

TERMS OF REFERENCE FOR CONSULTANTS

A. Indicative Consulting Services

1. Firms and/or individual consultants will be recruited based on the technical expertise required for each ensuing project under the TA facility. Firms will be selected based on the quality- and cost-based selection method with the 90:10 quality–cost ratio; the individual consultant’s selection method will be used for individual consultants. The form of contracts (i.e., lump-sum, time-based, hybrid, or others) will be determined on a case-by-case basis. For specialized firms or individual experts with country- or area-specific knowledge and experience, single-source selection will be used on a case-by-case basis, subject to the maximum contract amount of \$100,000 for firms and the maximum expert inputs of 66 days for individuals.¹ All consultants will be engaged in accordance with the ADB Procurement Policy (2017, as amended from time to time) and its associated staff instructions.

2. A range of consultant inputs will be required for the preparation of each ensuing project consisting of specialized technical and administrative inputs to fulfill ADB’s due diligence requirements, and to support the relevant policies and reforms of the ensuing projects. The consulting services presented in Table 1 are indicative and will require a combination of project-specific and recurring specialist positions. Consultant services for each ensuing project, especially consulting works in the individual country, will start only after an agreement with the respective government on the scope of works, terms of reference for the consultants, implementation arrangements, and schedule, among other details, has been confirmed. Consulting services will be finalized during the preparation of ensuing projects.

Table 1: Summary of Potentially Required Expertise of Consultants

Expertise	Origin
Financial Sector Specialists	International and National
Public Finance Specialists	International and National
Economists	International and National
Gender Specialists	International and National
Tax Specialists	International and National
e-Government Specialists	International
Competitiveness Policy Specialists	International
Skill Development/Human Capital Specialists	International
Legal Experts	National
Local Government Finance Specialists	National

Source: Asian Development Bank.

B. Terms of Reference

3. **Financial Sector Specialists.** The experts should have at least 10 years of experience with financial sector development and related policies and reforms in selected Southeast Asian developing member countries (DMCs). The experts should have Master’s or Doctorate degrees in economics, finance, public policy, or relevant fields. A university degree with extensive specialized experience may be considered in lieu of an advanced degree. The experts will provide analytical inputs and help the team leaders prepare the selected ensuing projects. These include, but are not limited to, technical inputs, sector assessments, economic analysis of selected

¹ The expertise pertains to highly specialized experts in terms of geographical, institutional, and technical aspects. These may include, but not limited to, gender specialists, local government finance specialists, and tax-related specialists.

financial sector development trends and policies, and capacity building activities with the governments. The expert should have a track record on working on finance sector programs with a gender focus. The Financial Sector Specialists will:

- (i) Conduct economic and sector work such as the identification and analysis of financial sector development trends, economic analysis for regional and DMC specific sector studies, etc.;
- (ii) Provide information and analyses towards the development of policy and strategies for the financial sector in DMCs covering areas such as banking systems, capital markets and funds, insurance, pensions, and other contractual savings, among others, in the context of sustainable economic development and poverty reduction;
- (iii) Provide policy and technical advice to support the implementation of debt market development and modernization strategies of DMCs;
- (iv) Consult and liaise with relevant government agencies and ADB Resident Missions (RMs), as required by the team leaders; and
- (v) Engage in relevant market research for financial products, identify constraints and provide innovative solutions for fostering policies/operations and regulatory frameworks in DMCs.

4. **Public Finance Specialists.** The Public Finance Specialists should have at least 10 years of specialized experience in public sector management, fiscal planning and budgeting, or other related fields. The experts should have Master's or Doctorate degrees in public administration, human resource management, economics, finance, or other closely related disciplines and be experienced in developing training modules in public finance management (PFM), local finance and functions, and fiscal decentralization. Experience working in the selected DMCs, especially in providing policy advice and supporting capacity development in government reform programs in the relevant areas of public administration, civil service reforms, state-owned enterprise reform (SOEs), and public financial management will be given adequate consideration in the selection of the expert. The expert should have a track record on working on public financial management sector programs with a gender focus. The Public Finance Specialists will:

- (i) Provide inputs to develop functional assignments linked to fiscal needs and capacities for all levels of the government, and suggest sectors and areas for consideration by the government;
- (ii) Provide policy support to help develop reforms to strengthen the policy and institutional frameworks of SOEs;
- (iii) Undertake quick capacity needs assessments of central oversight agencies and develop capacity building programs and work plans to address skills gaps;
- (iv) Help relevant government agencies provide training and capacity building to better implement PFM in provinces and districts by designing and administering specific training directed to their needs and by coordinating with programs of other development partner;
- (v) Assess capacity building needs and priorities based on demand-driven principles, including budget planning and expenditure management in select provinces/districts; and
- (vi) Organize consultative workshops to deliver survey and study recommendations.

5. **Economists.** The Economists should have at least 8 years of relevant professional experience in identifying, designing, developing, and evaluating relevant policies and reforms in Southeast Asian DMCs. The experts should have Master's degrees in Economics, Public Policy,

Social Sciences, or other related fields. A university degree with extensive specialized experience may be considered in lieu of a Master's degree. The experts will conduct economic analysis and provide policy recommendations, under the guidance of the team leaders, to strengthen the policy analysis and thematic economic work of DMCs. The experts will develop and disseminate knowledge products to support capacity building on the principles and methods of economic analysis. The Economists will:

- (i) Provide information and analyses to support the development of policies, strategies, and innovative, participatory approaches to further strengthen relevant sectors in the context of sustainable economic development and poverty reduction;
- (ii) Work closely with government clients, partners, and the private sector to support the formulation and implementation of relevant policy and reform agendas;
- (iii) Assess the economic benefits of programs and projects in Southeast Asian countries as well as their trading partners;
- (iv) Undertake policy dialogue with counterpart agencies on sectoral and thematic issues to ensure the sustainability of ADB's assistance; and
- (v) Support the team leaders as needed.

6. **Gender Specialists.** The Gender Specialists should have at least 8 years of experience in gender development and academic backgrounds in the field, with proven expertise in advising and working with government agencies. Experience working in the Southeast Asian DMCs providing policy advice and supporting capacity development in government reform programs in the relevant areas of financial sector development, public administration, civil service reforms, public financial management, and trade and industry, will be given adequate consideration in the selection of the expert. The Gender Specialists will:

- (i) Review all policies, decrees, guidelines, and processes related to personnel management and provide analysis to identify entry points for ADB policy actions, including gender analysis, collection of sex-disaggregated data, and other gender inputs during due diligence;
- (ii) Consult and liaise with government agencies, resident missions, and development partners;
- (iii) Consult with management and staff regarding key gender issues concerning relevant policies and reforms such as gender-responsive budgeting, gender barriers to trade and markets, and the gender SME financing gap;
- (iv) Provide gender-related inputs into relevant policies and reforms and related policy recommendations;
- (v) Support/work closely with the other sector specialists/public finance specialists;
- (vi) Based on the above, prepare training materials on key gender issues including employment, benefits, capacity development, career paths, and proactive measures to support women's entry and promotions within the civil service; and
- (vii) Provide any other support required to smoothly deliver the gender-related capacity development tasks.

7. **Tax Specialists.** The experts will have at least 10 years of experience in tax reform, fiscal policy issues, and their implementation in Southeast Asian DMCs. The experts should have Master's or Doctorate degrees in economics, public policy, or relevant fields. The experts will prepare technical notes on tax and fiscal policy issues, as advised by the team leader. The experts will ensure that the tax, fiscal, and other economic policy reforms are gender-sensitive and have no differentiated negative impacts on women and men. The Tax Specialists will:

- (i) Liaise with the team leader and the relevant government agencies to deliver the tax and fiscal policy advice needed;
- (ii) Undertake studies and analyze tax and fiscal policy reform as guided by the team leaders;
- (iii) Prepare technical notes in consultation with the relevant government agencies; and
- (iv) Discuss the studies with stakeholders, as needed by the team leaders.

8. **e-Government Specialists.** The e-Government Specialists should have at least 8 years of specialized experience in developing, implementing, and monitoring electronic government (e-government) and information and communication technology (ICT) projects. Experience working in Southeast Asian DMCs or fragile and conflict-affected situations countries, especially in handling system development, data management, and technology infrastructure projects with government agencies, will be given adequate consideration in selecting the expert. The e-Government Specialists will:

- (i) Conduct risk, sectoral, and institutional capacity assessments of the national government to help prepare and develop e-government and ICT projects;
- (ii) Prepare project administration manuals, including project organization structure and cost projections, and the procurement and risk management plan to support project implementation;
- (iii) Conduct project preparatory and due diligence activities to set up the data management systems and network connectivity;
- (iv) Provide technical support on the overall design of the project, including project monitoring, reporting, and evaluation;
- (v) Provide technical support to the ADB project team leaders and help them prepare briefing materials and technical notes for the inception and fact-finding missions, among other consultation meetings, as needed; and
- (vi) Perform other tasks relevant to the development, implementation, and monitoring of the project as ADB project team leaders require.

9. **Competitiveness Policy Specialists.** The Competitiveness Policy Specialists will have at least 10 years of professional experience identifying, designing, developing, and evaluating reforms, and communicating policy recommendations to high-level government officials. The experts should have a Master's degree in Economics, Business Administration, Public Policy, or other related fields. Technical specialization in trade, investment, and enterprise development is desired. The Competitiveness Policy Specialists will help formulate national government strategies to strengthen key economic sectors and accelerate trade and investment reforms. The experts will:

- (i) Provide policy support to governments of Southeast Asian DMCs to help them develop comprehensive competitiveness and investment plans, focusing on areas such as diversifying industries and key economic sectors, enhancing labor productivity, improving market access, and strengthening industrial linkages with global value chains;
- (ii) Assist the DMCs collaborate with national policymakers in the trade and economic fields, to help modernize and propose reforms to trade and investment policies, taking into consideration current global trends and developments and local business environments;

- (iii) Develop a framework for monitoring the effectiveness of DMC's policy reforms to provide timely tracking of the progress and effectiveness of policy reforms;
- (iv) Conduct knowledge sharing events and workshops to build the capacity of government counterparts to adopt good international practice; and
- (v) Help the ADB project team leaders implement the program as necessary and requested.

10. **Skill Development/Human Capital Specialists.** The Skill Development/Human Capital Specialists should have at least 10 years of specialized experience in education policy, health care, public sector management, or other related fields. The experts should have Master's or Doctorate degrees in public administration, economics, or other closely related disciplines and be experienced in providing advice to governments in matters involving labor productivity, education, social development, and public health. The Skill Development/Human Capital Specialists will:

- (i) Provide support to the implementation and expansion of key reforms targeted to enhance the labor productivity of Southeast Asian DMCs' through human capital development, strengthen policies to implement the Sustainable Development Goals (SDGs), improve educational attainment and skills development, and enhance social and health protection;
- (ii) Assist the DMCs design, implement, and monitor the regulatory framework to effectively carry out the reforms;
- (iii) Engage in policy dialogue with government counterparts and other relevant stakeholders on the reform and regulatory framework;
- (iv) Provide technical guidance to the ADB team leaders during discussions with DMCs; and
- (v) Support the ADB project team leaders in implementing the program as necessary and requested.

11. **Legal Experts.** The Legal Experts should have relevant Master's degrees and at least 10 years of experience in the field of law and relevant sectors such as banking and finance, taxation, procurement, labor, and trade. Experience in relevant policy and reform areas is an advantage. The Legal Experts are expected to provide technical inputs and expert advice to the governments of the DMCs and team leaders covering various activities such as capital market reforms, tax reform, investment and trade reforms, and other relevant legislative frameworks. The Legal Experts must support the team leaders by conducting legal consultations with financial institutions, regulators, industry practitioners, and other relevant stakeholders. The Legal Experts will:

- (i) Coordinate with relevant organizations and associations on the legal aspects of reforms as relevant to the project and proposed reforms;
- (ii) Support the team leaders during formal consultations with the governments on the relevant reform and policy areas;
- (iii) Provide technical advice to the governments to support their dialogue with legislators on relevant legislation;
- (iv) Provide technical inputs and recommendations to the governments to support the development of relevant laws and secondary legislation;
- (v) Lead the conduct of stakeholder consultations or equivalent meetings; and
- (vi) Perform other related tasks as assigned by team leaders.

12. **Local Government Finance Specialists.** The Local Government Finance Specialists should have at least 7 years of experience in public finance management at the sub-national or

local government levels, including local domestic resource mobilization and investment planning/programming. The Local Government Finance Specialists should have Master's degrees in economics, finance, or public administration and be able to engage in dialogue with various levels of stakeholders in relevant Southeast Asian DMCs. The Local Government Finance Specialists will:

- (i) Review and analyze local government codes and laws related to sub-national governments and administration;
- (ii) Review recent reports and studies on local real property taxation, business, and other local government taxes;
- (iii) Provide technical inputs and policy recommendations to improve policies and reforms related to sub-national governments and decentralization;
- (iv) Conduct research on the topics relevant to local government reforms as guided by team leaders;
- (v) Formulate recommendations and strategies for the effective rollout of relevant laws; and
- (vi) Other related tasks as requested by team leaders.