



# Technical Assistance Report

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Project Number: 41103  
December 2007

## Independent State of Samoa: Support for the Formulation and Implementation of the Strategy for the Development of Samoa (Financed by the Japan Special Fund)

## CURRENCY EQUIVALENTS

(as of 31 October 2007)

Currency Unit	–	tala (ST)
ST1.00	=	\$0.3952
\$1.00	=	ST2.5304

## ABBREVIATIONS

ADB	–	Asian Development Bank
CEO	–	chief executive officer
EPPD	–	Economic Planning and Policy Division
GDP	–	gross domestic product
MDG	–	Millennium Development Goal
MOF	–	Ministry of Finance
RMSM-X	–	Revised Minimum Standard Model – Extended
SDS	–	Strategy for the Development of Samoa
TA	–	technical assistance

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Law, economic management and public policy
<b>Subsector</b>	–	Economic management
<b>Themes</b>	–	Sustainable economic growth, governance, capacity development
<b>Subtheme</b>	–	financial and economic governance

## NOTES

- (i) The fiscal year (FY) of the Government ends on 30 June. FY before a calendar year denotes the year in which the fiscal year ends, e.g., FY2007 ends on 30 June 2007.
- (ii) In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. During a pre-programming mission by the Asian Development Bank (ADB) in February 2007, the Government of Samoa requested advisory technical assistance to improve its capacity for strategic and development planning to enhance public sector performance and to review and implement the Strategy for the Development of Samoa (SDS).<sup>1</sup> The ADB mission was conducted from 11 to 16 February 2007 to reach an understanding with the Government on the objectives and scope of the technical assistance (TA), cost estimates, a financing plan, implementation arrangements and the detailed terms of reference for consulting services of the TA. The proposed TA is included in the TA program for 2007 in the country operations business plan<sup>2</sup> and is consistent with the strategic objectives of *A Pacific Strategy for the Asian Development Bank 2005–2009*. The TA framework is in Appendix 1.

## II. ISSUES

2. Samoa has made substantial progress under the reform program initiated by the Government in 1994. The program included economic, governance, public sector and financial sector reforms, which have improved the efficiency of the economy and increased its output level. Real gross domestic product (GDP) grew at an average rate of about 3.2% during 2002–2006. It is likely to continue to grow, with real annual GDP growth conservatively estimated at 3% to 4% for 2007–2008. The Government is committed to maintaining macroeconomic stability by applying responsible fiscal and monetary policies to meet the pressures from a steadily growing economy. Samoa also is committed to further progress in widening and deepening its reform efforts to improve efficiency in order to sustain growth momentum.

3. ADB supported the Government's reforms through TAs for strengthening capacity for macroeconomic analysis, planning and policy formulation,<sup>3</sup> and through assistance to the financial sector<sup>4</sup> and for public enterprise reforms.<sup>5</sup> A loan and associated TA for small business development and micro credit was approved in October 2000,<sup>6</sup> in conjunction with a series of TAs for privatization<sup>7</sup> and support to strengthen the corporate governance of state-owned enterprises.<sup>8</sup> Challenges for the Ministry of Finance (MOF), formerly the Treasury Department,

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<sup>1</sup> The TA first appeared in *ADB Business Opportunities* on 1 June 2007.

<sup>2</sup> ADB. 2007. *Samoa: Country Operations Business Plan 2007–2009*. Manila.

<sup>3</sup> ADB. 1995. *Technical Assistance to the Independent State of Samoa for Strengthening Capacity for Macroeconomic Analysis, Planning and Policy Formulation in the Treasury Department*. Manila; ADB. 1996. *Technical Assistance to the Independent State of Samoa for Strengthening Capacity for Macroeconomic Analysis, Planning and Policy Formulation (Phase II)*. Manila; ADB. 1998. *Technical Assistance to the Independent State of Samoa for Strengthening Capacity for Macroeconomic Analysis, Planning and Policy Formulation (Phase III)*. Manila; and ADB. 1999. *Technical Assistance to the Independent State of Samoa for Strengthening Capacity for Macroeconomic Analysis, Planning and Policy Formulation (Phase IV)*. Manila.

<sup>4</sup> ADB. 2004. *Technical Assistance to the Independent State of Samoa for Institutional Strengthening of Government Financial Institutions*. Manila; and ADB. 2001. *Technical Assistance to the Independent State of Samoa for Implementation of the Public Finance Management Act of 2001*. Manila.

<sup>5</sup> ADB. 2005. *Technical Assistance to the Independent State of Samoa for Implementation of State-Owned Enterprise Reforms*. Manila.

<sup>6</sup> ADB. 2000. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to the Independent State of Samoa for the Small Business Development Project and a Proposed Equity Investment in a Venture Capital Fund*. Manila; and ADB, 2000. *Technical Assistance to the Independent State of Samoa for Capacity Building of Financial and Business Advisory Intermediaries*. Manila.

<sup>7</sup> ADB. 1997. *Technical Assistance to the Independent State of Samoa for Implementation of the Privatization Strategy*. Manila; and ADB. 2004. *Small Scale Technical Assistance to the Independent State of Samoa for Privatization Support*. Manila.

<sup>8</sup> ADB. 2004. *Technical Assistance to the Independent State of Samoa for Strengthening State-Owned Enterprise Corporate Governance*. Manila.

included sustaining the capacity gained for policy analysis and development, and strengthening strategic and sectoral planning and the links between them and budget processes, particularly with respect to the definition of output and performance indicators. The Government deemed that further support was necessary to (i) broaden and deepen policy analysis, and provide quality-control supervision in economic performance monitoring; (ii) develop strategic planning sectoral expertise in line ministries; and (iii) strengthen the links between line ministries and sectoral analysis.

4. Samoa introduced development planning in 1965 and implemented seven 5-year development plans by the end of 1994. An implementation framework for the eighth development plan covering 1995–1997 was to be developed under Phase I of the ADB TA for macroeconomic analysis, planning and policy formulation. In 1995, however, the Government adopted a strategic planning system that centered on the preparation of an annual statement of economic strategy. Subsequently, the statements were reviewed every two years, and then every three years. In the process, the statements became the Strategy for the Development of Samoa (SDS) as the 2002–2004 strategy was prepared. The vision for the current SDS 2005–2007 remains focused on achieving an improved quality of life for all, in accordance with the aims of the Millennium Development Goals (MDGs). The theme for the SDS 2005–2007 is “enhancing people’s choices.” This underscores the Government’s stated commitment to provide all Samoans with access to opportunities by (i) strengthening the private sector through an enhanced enabling environment and investment that helps to create employment; (ii) developing agriculture to promote growth; (iii) increasing tourism within a balanced framework; (iv) developing the ability of communities to take advantage of increasing economic and social opportunities; (v) improving education, with an emphasis on raising numeracy and literacy levels; and (vi) increasing health standards. A midterm review of the current SDS was planned for 2006, but was carried out in 2007.

5. The Economic Planning and Policy Division (EPPD) of MOF plays a leading role in economic policy formulation and coordination of the overall national development effort. Its functions include instituting effective strategic development planning processes at the national level, generating medium to long-term plans, and developing a management framework for determining resource allocation policies and priorities. EPPD provides short-term economic policy advice on fiscal and monetary issues based on good macroeconomic analysis. It also takes the lead in project identification and planning, including project appraisal and preparation of sectoral programs and priorities, and in providing support for performance-based output budgeting throughout the government system. EPPD is responsible for the design and formulation of the Government’s SDS as well as preparation of an economic statement provided as supporting documentation in the annual budget. To perform its designated functions more effectively, EPPD requires regular upgrading of skills, particularly in technical areas such as economic statistics and modelling.

6. EPPD has developed a conceptual framework for SDS 2008–2011. The new strategy is to be formulated according to a results-based framework in support of management for development results. The proposed SDS also will support institutionalizing a planning process with links to MDGs and other regional and international commitments. It will be structured around the broad strategic areas of economic and social initiatives, complemented by cross-cutting objectives. Economic strategies will cover commerce, manufacturing, finance, agriculture and tourism, while social initiative strategies will cover education, health, welfare and social services, public administration, law and justice, utilities, and infrastructure and transport. The cross-cutting objectives relate to the private sector, statistics, legislation, trade and the environment. The strategy will aim to strengthen links to the medium-term fiscal framework,

sectoral plans, annual budget allocations and departmental corporate plans. An impact assessment of sector developments over the past 10 years will assess the relevance of strategies and priorities, as well as corresponding indicators, to determine an appropriate framework for management for development results.

7. Since 1995, ADB has provided several TA projects to EPPD to build its capacity in macroeconomic analysis, policy and development strategy formulation, and project planning. This support has strengthened national planning in Samoa, where ADB has played an important role in helping the Government to access and apply best practice knowledge. All previous TAs had significant capacity building components and were rated generally successful. Lessons are that (i) institutional strengthening requires long-term support and the mentorship of good advisers, (ii) assigning a leadership role to counterpart staff helps to ensure ownership, and (iii) an appropriate mechanism to retain staff should be developed. According to the completion report of the most recent TA,<sup>9</sup> the TA design was relevant and the assistance was formulated in close coordination with MOF. However, no mechanisms were included to ensure counterpart commitment and durability of capacity building efforts. The TA achieved the outputs, but the impact was affected by the counterpart agency's inability to (i) retain critical counterpart staff for building long-term institutional capacity and (ii) ensure the counterpart staff's regular application of skills gained under the TA. EPPD also has received technical assistance from the Pacific Financial Technical Centre to improve the treatment of government finance statistics, using the 1986 *A Manual on Government Finance Statistics*.<sup>10</sup> The South Pacific Community provided capacity building on development of national accounts by attaching an EPPD staff member to its Statistics Section in Noumea, New Caledonia. The Cabinet approved recently the establishment of a Statistics Bureau, to be effective from 1 January 2008. The Statistics Unit of EPPD is likely to transfer to the bureau. The move aims to ensure that data collection is independent of policy advice. The proposed capacity building under the new TA will help the bureau and EPPD to build on previous assistance to strengthen data collection and analysis that in turn will enhance the quality of policy advice.

8. EPPD has experienced critical staff changes recently. While the current team is well-qualified, it has limited relevant experience. As highlighted in the lessons of previous TAs, the Government's commitment to sustaining the counterpart positions for the duration of TAs and beyond is essential. Options for consideration include performance-based incentives and a bonding system<sup>11</sup> for staff benefiting from TA capacity building. It is important to ensure that such measures have the desired result and do not stifle opportunities for EPPD to attract high-calibre staff. The transfer of skills should target all EPPD staff in order to support long-term back-up. The TA will aim to build a bigger pool of qualified staff by extending the capacity building component to include sector planners in line ministries, allowing a broader base for future transfers to EPPD. The 12-month duration of the TA will provide sufficient support for effective skills transfer. A lesson of previous TAs is that local ownership of the process is very effective in ensuring commitment. It is proposed therefore that EPPD's assistant chief executive officer be the project leader for TA implementation. The problem of high staff turnover is common to most small island countries, as capacity building increases the marketability of staff. However, the benefits of capacity building remain in the wider society by contributing to the

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<sup>9</sup> ADB. 2005. *Technical Assistance Completion Report on Strengthening of Economic Sectors Planning and Management (SAM)t*. Manila; and ADB. 2002. *Technical Assistance to the Independent State of Samoa for Strengthening of Economic Sectors Planning and Management*. Manila.

<sup>10</sup> IMF. 1986. *A Manual on Government Finance Statistics*. Washington DC.

<sup>11</sup> Samoa already applies a bonding system for scholarship students whereby they and their parents or guardians sign a bond to guarantee the student's return to Samoa to work for a specified period, after completing their studies. Full reimbursement of a scholarship is expected if the conditions are not met.

development of experienced future managers, as can be seen where former EPPD staff now hold chief executive positions in other government agencies.

### **III. THE TECHNICAL ASSISTANCE**

#### **A. Impact and Outcome**

9. The TA will assist the Government to improve and sustain its medium-term strategic planning and monitoring. The emphasis will be on establishing a planning process that is in harmony with the medium-term fiscal framework, sectoral plans, annual budget allocations and departmental corporate plans, while also contributing to the achievement of MDGs and other regional and international commitments. The TA will (i) strengthen the strategic planning and management of the economic sectors to achieve outcomes as set out in the SDS, (ii) strengthen the institutional framework and capacity for developing and implementing poverty reduction strategies and pro-poor policies within the framework of the SDS, and (iii) maintain capacity to generate economic statistics, econometric forecasts and models for policy analysis and macroeconomic management. The expected TA outcome is improved capacity in planning and managing development through a consultative process.

#### **B. Methodology and Key Activities**

10. The TA will help translate the SDS vision into results-oriented objectives and targets within a medium-term fiscal framework and budget. It will support the Government in implementing a participatory process, involving all stakeholders, that will measure attainment of the results-oriented targets. The TA will also improve capacity in strategic development planning and macroeconomic and policy analysis to enhance planning processes with sound policy advice.

11. The proposed TA will assist the Government to (i) implement the SDS 2008–2011, (ii) strengthen capacity in macroeconomic policy analysis and data gathering and statistical analysis, (iii) conduct an impact assessment of sector developments over the past 10 years, and (iv) enhance the capacity of EPPD and relevant line ministries' staff for implementing a participatory approach for measuring results under the SDS objectives.

12. The main TA activities are grouped into four components as follows.

- (i) Component 1 supports the formulation of the monitoring indicators for the SDS 2008–2011 and its implementation. It will assist with a the review of the SDS 2005–2007 in relation to appropriate development indicators, and in preparing relevant policy papers to support the new SDS. The TA will also help the Government to develop realistic target indicators under an appropriate results framework in order to utilize the SDS as a suitable mechanism for management for development results.
- (ii) Component 2 strengthens macroeconomic policy analysis and data collection and statistical analysis by (a) reviewing and developing a methodology on data collection, analysis and interpretation of government finance statistics; (b) reviewing the Revised Minimum Standard Model-Extended (RMSM-X) or recommending another appropriate and less data-intensive economic model; and (c) producing manuals and providing necessary training on economic statistics and economic modeling.

- (iii) Component 3 will involve conducting an impact assessment of sector developments by (a) reviewing SDS impacts over the past 10 years, (b) developing a basic sector framework for costing inputs, and (c) reviewing current sectoral work including sector plans.
- (iv) Component 4 will enhance the capacity of EPPD staff and sector planners in relevant line ministries with regard to strategic development planning and macroeconomic and policy analysis by (a) providing mentoring and skills transfer through on-the-job training; and (b) designing and implementing short-term training, including training of trainers. The TA also will assist the Government to (a) develop a relevant medium to longer term training program; and (b) prepare an options paper on how to retain staff, including a proposal for a program for young professionals to be piloted with MOF.

### **C. Cost and Financing**

13. The total cost of the TA is estimated to be \$625,000 equivalent. The Government has requested ADB to finance \$500,000 equivalent. The TA will be financed on a grant basis by the Japan Special Fund, funded by the Government of Japan. The Government will finance the balance of the local currency cost, equivalent to \$125,000, through the provision of counterpart staff's salaries, office accommodation and transport, support services, and facilitation of consultations. Appendix 2 provides details of the cost estimates and financing plan.

### **D. Implementation Arrangements**

14. The TA is expected to begin in February 2008 and be completed by April 2009. It will require 24 person-months of consulting services (12 person-months international and 12 person-months national). The consultants will provide expertise in development planning and economic sector policy formulation, economic statistics, economic modeling and economic analysis. See Appendix 3 for an outline of the terms of reference for the consultants. The consultants will be selected and engaged on an individual basis in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). Procurement under the TA will follow ADB's *Guidelines for Procurement* (2007, as amended from time to time). Equipment and systems procured under the TA will be handed to the Government on completion of the TA. The Government will ensure that all required counterpart staff, other human resources and support facilities will be available to the consultants in a timely manner.

15. MOF will be the executing agency for the TA, with the chief executive officer (CEO) serving as the principal project coordinator. The project steering committee will consist of the CEO, the deputy and assistant CEOs of MOF, and representatives from key line ministries. The assistant CEO of EPPD will be the project leader for implementing the TA. The Government has agreed to provide adequate office space, counterpart staff, workshop and seminar venues, and local transportation.

16. The consultants will prepare and submit to the Government and ADB (i) an inception report one month after the TA starts which includes an issues paper outlining the approach, emerging factors and constraints, as well as a detailed TA work program; (ii) monthly reports indicating progress made and outstanding issues; (iii) a midterm report with a proposed short-term training program; and (iv) a draft final report.

#### **IV. THE PRESIDENT'S DECISION**

17. 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 to the Government of Samoa for Support for the Formulation and Implementation of the Strategy for the Development of Samoa, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b> Improved and sustained medium-term strategic planning and monitoring</p>	<p>Achievement, by 2012, of output development indicators identified in an approved SDS 2008–2011 and established through a participatory consultative process</p>	<p>Annual national reports on attainment of output indicators; and reports of relevant sector ministries and agencies</p>	<p><b>Assumptions</b> TA implemented effectively</p> <p>Strong government commitment to institutionalize MfDR approaches, and participation and consultation in planning and monitoring</p> <p><b>Risks</b> Public opposition to proposed strategies and priorities</p> <p>Staff not retained</p>
<p><b>Outcome</b> Improved capacity and process for planning and MfDR</p>	<p>Harmonization between medium-term fiscal framework, sector plans, annual budget allocation, and departmental corporate plans, measured by consistency of their cascading indicators</p> <p>Development of a skilled planning staff of 6 in the EPPD, and a broader group of 20 sector level planners at the sector agencies by April 2009</p>	<p>SDS 2008–2011 Medium term fiscal framework Annual budget Corporate plans</p> <p>TA reports</p>	<p><b>Assumptions</b> Well-coordinated approaches with all stakeholders</p> <p>Availability of sector plans, budget, and corporate plans</p> <p><b>Risk</b> Crisis that strains budget allocation and prompts change in focus</p>
<p><b>Outputs</b> 1. Formulation of the SDS 2008-2011 monitoring indicators</p> <p>2. Improvements in macroeconomic policy analysis and statistics</p>	<p>Approved SDS 2008–2011 results framework with realistic target indicators, by July 2008</p> <p>Adoption of a methodology for Government data collection, analysis,</p>	<p>Uploaded in the Government’s website</p> <p>Adoption of data collection and analysis policy by August 2008.</p>	<p><b>Assumption</b> Strong and timely support from all stakeholders Timely delivery of inputs by ADB and the Government</p> <p><b>Risk</b> Staff turnover in key ministries</p>

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p>3. Impact assessment of sector developments over the past 10 years</p> <p>4. Enhanced capacity of staff of EPPD and relevant sector ministries and agencies</p>	<p>and interpretation by August 2008</p> <p>Timely and accurate government statistics by April 2009</p> <p>Improved RMSM-X economic forecasting model by April 2009</p> <p>Manuals and training for economic modeling from April 2008-February 2009</p> <p>Review and incorporation of lessons learned from sector developments under past SDSs by November 2008</p> <p>80% of EPPD staff trained to enhance their competence in producing future national MfDR development plans by December 2008</p> <p>80% of the 20 sector ministry and agency staff trained to enhance their competence in producing future sector MfDR development plans by April 2009</p> <p>Options paper for staff retention by April 2009</p>	<p>MfDR data sets under Annual performance reports on SDS 2008-2011</p> <p>Quarterly economic model output reports</p> <p>TA reports</p> <p>Sector plans</p> <p>TA reports</p> <p>Training competency tests</p> <p>Reports on training by developed trainers</p> <p>TA reports</p>	

<b>Activities with Milestones</b>	<b>Inputs</b>
1.1 Review of SDS 2005–2007, assess development results indicators. 1.2 Assist the Government in refining consultation strategy. 1.3 Assist the Government in formulation of monitoring indicators. 1.4 Assist in developing realistic target indicators. 1.5 Conduct research for preparation of policy papers. 1.6 Draft policy papers.	Component 1: ADB: \$150,000 Government: \$31,000 Consultants: 3 person-months international, 3 person-months national
2.1 Review current process for government finance statistics. 2.2 Develop government finance statistics manual. 2.3 Conduct training in economic statistics. 2.4 Review RMSM-X. 2.5 Recommend appropriate economic model (RMSM-X or alternative). 2.6 Develop manual for economic modeling. 2.7 Conduct training in economic modeling.	Component 2: ADB: \$100,000 Government: \$12,000 Consultants: 3 person-months international, 2 person-months national
3.1 Review SDS impacts over the past 10 years. 3.2 Develop sector framework for costing inputs.	Component 3: ADB: \$100,000 Government: \$56,000 Consultants: 2 person-months international, 5 person-months national
4.1 Conduct training for counterpart staff. 4.2 Develop short-term training program for counterpart staff. 4.3 Assist the Government to prepare an options paper on staff retention, including a pilot program for young professionals for MOF.	Component 4: ADB: \$150,000 Government: \$26,000 Consultants: 4 person-months international, 2 person-months national

ADB = Asian Development Bank, EPPD = Economic Planning and Policy Division, MfDR = Management for Development Results, MOF = Ministry of Finance, RMSM-X = Revised Minimum Standard Model – Extended, SDS = Strategy for the Development of Samoa, TA = technical assistance.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

<b>Item</b>	<b>Total Cost</b>
<b>A. Asian Development Bank Financing<sup>a</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	280.0
ii. National Consultants	85.0
b. International and Local Travel	35.0
c. Reports and Communications	5.0
2. Equipment and Information Technology Development <sup>b</sup>	15.0
3. Workshops and Seminars	15.0
4. Miscellaneous Administration and Support Costs	15.0
5. Contingencies	50.0
<b>Subtotal (A)</b>	<b>500.0</b>
<b>B. Government Financing</b>	
1. Office Accommodation and Transport	50.0
2. Remuneration and Per Diem of Counterpart Staff	60.0
3. Other <sup>c</sup>	15.0
<b>Subtotal (B)</b>	<b>125.0</b>
<b>Total</b>	<b>625.0</b>

<sup>a</sup> Financed by the Japan Special Fund, funded by the Government of Japan.

<sup>b</sup> Computer package, computer laptop, multimedia projector, digital camera, software development.

<sup>c</sup> Training, seminars, workshops and consultation venues, office stationery, printing and photocopying.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. General

1. The technical assistance (TA) will require the services of a team of international and national consultants in development planning and economic sector policy formulation, economic statistics and economic modeling. The assistant chief executive officer of the Economic Planning and Policy Division (EPPD) in the Ministry of Finance (MOF) will be the project leader for implementing the TA.

### B. Specific

1. **Development Planning and Economic Sector Policy Specialist – Team Leader** (international, 8 person-months)
  2. The specialist will be a macroeconomist with a strong background in development planning as well as broad experience in the Pacific and other regions.
  3. In addition to overall coordination of all TA activities, the specialist will do the following:
    - (i) In close consultation with MOF, prepare a time-bound detailed TA implementation work plan, including a training program with clear milestones. Support MOF and relevant line ministries to prepare and implement seminars and workshops, including stakeholder workshops.
    - (ii) Help MOF to prepare develop realistic target indicators under an appropriate results framework in order to utilize the Strategy for the Development of Samoa (SDS) as a suitable mechanism for management for development results.
    - (iii) Help to prepare policy papers on economic performance and policy prescriptions in support of the SDS.
    - (iv) Support MOF and line ministries in key economic sectors to improve budget output definitions and performance indicators in support of the SDS and sector plans.
    - (v) Support MOF and line ministries to conduct an impact assessment of sector developments over the past 10 years.
    - (vi) Assist and strengthen the capacity of MOF and relevant line ministries in monitoring (a) progress in achieving specific performance indicators, and (b) overall economic performance at macro and sector levels. This will include monitoring of progress of SDS.
    - (vii) Support and strengthen the capacity of staff in MOF and relevant line ministries in analysis of output from national accounts and economic models.
    - (viii) Assist in designing and conducting relevant training in strategic development planning and macroeconomics and policy analysis, including a training of trainers program.
    - (ix) Assist in developing a medium to long-term training program for consideration of the Government.
    - (x) Help to prepare an options paper to address staff retention, including a proposed program for young professionals to be piloted in MOF.
    - (xi) Provide regular progress reports to the Asian Development Bank and the Government in accordance with the TA implementation work plan.
  2. **Economic Statistics Specialist** (international, 2 person-months)
    4. The specialist will do the following:

- (i) Provide advice on how to maintain or improve the integrity and reliability of the national accounts model, including support to counterpart staff in research and surveys to improve the quality of data.
- (ii) Develop a simple and cost-effective methodology for preparing statistics on employment, national savings and investment on a sustainable basis, preferably based on the existing national accounts model.
- (iii) Identify gaps in other key economic statistics that are critical for policy analysis and modeling, and develop a simple and cost-effective methodology for their preparation, preferably based on the existing national accounts model.
- (iv) Provide advisory and hands-on training to build the capacity of MOF and relevant agencies to prepare the statistics on a sustainable basis.
- (v) Support the establishment of a system of data collection from new sources, as necessary, and build the capacity of these new suppliers of data.
- (vi) Prepare detailed documentation and manuals, as needed, to institutionalize the new techniques and methodologies.
- (vii) Design and conduct relevant staff training on development and treatment of economic statistics to enable more accurate forecasting.

**3. Economic Modeling Specialist** (international, 2 person-months)

5. The specialist will do the following:

- (i) Review and refine the models (including the Revised Minimum Standard Model – Extended) for macroeconomic analysis and forecasting and develop new models, as necessary, for MOF as well as line ministries in key economic sectors.
- (ii) Assist counterparts in research and surveys to improve the quality of data input to the model and analysis of outputs.
- (iii) Provide training to build the capacity of MOF and line ministries in key economic sectors to understand and use these models effectively and on a sustainable basis.

**4. Planning and Facilitation Specialist** (national, 12 person-months)

6. The national consultant will have a background and experience in macroeconomics, development planning and consultation processes. The consultant will undertake but will not be limited to the following tasks:

- (i) Work closely with the international consultants and MOF to refine and implement a participatory consultative process for SDS formulation and implementation.
- (ii) Assist MOF in managing and liquidating funds for procurement of equipment, information technology development, training, seminars and workshops.
- (iii) Support MOF and the international consultants in preparing the SDS and coordinate inputs from the budget, sectoral and corporate plans (with links to the Millennium Development Goals and other regional and international commitments).
- (iv) Coordinate inputs from the preparation and outcomes of the participatory consultative process.
- (v) Provide ground support to the international consultants and MOF in implementing the four TA components.