TERMS OF REFERENCE FOR CONSULTANTS

A. Outline of the Terms of Reference for Consultant

1. The terms of reference (TOR) for consultants describe the main tasks under this technical assistance (TA) facility. The TA will require 16 person-months of international and 15 person-months of national consultant inputs.

2. Asian Development Bank (ADB) will engage a firm on single source selection method and individual consultant using individual consultant selection method for the range of deliverables outlined below. Consultants will be engaged in accordance with ADB Procurement Policy and Regulations (2017, as amended from time to time) and the associated project administration instructions (PAIs)/TA Staff Instructions.

3. Training, consultations, and workshops will be organized by ADB or by the consultants in accordance with ADB Procurement Policy and Regulations (2017, as amended from time to time) as appropriate.

B. Debt Management System Upgradation Firm (Single Source Selection)

4. Development Finance International (DFI) has been selected based on its exceptional track record worth and proven track record in providing IT based debt management solutions for the Commonwealth and many other countries. DFI is the official and exclusive distributor of the Commonwealth Secretariat (CS)'s Meridien, has the sole ability and the migration tool to upgrade the existing CS debt recording and management system (CS-DRMS). The DFI will work with DMEA to upgrade the existing debt management system to Meridian, which will be a comprehensive solution that promotes effective and proactive public debt management. Upgradation to the Meridian will ensure the following functions and upgraded features:
   a. Public and publicly guaranteed debt, lending portfolios and private sector external debt can be recorded, managed and analyzed
   b. Customizable deployment of the solution in centralized, de-centralized and hybrid environments defined by member countries' IT and institutional infrastructure;
   c. Configurable around the delivery to key stakeholders, e.g. Ministry of Finance, Debt Management Office, Central Bank, various funding agencies and project implementing agencies, thus streamlining the information flow between the various entities;
   d. The ability to model any workflow arrangement and/or institutional structure for debt management;
   e. Provides flexibility in adding and maintaining a wide range of financing products including any future financing products through the use of instrument templates;
   f. Organized around a central repository of data from which key stakeholders can access information to ensure that real time data is always available even to remote offices;
   g. Driven by alerts and notifications, integrated with mail exchange systems to support the business workflow process;
   h. Fosters accountability and transparency through data driven work flow; and
   i. Integrates with external systems to provide straight-through processing and accurate data to stakeholders.
5. The **International Debt Management System Specialists** (3.5 person months each for two key experts from DFI on intermittent basis) will be expert in relational cloud based debt management including hard and software aspects of CS Meridian and will have a minimum of 7 years relevant experience. The consultant will do the following:
   i. Carry out preparatory work including requirements assessment of DMEA including level of participation and focus areas, as well as a quality evaluation of CS-DRMS data;
   ii. Plan and carry out in-country mission for training, installation, migrating and validating the migrated database;
   iii. Prepare and coordinate with DMEA for three months’ parallel running of Meridian and CS-DRMS;
   iv. Undertake tasks related to decommissioning of CS-DRMS and on-going use and support of Meridian;
   v. Facilitate knowledge exchange by mentoring MOF ICT officers and DMEA officials in trouble shooting and maintenance of the system;
   vi. Provide capacity-building support including hand-holding, in-country workshops, help desk support and regional workshops to DMEA staff; and
   vii. Support other related activities as requested and agreed with the DMEA and ADB.

C. Individual Consultants

1. International Consultants

   a. **Macroeconomist (7 person months)**

6. The Expert is expected to have an advanced degree in economics and at least 15 years experience related to macroeconomic analysis and policy advice in developing countries. He/she will perform the following tasks:
   i. develop a robust Macro Economic Model (MEM) based on the changes in the structure of the Bhutanese economy;
   ii. develop a new dynamic stochastic general equilibrium (DSGE) type model suitable for Bhutan;
   iii. develop software for the new MEM and DSGE-type macro models;
   iv. develop a user manual for both the NMEM and DSGE-type model that includes the calibration methodology;
   v. devise a model consistent with the data linkages and reporting systems required for an efficient modeling exercise, and ensure the sustainability of efforts in the area of macroeconomic modeling in Bhutan;
   vi. undertake growth and macroeconomic projections for Bhutan and compare the consistency of results from both the models;
   vii. provide training to MOF staff of the agencies involved, and other agencies suggested by DMEA and DMEA, on features of the models and software to enable them to undertake the modeling exercise independently;
   viii. undertake consultations with all stakeholders and incorporate feedback from developing the two models;
   ix. work closely with the DMEA and other relevant agencies for developing the models;
   x. prepare required reports;
   xi. coordinate the procurement of hardware and software needed for upgrading the software for the MEM and the new model with ADB, DMEA and MOF ICT officer; and
   xii. undertake other reasonable tasks as required by DMEA and ADB.
b. National Pension and Provident Expert (3 persons month, intermittent)

7. The Expert will have an advanced degree in economics/Business management/finance/banking, accounting, or trade and at least 10 years of experience in the same field. He/she will review and recommend measures and reforms to strengthen NPPF for a sustainable and long-term management of its funds. Specifically, the expert will:

i. develop a legal and regulatory governance of NPPF or any other similar organization;
ii. study and develop a regulatory framework/requirement for funding level or any other appropriate measures to prevent inter-generational equity;
iii. propose measures for long-term sustainability of the defined benefit scheme (pension scheme);
iv. recommend a way forward for the dual function of scheme and fund management including the need to ring fence the assets and liabilities of its 4 different schemes; and
v. Provide legal opinion on the state/government guarantee on the sustainability of pension scheme.

2. National Consultants

a. Monitoring and Evaluation Expert (3 person months, intermittent)

8. The Expert will have a bachelor’s degree or higher in project development and management or any related field and at least 5 years of experience in project monitoring and evaluation with prior involvement in monitoring government- and/or development partners-financed projects, preferably in the area of lending products of multilateral financial institute. She or he will develop project monitoring system and tools by developing a format for preparing semi-annual progress reports of ADB select projects; train partners in use of tools, and produce aggregated project monitoring reports showing sex-disaggregated data; and in consultation with the project team leader and, incorporate tracking of selected ADB project outputs and outcomes in the monitoring reports.

b. Private Sector Development Expert (3 person months, intermittent)

9. The Expert will have a bachelor’s degree or higher in economic or business sciences, management or other areas that are relevant for the assignment and at least 5 years of hands-on experience in business development services and must have sound understanding of entrepreneurial ecosystems, economic institutions and regulatory frameworks and their role in creating an enabling business environment, capacity to enhance private sector development and business support as well as a good understanding of related policy formulation and implementation issues. She/he will design, implement and monitor private sector development activities of the TA; work with government agencies and private sector entities to improve private sector business environment; prepare strategies to improve coordination between the public and private sector and provide technical support for the design and formalization of innovative public-private partnerships; and assist in organizing all events, workshops, and training sessions related to private sector development.

c. TA Programs Coordinator (3 person months, intermittent)

10. The Expert will have a bachelor’s degree or higher in social science and at least 5 years of experience in project management/event management with prior involvement in managing development partners-financed projects/programs/activities. She/he will closely monitor and
report on all TA activities, including preparing materials for publication; assist in organizing all TA-related events, workshops, and training sessions; support other experts in the areas of research studies and providing quality perspective related to country context in the areas of sustainable tourism and state-owned enterprises; review and comment on reports and documents submitted in relation to the TA; and provide relevant inputs into all knowledge products;

3. Other Consultants including Resource Persons

11. International and national consultants for study and other short-term assignments and short-term resource persons may be identified during the course of the TA and will be recruited through individual consultant selection method. Separate terms of reference will be prepared once identified. Resource persons will be engaged to deliver presentations, serve as discussants or moderators on various PPP topics in consultations, training, meetings, seminars, workshops and conferences planned under the TA. They will have a degree in economics, law, management, public policy, international development, engineering or a closely related field, as well as at least 10 years’ experience (for international resource speaker) and five years’ experience (for national resource person) in assisting government agencies formulate and implement policy in the areas of macroeconomic coordination, debt management and private section development.