs.

8. The TA will be a collaborative effort and will be implemented in close consultation with stakeholders. Dissemination will include an interregional workshop for governments, IFIs, business organizations, and the private sector to facilitate dialogue and interregional exchange. regional departments of ADB will be closely involved. The TA will also recommend how existing alliances and interregional networks (e.g., Asia Pacific Economic Cooperation (APEC) Privatization Forum, Association of Southeast Asian Nations (ASEAN), and other fora) can be utilized for continued exchange on the topic.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

9. The TA will develop a coherent framework for the preparation of DMC-driven PSD strategies that promote the development of a strong and dynamic private sector able to contribute to long-term economic growth and sustainable poverty reduction. A coherent framework means a logical guide that outlines strategic initiatives for PSD from the policy level down. The framework will provide DMCs with a conceptual guidance for a strategic approach to growth-oriented, pro-poor PSD strategy development, and will highlight how to identify and

⁵ ADB. 2001. *Medium-Term Strategy (2001-2005)*, Manila.

focus on priority areas for PSD in an integrated manner. The goal is for DMCs to have an increased understanding of how to formulate and integrate PSD strategies.

10. The TA activities are targeted at senior government officials and policy makers. The activities aim to increase awareness of the central role of the private sector in generating growth and of ways of improving the environment in which the private sector operates. The TA will demonstrate that a PSD strategy complements other policy interventions and will elaborate PSD issues and synergies in DMCs through capacity building, collaboration, and interregional exchange. The TA will produce a framework report for the development of PSD strategies for DMCs.

B. Methodology and Key Activities

11. The TA will comprise three activity clusters: (i) analysis of successes and failures of PSD initiatives, (ii) framework development and capacity building, and (iii) promotion and knowledge dissemination. Activities will be carried out in consultation with governments, IFIs, other aid agencies, and the private sector.

12. Key activities under activity cluster (i) include research and analysis of PSD-related government statements; successes and failures of key PSD initiatives undertaken, including successes and failures with respect to phasing reforms in the participating DMCs as well as in other countries and regions of the world; and a background report on PSD research and analysis for the participating DMCs. The consultants will write about the strategic PSD initiatives identified under this cluster as theme papers for presentation at the interregional workshop. Examples of major themes include good practices for the reform of fixed property rights to promote land ownership and investment, reform of the collateral framework to promote financial market development, regulations to promote the private provision of infrastructure, creation of equal opportunities (e.g., in terms of taxation, trade or foreign exchange policy), prudential regulations, business registration processes, business forums, or the establishment of regulatory bodies. Further theme papers will be prepared on strategic PSD initiatives in other countries and regions, so that DMCs can benefit from the lessons learned and apply what is appropriate for their situation. The findings of the background report will be discussed with representatives of the respective governments during in-country consultations.

13. Activity cluster (ii) will include identifying problems created and opportunities lost in the absence of a coherent PSD strategy to facilitate an understanding and demonstrate the need for a strategic approach to PSD, translating the analytical findings of the previous activity cluster into a framework to support DMCs' reform agendas in support of PSD, developing PSD monitoring/benchmarking indicators, developing a scorecard for PSD, preparing a framework report for developing PSD strategies, liaising with other IFIs and aid agencies on the tools prepared in this cluster, and providing capacity building on these tools.

14. Key activities of activity cluster (iii) include an interregional workshop for disseminating the theme papers and the PSD strategy framework. Participants will be senior representatives from DMCs, IFIs, business organizations, and the private sector. To the extent possible, the TA will attempt to use existing PSD-related networks to disseminate the TA results. The outputs will be presented in the form of a publication. In addition, a CD Rom will be prepared and web content for ADB's web site will be developed for wider dissemination.

15. The budget allows for up to five DMCs to participate in the TA. The selected countries include Mongolia, Philippines, Sri Lanka, and Thailand. One other DMC may be added at a later

stage, subject to the government's no objection. DMCs from all regions will be invited to the interregional workshop. The selection criteria for participant countries include the expressed interest of the countries to participate in the TA and to reconsider their PSD strategies thereafter, experience and lessons learned from existing PSD-related ADB operations,⁶ the existence of replicable good-practice PSD initiatives, manageability due to size and central regime, and the fact that PSAs have been or are in the process of being carried out in all of these countries, except for Thailand. The suggested inclusion of Thailand follows the President's visit to the country, during which ADB support for PSD and private sector operations was expressed.

C. Cost and Financing

16. The total cost of the TA is estimated at \$500,000. The TA will be financed on a grant basis by ADB's TA funding program. Details of the cost estimates are in Appendix 2.

D. Implementation Arrangements

17. ADB will be the Executing Agency for the TA. The Governance and Regional Cooperation Division (RSGR) of the Regional and Sustainable Development Department will be responsible for all TA activities. RSGR staff will supervise TA implementation and participate in discussions with stakeholders. The PSD committee established under ADB's revised business processes will serve as the TA team for reviewing and commenting on consultant's deliverables. The TA activities will be closely coordinated with relevant ongoing ADB activities as well as those of other IFIs and aid agencies. Each participating DMC will nominate a high-level counterpart to be responsible for the TA (at least director level). The counterpart will guide the consultants' research, facilitate access to relevant government agencies and officials, and provide the necessary documents for the TA.

18. Consulting services of 30.5 person-months (8.5 international, and 22 domestic) will be required. The consultant team hired through a firm will comprise three international consultants: PSD specialist/team leader, development economist, and legal/regulatory expert, with experience in the region. The international consultants will be supported by one domestic consultant per participant DMC. The domestic consultants will be experienced in PSD and will be recruited to effectively interface with government counterparts. An editor and a domestic consultant with experience in TA management and based in Manila will be recruited individually for the study period. This consultant will be responsible for the day-to-day implementation of the TA, communication between the TA stakeholders, organizing the interregional workshop in Manila, and coordinating the publication of the various outputs of the TA. The outline terms of reference for the consultants are in Appendix 3.

19. Using the simplified format for technical proposals, ADB will engage the consultants in accordance with its *Guidelines on the Use of Consultants* and other arrangements for engaging domestic consultants. Given the complexity of the area of expertise, the specialization required, and the scarcity of expertise in the area of PSD policy in the market, as well as the fact that the success of this highly visible TA is crucially dependent on recruiting the best consultants available in the area of PDS policy, the quality-based selection method will be applied in selecting the consulting firm.

⁶ e.g. Loan 1743-MON: Second Financial Sector Program; TA 3934-MON: Trade Policy Review; Loan VIE: Financial Sector Program Loan (under processing); Loan 1800/1801-SRI: Private Sector Development Program Loan; Loan 1894/1895-SRI: SME Sector Development Program; Loan 1729-PHI: LGU Infrastructure Development Facility.

20. The TA is expected to start in January 2003 and will be implemented over a period of 8 months. Implementation will involve an interregional workshop, planned after 6 months, to discuss the outputs of the TA. The main participants will comprise senior level government officials and policy makers. Local workshops—including capacity-building workshops on the study findings for relevant line ministries and other stakeholders in each DMC—will be held during TA implementation, as required. The consultants will submit an inception report 1 month after the TA starts; an interim report after 3 months; a draft final report, including a draft publication, after 5.5 months; draft inclusions of the workshop proceedings 1 week after the workshop; a final Report and final inclusions of the workshop proceedings 2 weeks after comments on the respective documents are received; and the final publication by the end of the TA period.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis for Towards Developing Country-Driven Private Sector Development Strategies, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal Increased understanding by developing member countries (DMCs) of how to formulate and implement Private Sector Development (PSD) strategies</p>	<p>Foundation for viable PSD strategies established Informed DMC decisions on whether or not to pursue PSD strategy preparation</p>	<p>Follow-up consultative meetings between ADB and DMCs</p>	
<p>Purpose Develop a coherent framework for the preparation of DMC-driven PSD strategies</p>	<p>Framework for developing PSD strategies understood and accepted, and collaboration on PSD agenda among DMCs enhanced</p>	<p>Feedback from workshops and consultative meetings Consultant's reports</p>	<p>DMCs' political commitment to PSD</p>
<p>Outputs Conceptual framework for the development of DMC PSD strategies Interregional workshop for disseminating regional TA findings</p>	<p>Framework developed and delivered Workshop conducted</p>	<p>Feedback from workshops Draft final report Final report</p>	<p>DMC capacity and sustained commitment to PSD</p>
<p>Activities Prepare PSD background and input report for up to five study countries Prepare of PSD theme papers for participating DMCs and other countries Prepare diagnostic framework for DMC-owned Private Sector Assessments (PSAs) Develop PSD benchmarking indicators Develop PSD scorecard Formulate PSD strategy framework Develop web site content Develop CD Rom for training purposes Prepare publication</p>	<p>PSD background and input report prepared PSD theme papers prepared Diagnostic framework completed PSD benchmarking indicators prepared Scorecard prepared PSD strategy framework completed Web site content completed CD Rom prepared Publication prepared</p>	<p>Consultant's reports, including: inception report, interim report, draft final report , final report Close supervision by Asian Development Bank (ADB) staff</p>	<p>Consultants adequately qualified and available Government cooperation Effective dissemination of materials and messages</p>
<p>Inputs Consulting Services Workshops</p>	<p>8.5 person-months international 22 person-months domestic \$82,000</p>	<p>Consultant's reports Close supervision by ADB staff</p>	<p>Successful recruitment and timely fielding of adequately qualified consultants within available budget</p>

COST ESTIMATES AND FINANCING PLAN

Item	Total Cost ^a
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	242,000
ii. Domestic Consultants ^b	78,000
b. International and Local Travel	30,000
c. Reports and Communication	3,000
2. Workshops and Seminars ^c	82,000
3. Publication, CD Rom, Web Content	10,000
4. Miscellaneous Administrative Costs	5,000
5. Contingencies	50,000
Total	500,000

^a Financed by the Asian Development Bank-funded technical assistance program.

^b Includes local workshops and local TA consultant to be hired by ADB

^c Includes participant travel, accommodation, per diem, and provision for possible honoraria.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE

A. Expertise Hired Through International Firm (21 person-months)

1. The Technical Assistance (TA) will be implemented over a period of 8 months. The Asian Development Bank (ADB) will recruit an international consulting firm to provide 21 person-months of consulting services (8.5 international and 12.5 domestic). The consultant team will consist of a private sector development (PSD) specialist/team leader, a PSD economist, and a PSD legal/regulatory expert. The international consultants will be supported by one domestic PSD specialist/research analyst in each study country.

1. PSD Specialist/Team Leader (international, 6.5 person-months)

2. The PSD specialist will have an advanced degree in economics, business administration, law, or a related discipline, and extensive work experience in PSD. The specialist will (i) be thoroughly familiar with the latest trends, approaches, and initiatives in PSD and related policy reforms, including successful interventions that have promoted the private sector, particularly in developing countries, preferably those in the region; (ii) have practical experience in formulating policy and strategy frameworks for PSD as well as related theme papers; (iii) be an expert on issues such as sequencing of PSD, creating conducive business environments, issues related to rule of law, property rights, legal and regulatory frameworks, price controls, taxes, foreign trade, customs and duties, access to capital, human resources development, labor, corporate governance and infrastructure, as well as other PSD-relevant and sector-specific issues; and (iv) be familiar with the PSD policies of international financial institutions (IFIs) and have practical experience in working with them.

2. Development Economist (international, 1 person-month)

3. The development economist will have an advanced degree in economics or a related discipline. The expert will have intimate knowledge of the macro-, meso- and micro-economic environment and issues related to PSD in the study countries, gained through previous assignments. The expert must have an excellent understanding of the requirements for creating a framework for PSD strategy development, including PSD policy reforms, access to markets, competition, taxes, and other PSD-relevant issues.

3. PSD Legal/Regulatory Expert (international, 1 person-month)

4. The PSD legal/regulatory expert will have an advanced degree in law. The expert will have intimate knowledge of and experience in developing and analyzing legal and regulatory frameworks that are conducive to PSD, including rule of law, property rights, regulations, and mechanisms for resolving disputes in developing member countries (DMCs). The experience must result from previous assignments, ideally in DMCs. The expert must have an excellent understanding of the requirements for creating a framework for PSD strategy development, including related legal and regulatory frameworks and reforms as well as other PSD-relevant issues.

4. PSD Specialist/Research Analyst (domestic, 2.5 person-months for each study country)

5. In each participating DMC, one PSD specialist/research analyst will be engaged for 2.5 person-months on an intermittent basis to support the international consultants. These

specialists will have a degree in economics, business administration, or a related discipline and a good network as well as experience in working on PSD-related initiatives with the government or the private sector or both. Responsibilities include acting as a link between officials of the participating government and the international consultant, preparing PSD background reports, supporting the international expert in preparing the framework for PSD strategies, including preparing of the international expert's missions by collecting data and scheduling relevant meetings, and organizing local workshops. After workshops and field visits of the international consultant, the domestic expert will prepare detailed minutes of proceedings and key issues emerging from the workshops and meetings and may be required to follow up on issues as requested.

B. Consulting Tasks

6. Consulting tasks will include, but will not be limited, to the following:

1. Data Collection, Research, and Analysis

- (i) Conduct a desk review of PSD-related general as well as sector-specific government statements in policies, assessments, strategies, plans, agreements, such as poverty reduction strategies and partnership agreements, country economic memoranda and programs, etc. carried out by the government, ADB, other IFIs, or aid agencies. Compile a working definition of PSD based on the desk review and own experience.
- (ii) Identify existing and planned public and private sector institutions, working groups, networks, and forums, including their PSD mandate, that were set up or are planned to promote and facilitate PSD in the country or in specific sectors.
- (iii) Identify and analyze successes and failures of PSD strategies, approaches, projects, initiatives, institutions, and instruments that the governments, IFIs, aid agencies, or the private sector are supporting to facilitate PSD and private investment in general (e.g., toolkits), in the country (e.g., business forum in Viet Nam) or in specific sectors (e.g., establishment of a regulatory body for the water sector in Sri Lanka); identify related contradictory policies and regulatory dynamics and identify successes and failures with respect to phasing PSD; and prepare theme papers on strategic PSD initiatives in the participating DMCs for presentation by their representative at the interregional workshop.
- (iv) Analyze good practices and lessons learned in other regions of the world in countries with similar setups; identify policy/vision statements, approaches, initiatives, institutions, and instruments related to PSD that may be applied to the DMC; and prepare theme papers for strategic PSD approaches for presentation at the interregional workshop.
- (v) Identify and analyze PSD indicators presently in use to monitor/benchmark PSD over time and between countries.
- (vi) Identify and analyze any PSD-related interregional networks in which participating DMCs are involved.

- (vii) Based on existing information, such as private sector assessments (PSAs) and any other studies on investment climate or constraints, and the research (para.6), prepare a PSD background and input report summarizing of the history and current status of PSD in the country as relevant to the TA objective, including a list of documents that include PSD statements, a summary of the statements; a summary of PSD-related institutions, of past and scheduled key PSD initiatives, of the PSD indicators, and of the PSD-related interregional networks researched.

2. Framework Development and Capacity Building

7. Based on the desk review and research and analysis conducted in activity cluster 1, the consultants will undertake these tasks:

- (i) Identify and document problems created and opportunities lost in the absence of a coherent PSD strategy and facilitate an increased understanding of the need for a strategic approach to PSD.
- (ii) Prepare a logical framework and explain the goal and purpose of DMC PSD strategies in the context of other country and sector strategy documents (e.g., country economic memoranda, poverty reduction partnership agreements, sector strategies, priority investment programs, etc.) and of poverty reduction and PSD as an engine of growth.
- (iii) Based on PSA work carried out by ADB, other IFIs, or aid agencies, identify gaps in the assessments, develop a diagnostic framework for DMCs to carry out their own PSAs and suggest how existing assessments could be utilized and the gaps filled.
- (iv) Develop and define a set of specific, relevant, and monitorable indicators/benchmarks to facilitate monitoring/benchmarking of PSD progress in countries over time and across borders.
- (v) Prepare a PSD scorecard that can measure the contribution of PSD initiatives to implementation of a DMC's PSD strategy.
- (vi) Develop a conceptual approach to an overall country PSD policy statement and PSD strategy development and translate the findings of the desk review into a PSD strategy framework in support of DMCs' PSD reform agendas, including formulating of a policy statement, prioritizing strategic directions, addressing PSD constraints, and planning PSD initiatives with due attention to proper sequencing according to strategic priorities and time on the macro, meso, and micro levels. The PSD framework report for developing PSD strategies should include, but should not be limited to the problem tree and logical framework, annotated table of contents, guidelines for developing PSAs, guidelines for developing country PSD policy statements, guidelines for developing sector-specific PSD plans and strategies, guidelines for accounting for country differences, PSD implementation tracking and monitoring tools, including PSD indicators/benchmarks, and strategy review and updating mechanisms.
- (vii) Liaise with other IFIs and aid agencies to ensure a common approach and methodology to the tools above and to developing country PSD strategies.

- (viii) Prepare a capacity-building program and strengthen the tools developed through local workshops in each participating DMC. Identify any additional capacity-building needs for PSD as well as for actual DMC PSD strategy development and prepare terms of reference (ToR) for consultants, including estimated time frames and budget required.

3. PSD Promotion and Knowledge Dissemination

- (i) Disseminate and promote all outputs of the TA and workshops through a variety of media: a publication, CD Rom and contents for the ADB web site. In the web content, include a PSD information system with PSD statistics by DMC, national PSD-related statements and PSAs, a compilation of useful practices in key PSD reform topics, and links to other PSD knowledge centers.
- (ii) Conduct an interregional workshop with DMCs, IFIs, business organizations, and the private sector to provide a forum for exchange and dissemination of the TA outputs and prepare an electronic and hard copy publication and CD Rom for capacity building on the findings of the TA, the framework for PSD Strategy development and the theme papers for dissemination in DMCs.
- (iii) Use the interregional workshop to develop an action plan for PSD Strategy development with participating DMCs, as well as a concrete proposal for a policy/vision statement.
- (iv) Deliver capacity building for the outputs of the TA and outcomes of the interregional workshop in local workshops in each participating DMC.
- (v) Liaise with other IFIs and donors and assess the feasibility of developing DMC PSD strategies or parts of them jointly.
- (vi) Undertake activities to initiate or strengthen national, regional, and interregional PSD partnerships (e.g., national PSD forums, regional PSD networks, twinning arrangements); prepare a proposal on how the work carried out under this TA can be advanced through existing interregional networks (e.g., APEC Privatization Forum, ASEAN, BOAO Forum); and prepare a proposal on how the networks can be leveraged to increase stakeholder communication on PSD constraints.

C. Support Staff (9.5 person-months)

8. In addition, ADB will recruit a TA management specialist based at ADB in Manila (8 months) and an editor (1.5 months) who will support the consultant team. The TA management specialist will be responsible for the day-to-day implementation of the TA with guidance from ADB staff. The editor will support the team leader and will be responsible for editing the inputs for publication by the end of the study period.

9. The tasks of the support staff will include, but will not be limited, to the following: (i) coordinate communication among ADB staff and the international and domestic consultants; (ii) handle all administrative matters related to the TA and its implementation; (iii) review and summarize incoming reports and papers, assist in commenting on and editing them, identify key

issues that need further refinement, and liaise with the international and domestic consultants on them; (iii) help develop a schedule and methodology for disseminating the TA results, including the interregional dissemination workshop; (iv) help prepare reports and papers for presentation at the interregional workshop, (v) carry out all organizational arrangements for disseminating the TA results through interregional networks and the interregional workshop; (vi) prepare and manage the relevant TA budgets; (vii) facilitate networking, communication, and contact among concerned government officials, international agencies, and other key stakeholders who will be invited to attend the interregional workshop; (viii) prepare the layout of the publication and optimize its appeal to the target audience; and (ix) edit and proofread the publication.

D. Expected Results and Deliverables

10. Results and deliverables will be the responsibility of the consulting firm. Expected results are a report on the PSD background and inputs for up to five DMCs, a diagnostic framework for DMC-owned PSAs, PSD benchmarking indicators, a PSD scorecard, a conceptual framework for developing of DMC PSD strategies, PSD theme papers for participating DMCs as well as for other countries, a publication, a CD Rom for training purposes, and content for ADB's web site as specified.

11. The consultant will deliver an inception report 1 month after commencement; an interim report after 3 months (including PSD background and input report for the participating DMCs); a draft final report (including draft publication before editing and including the conceptual framework for developing PSD strategies and theme papers for strategic PSD approaches in the participating DMCs as well as other countries) after 5.5 months; draft inclusions of the workshop proceedings 1 week after the workshop; a final report and final inclusions of the workshop proceedings 2 weeks after (comments on the respective documents are received; and the final publication by the end of the TA period. In addition, the consultant will deliver web content for ADB's web site, a CD Rom on the conceptual framework for PSD strategy development, and the theme papers for training purposes. The CD Rom will become part of the publication.