



Technical Assistance Report

Project Number: 54100-001
Knowledge and Support Technical Assistance (KSTA)
June 2020

Quality Jobs and the Future of Work

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
COVID-19	–	coronavirus disease
DMC	–	developing member country
ILO	–	International Labour Organization
TA	–	technical assistance

NOTE

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

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 54100-001
Project Name	Quality Jobs and the Future of Work	Department/Division SDCC/SDTC-SOC
Nature of Activity	Capacity Development	Executing Agency Asian Development Bank
Modality	Regular	
Country	REG (BAN, GEO, INO, PNG)	
2. Sector	Subsector(s)	ADB Financing (\$ million)
✓ Public sector management	Social protection initiatives	1.00
Education	Technical and vocational education and training	0.50
	Total	1.50
3. Operational Priorities		Climate Change Information
✓ Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum) 0
✓ Accelerating progress in gender equality		Climate Change impact on the Project Low
		ADB Financing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
		Cofinancing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
Sustainable Development Goals		Gender Equity and Mainstreaming
SDG 1.3		Effective gender mainstreaming (EGM) ✓
SDG 4.4		
SDG 8.5		
		Poverty Targeting
		General Intervention on Poverty ✓
4. Risk Categorization	Low	
5. Safeguard Categorization	Safeguard Policy Statement does not apply	
6. Financing		
Modality and Sources		Amount (\$ million)
ADB		1.50
Knowledge and Support technical assistance: Technical Assistance Special Fund		1.50
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		1.50
Currency of ADB Financing: US Dollar		

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will strengthen the capacity of developing member countries (DMCs) to facilitate access to quality jobs.¹ The TA will (i) develop new directions for social protection in labor markets, (ii) develop effective approaches for skills development and job facilitation, and (iii) initiate a coherent approach to facilitating quality jobs for DMCs through Asian Development Bank (ADB) operations.

2. The TA is in line with the Strategy 2030 operational plan for priority 1, pillar 2, which underlines the importance of quality jobs in addressing remaining poverty and reducing inequality.² With the coronavirus disease (COVID-19) pandemic resulting in lockdowns and halts to economic activities, progress made toward job growth and poverty reduction is critically at risk. The International Labour Organization (ILO) estimated that employment for 125 million full-time workers in Asia and the Pacific will be lost in the second quarter of 2020, with tourism, retail, and manufacturing being most affected.³ ADB estimated that this would lead 34.3 million people to fall into extreme poverty.⁴ The TA is included in the 2020 Management-approved results-based work plan of the Sustainable Development and Climate Change Department.⁵

II. ISSUES

3. **Access to quality jobs.** Facilitating increased access to quality jobs is essential for creating a region without poverty and with reduced inequality. Asia and the Pacific has experienced rapid economic progress over the past 25 years, creating 30 million jobs annually and contributing to significant improvements in living standards.⁶ The growth in jobs has been accompanied by improved productivity, higher earnings, and large reductions in poverty. Despite continued economic growth (4.6% in 2019) and a relatively low unemployment rate (4.4% in 2019), developing Asia's job challenge is far from over. While new jobs were created rapidly as part of economic growth, they have not always been quality jobs that provide a secure and stable source of income, particularly for the poorest and most vulnerable. Moreover, several structural weaknesses in the labor market threaten the progress that has been made. The share of youth not in employment, education, or training is on the rise, reaching 24.3% in 2019; and labor underutilization was 10.3% in 2019. Importantly, two-thirds of the workforce remain in the informal sector, while 4.2% of workers in the region continue to live in extreme poverty and another 14.6% live in moderate poverty.⁷ Gender disparities in labor force participation also continue to persist, particularly in South Asia (23.2% among women compared with 76.9% among men in 2019). Pandemic-related job losses disproportionately harm workers with basic levels of education.⁸ Additional and concerted efforts are required to create inclusive and quality jobs to prevent long-term damage, especially to the most vulnerable, including women, youth, migrant workers, and informal economy workers.

¹ Quality jobs are decent and productive jobs that provide earnings contributing to workers' well-being, access to social protection benefits, safe working conditions, and access to social dialogue. These four components are in line with Sustainable Development Goal 8.5 on the achievement of full and productive employment and decent work for all women and men by 2030.

² ADB. 2019. [Strategy 2030 Operational Plan for Priority 1: Addressing Remaining Poverty and Reducing Inequalities, 2019–2024](#). Manila.

³ ILO. 2020. [ILO Monitor: COVID-19 and the World of Work. Second Edition. Briefing Note](#). 7 April.

⁴ Bulan, J., R. Hasan, A. Martinez, and I. Sebastian. 2020. "COVID-19 and Poverty: Some Scenarios." Unpublished note prepared for Economic Research and Regional Cooperation Department, ADB.

⁵ The TA first appeared in the business opportunities section of ADB's website on 17 April 2020.

⁶ ADB. 2018. [Asian Development Outlook 2018: How Technology Affects Jobs](#). Manila.

⁷ ILO. 2020. [World Employment and Social Outlook: Trends 2020](#). Geneva.

⁸ D. Furceri, P. Loungani, and J. Ostry. 2020. [How Pandemics Leave the Poor Even Farther Behind](#). *IMF Blog*. 11 May.

4. **Structural changes and disruptions.** A major challenge for Asian economies is to cope with structural changes and disruptions in job markets. The COVID-19 pandemic is causing a massive disruption in the labor market, with significant immediate and longer term social and economic implications, affecting both workers and enterprises. Even before the current crisis, technological advances, demographic changes, climate change, and migration were disrupting jobs and the skills employees need to do them, leaving many workers with less secure jobs, compounded by a structural shift from manufacturing to services.⁹ Technological disruptions can lead to job displacements and changing skill and task profiles, imposing hardship on workers, particularly female workers, who may not yet have the necessary skills to adapt to new tasks or access job opportunities in the new digital economy. New forms of employment are accompanied by less job security, requiring workers to potentially have several part-time, on-call, and temporary jobs to sustain income and livelihoods. Demographic changes are also visible in the region, with many countries in South and Southeast Asia, and the Pacific experiencing a youth bulge, while other countries in East and Southeast Asia are witnessing rapid aging. Demographic changes are contributing to growth in migration (domestic and external) and expanding demand for skills and care services to support aging societies in the region and globally. Climate change is another major trend shaping the future of work, creating both challenges and opportunities, e.g., through green jobs. The COVID-19 crisis exacerbates many of these structural changes in what was already a vulnerable and rapidly changing situation in the labor market for workers in developing Asia.

5. **Social protection systems.** Improved social protection systems are needed to address growing labor market imperfections, and support workers' access to quality jobs. The labor market is increasingly unpredictable, with an increasing number of temporary jobs requiring an ever more skilled workforce. With long-term employment in decline, it is important to protect workers moving frequently between jobs. Income replacement protection is needed for fast-changing labor markets with frequent spells of unemployment, together with skilling and re-skilling support, and job facilitation allowing workers to move between jobs during their working life.¹⁰ During the lockdown period of the COVID-19 crisis, the role of social protection to lessen the impacts of shocks and to provide temporary income support has been highlighted. Social protection measures have taken the form of wage subsidies to employers (on the condition that the worker remains employed), unemployment benefits, targeted cash transfers to individuals who lost their jobs because of the lockdown, and food support to families. Social protection support during COVID-19 is building on existing programs or creating new ones. Worldwide, countries are spending an average of \$44 per capita on the COVID-19 social protection response.¹¹ Countries with large informal economies, low social protection coverage, and weak or no social registries are struggling to put in place adequate responses to the shock. During the transition and recovery periods, social protection systems will need to adapt to the "new normal," keeping in mind the likely continuation of social distancing measures, high unemployment (especially in highly impacted sectors), and low or even negative economic growth. This period will continue to affect those with less secure incomes and jobs disproportionately. Women are more likely to be excluded from any kind of social protection because of their concentration in informal jobs. Employment prospects of young workers are often more sensitive to fluctuations in demand. Other vulnerable groups include migrants, older workers, temporary or casual workers, and workers in new forms of employment including the gig economy. The challenge will be to get people who are able to work back into productive employment, while keeping the most vulnerable protected.

⁹ M. Helble, S. Khatiwada, and B. Shepherd. 2020. [Think Services, Not Only Manufacturing](#). *Asian Development Blog*. January.

¹⁰ D. Campbell. 2020. [Work and Social Protection in Asia and the Pacific during the Fourth Industrial Revolution](#). *ADB Sustainable Development Working Paper Series*. No. 65. Manila: ADB.

¹¹ U. Gentilini et al. 2020. [Social Protection and Jobs Responses to COVID-19: A Real-Time Review of Country Measures](#). 8 May Update. Washington, DC: World Bank.

6. **Skills development.** Training systems need to adapt to the future of work, and job facilitation needs to be enhanced for women and vulnerable groups. The extensive disruptions caused by COVID-19 have reinforced attention on the skills deficit. Adapting employees' skills and roles to post-pandemic work will be crucial for business resilience.¹² In 2017, the McKinsey Global Institute estimated that as many as 375 million workers—or 14% of the global workforce—would have to switch occupations or acquire new skills by 2030 because of automation and artificial intelligence.¹³ After COVID-19, talent shortages in some new digital occupations may arise, making lack of digital skills more acute, which is particularly challenging for many women, given the digital skills gap.¹⁴ A survey conducted by the Everest Group in early 2020 found that 86% of enterprises considered the talent shortage a key barrier to achieving business outcomes even before the COVID-19 crisis.¹⁵ Digital transformation is inevitable and the COVID-19 response shows that digitalization will reach tipping points. Far greater investments in on-the-job training; upgrading of curriculums; and new, flexible credential systems are required to cope with changes.¹⁶ Singapore's SkillsFuture initiative is an example of skills development helping citizens to be productive, access higher order jobs, remain employable, and move to new jobs or roles. Training institutions need to become agile and versatile to service new occupations with new course offerings and "back-to-school" programs for mid-career workers to re-skill and upskill. Skills development can help professionalize important segments such as the care economy.¹⁷ Real-time labor market information systems, digital and other solutions to job facilitation, and modernization of public employment exchanges will become increasingly crucial to address the needs of job seekers, including vulnerable workers and employers.

7. **Quality jobs.** A coherent approach to facilitating quality jobs will amplify returns from infrastructure and other investments for DMCs. Job creation from investments in infrastructure can be reinforced through appropriate diagnostic tools. Economic and fiscal stimulus packages for inclusive post-COVID-19 recovery, including quality job creation, will mitigate job losses. Adequate jobs analysis in preparing infrastructure investments can boost job prospects from infrastructure assets. A good example of job creation from infrastructure is in the ADB-supported Visakhapatnam–Chennai Industrial Corridor Development Program, linking infrastructure with employment growth, potentially generating 11 million additional jobs over 30 years.¹⁸ A coherent jobs approach toward infrastructure and related investments, with diagnostic tools that are gender-responsive to better understand demand- and supply-side constraints to quality jobs, will help policy makers develop appropriate strategies, including taking into account women's care burdens and the subsequent impacts on access to quality jobs. ADB can draw on the experience of other organizations, such as the World Bank and the ILO, to formulate approaches to quality jobs and develop contemporary tools for job facilitation, job matching, and job creation.

¹² S. Agrawal et al. 2020. [To Emerge Stronger from the COVID-19 Crisis, Companies Should Start Reskilling Their Workforces Now.](#) McKinsey and Company. 7 May.

¹³ McKinsey Global institute. 2017. [Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation.](#) New York.

¹⁴ Women have less access to digital technologies and the internet than men, they make less use of them, and gain less benefit from them than men do. Besides, girls still lag behind boys in the number of years of formal education completed, and there is a substantial gender gap in skills, jobs and careers involving science, technology, engineering and mathematics. Finally, in the technology sector, men outnumber women at every level, with the starkest differences at the top of the industry.

¹⁵ Will COVID-19 Ease the Relentless War for Talent? | Blog. April 21, 2020. <https://www.everestgrp.com/2020-04-will-covid-19-ease-the-relentless-war-for-talent-blog-.html>

¹⁶ ADB. Forthcoming. *Reaping Benefits from Industry 4.0 Through Skills Development in ASEAN countries.* Manila.

¹⁷ World Economic Forum. 2020. [Jobs of Tomorrow: Mapping Opportunity in the New Economy.](#) Geneva.

¹⁸ ADB. 2016. [Report and Recommendation of the President to the Board of Directors: Proposed Multitranchise Financing Facility, Policy-Based Loan, Technical Assistance Grant, and Administration of Grant to India for the Visakhapatnam–Chennai Industrial Corridor Development Program.](#) Manila.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA is aligned with the following impact: access to quality jobs improved (footnote 2). The TA will have the following outcome: DMC capacity to facilitate access to quality jobs improved.¹⁹

B. Outputs, Methods, and Activities

9. **Output 1: New directions for social protection in labor markets developed.** Under output 1, the TA will explore adequate social protection responses to changing dynamics in the labor market and during shocks such as the COVID-19 crisis. As a first step, the TA will prepare a study on adequate responses for social protection in labor markets as a medium-term response to the COVID-19 pandemic—identifying strategies for post-COVID-19 approaches during the three stages: lockdown, transition, and recovery. The study's findings will be shared with governments, the private sector, civil society, and development partners through workshops and webinars, with the final publication posted on the ADB website. The services of a firm will be hired to prepare an analytical framework to identify the most appropriate measures to make social protection and labor market policies and programs more responsive to COVID-19. The analytical framework will guide the preparation of country studies in four DMCs,²⁰ and recommend appropriate social protection and labor market measures to be taken, with a focus on people who lost their jobs during the lockdown period, especially vulnerable groups such as women, older workers, and migrants, as well as first-time job seekers. Additional studies will be prepared on making social protection systems more responsive to structural changes in the labor market. These studies will similarly be shared during conferences and webinars, and posted on the ADB website.

10. **Output 2: Effective approaches for skills development and job facilitation promoted.** The TA will look into new digital pathways for skills development (especially important in the post-COVID-19 world) and lifelong learning options that keep workers adequately skilled and relevant in labor markets. Output 2 will (i) assess the changing dynamics of skills demand for new occupations, particularly digital skills for Industry 4.0 and post-COVID-19 work environments that will call for enhanced digital skills; (ii) assess new approaches for curriculum and course renewals that match the needs of rapidly evolving labor markets, together with new and tech-enabled delivery mechanisms for skills development, with a matching design of flexible and online credentials and certification; and (iii) undertake a survey of public employment exchanges and job-matching platforms to assess the potential use of advanced technologies such as artificial intelligence for job matching and career coaching to strengthen real-time labor market forecasting and enhance access to quality jobs. Best practices in job facilitation and placement services will be documented. The country studies in the four DMCs will include an assessment of changes in skills demand, new forms of credentials and certification, and the surveys of public employment exchanges and job matching platforms.

11. **Output 3: Coherent approach to facilitating quality jobs for developing member countries initiated.** The TA will initiate steps toward building an evidence-driven and integrated approach to job promotion in projects in economic segments, specifically infrastructure. Output 3 will (i) map a selection of past, ongoing, and pipeline ADB projects to analyze the potential for job creation, and highlight best practices to promote quality jobs; (ii) develop job diagnostics tools that DMCs can apply to assess the potential for quality job

¹⁹ The design and monitoring framework is in Appendix 1.

²⁰ Country studies will be prepared for Bangladesh, Georgia, Indonesia, and Papua New Guinea upon receipt of government concurrence. If any of these DMCs does not agree to participate, new DMCs will be identified in consultation with the regional departments.

creation, and incorporate concrete measures to amplify job creation effects of infrastructure investments; and (iii) prepare an illustrative guide on design elements to embed creation of quality jobs in ADB infrastructure operations. This tool will be used in selected pipeline projects to unlock the potential creation of quality jobs.

C. Cost and Financing

12. The TA is estimated to cost \$1.5 million which will be financed on a grant basis by ADB's Technical Assistance Special Fund (\$0.821 million from TASF-6 and \$0.679 million from TASF-other sources). The key expenditure items are listed in Appendix 2.

D. Implementation Arrangements

13. ADB will administer the TA. The Social Development Thematic Group and the Education Sector Group under the Sustainable Development and Climate Change Department will be responsible for the administration and supervision of the TA. A core working group will be mobilized from the Economic Research and Regional Cooperation Department, operations departments, and the Sustainable Development and Climate Change Department to ensure ownership, provide inputs, and set up a jobs platform.

14. The implementation arrangements are summarized in the table.

Implementation Arrangements			
Aspects	Arrangements		
Indicative implementation period	July 2020–June 2023		
Executing agency	ADB (Social Development Thematic Group and Education Sector Group, Sustainable Development and Climate Change Department)		
Consultants	To be selected and engaged by ADB		
	Firm: FBS	International expertise (18 person-months), national expertise (24 person-months)	\$480,000
	Individual: ICS	International expertise (30 person-months)	\$600,000
	Individual: ICS	National expertise (22 person-months)	\$110,000
Disbursement	The TA resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time).		

ADB = Asian Development Bank, FBS = fixed budget selection, ICS = individual consultant selection, TA = technical assistance

Source: Asian Development Bank.

15. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.²¹ The TA will require 48 person-months of international and 46 person-months of national consultants with expertise in social protection, labor markets, skills development, Management information systems and/or information and communication technology, and training. Output-based contracts will be considered where appropriate.

IV. THE PRESIDENT'S DECISION

16. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,500,000 on a grant basis for Quality Jobs and the Future of Work, and hereby reports this action to the Board.

²¹ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with Access to quality jobs improved (Strategy 2030 Operational Plan for Priority 1) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
Outcome DMC capacity to facilitate access to quality jobs improved	a. By 2023, draft policy directions on promoting quality jobs submitted to 4 DMC governments in consultation with key stakeholders (2019 baseline: 0) b. By 2023, guidance note for ADB operations on creation of quality jobs prepared, incorporating approaches to design, measure and monitor quality jobs (2019 baseline: 0)	a. Draft Policies by ADB in consultation with DMCs b. Guidance note	Systemic crisis affecting sustained economic growth
Outputs 1. New directions for social protection in labor markets developed 2. Effective approaches for skills development and job facilitation promoted	1a. By 2022, a COVID-19 response report, including country reports, and on new directions for gender-responsive social protection policies completed and made publicly available (2019 baseline: 0) 1b. By 2023, at least 200 DMC representatives from the region, with at least 40% women, participate in knowledge sharing events and report increased knowledge of responsive social protection (2019 baseline: 0) 2a. By 2022, a regional report on new directions for COVID-19 responsive skills development for quality jobs and job facilitation, including gender analysis, completed and made publicly available (2019 baseline: 0)	1a. Final COVID-19 response report 1b. Workshops and Asia-Pacific Social Protection week completion and evaluation report 2a. Regional report on job creation and facilitation and national reports on skills development	High turnover in government may lead to loss of capacity built Uncertainty because of COVID-19 outbreak restricts DMCs' ability to support TA activities

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
3. Coherent approach to facilitating quality jobs for DMCs initiated	2b. By 2023, at least 100 DMC representatives from the region, with at least 40% women, reported improved understanding of effective and innovative approaches to skills development and job facilitation (2019 baseline: 0)	2b. ADB International Skills Development Forum or similar events and evaluation report	
	3a. By 2021, a gender-responsive job diagnostics tool for selected sectors completed (2019 baseline: not applicable)	3a. Job diagnostics tool kit and analytical report (result of testing of the diagnostics tool) completed for selected sectors	
	3b. By 2022, measures to demonstrate quality job creation embedded in 2 ADB infrastructure projects (2019 baseline: not applicable)	3b. Consultant report on mapping of ADB projects	
	3c. By 2023, an illustrative guide on design elements to embed creation of quality jobs in ADB infrastructure operations prepared (2019 baseline: not applicable)	3c. Guidelines on job creation in ADB infrastructure operations, consultant report	

Key Activities with Milestones

1. New directions for social protection in labor markets developed

- 1.1 Prepare study on adequate responses to the COVID-19 pandemic for social protection and jobs, identifying appropriate gender-sensitive responses during the three stages: lockdown, transition, and recovery, with a focus on people who lost employment during the lockdown period as well as first-time job seekers (Q3–Q4 2020)
- 1.2 Organize workshop on social protection and job responses during the three stages of the COVID-19 pandemic (Q4 2020)
- 1.3 Prepare analytical framework and 4 country studies, determining options for the reform of policies and systems for social protection and labor markets during the three stages of the COVID-19 pandemic (Q4 2020–Q4 2021)
- 1.4 Prepare knowledge products on structural changes (technological advances, demographic changes, climate change, and migration) affecting labor markets and the most vulnerable sections of the population (Q4 2020–Q2 2023)
- 1.5 Organize workshops, including sessions during the Asia-Pacific Social Protection Week (Q1 2021–Q2 2023)

<p>2. Effective approaches for skills development and job facilitation promoted</p> <p>2.1 Assess the changing dynamics of skills demand for new occupations, particularly digital skills required at different levels to access quality jobs, including gender analysis (Q4 2020–Q4 2021)</p> <p>2.2 Review and analyze new methodologies for rapid curriculum review to meet the needs of market-relevant new courses in demand, and explore tech-enabled delivery of new skills for self-paced learning (Q4 2020–Q4 2021)</p> <p>2.3 Assess the feasibility of new forms of credentials and certification to meet the needs of employers and new occupations and skill sets (Q1–Q4 2021)</p> <p>2.4 Document best practices and models for job facilitation, employment and placement services, private sector led on-the-job training, and real-time labor market forecasting approaches (Q4 2020–Q4 2021)</p> <p>2.5 Undertake survey of labor market institutions and instruments such as public employment exchanges, labor market information systems, and job-matching portals to assess new directions for real-time labor market forecasting (Q4 2020–Q4 2021)</p> <p>2.6 Review and analyze skills, courses, and credentials for informal economy segments such as the care economy, including gender analysis (Q3 2020–Q4 2021)</p> <p>2.7 Organize workshops, including sessions during the Education Skills Forum and similar events (Q1 2021–Q2 2023)</p> <p>3. Coherent approach to facilitating quality jobs for DMCs initiated</p> <p>3.1 Map selection of past, ongoing, and pipeline ADB projects to analyze the potential to support job creation, job facilitation, and job matching through interventions, including youth-specific and gender analysis (Q3–Q4 2020)</p> <p>3.2 Prepare gender-responsive job diagnostics tools to be used for selected projects in selected sectors to promote quality jobs (Q4 2020–Q4 2022)</p> <p>3.3 Prepare an illustrative guide on design elements to embed creation of quality jobs in ADB infrastructure operations (Q4 2021–Q2 2023)</p>
<p>Inputs</p> <p>ADB: \$1.5 million</p>
<p>Assumptions for Partner Financing</p> <p>Not applicable</p>

ADB = Asian Development Bank, COVID-19 = coronavirus disease, DMC = developing member country, Q = quarter, RRP = report and recommendation of the President, TA = technical assistance.

^a ADB. 2019. [Strategy 2030 Operational Plan for Priority 1: Addressing Remaining Poverty and Reducing Inequalities, 2019–2024](#). Manila.

^b The jobs-related corporate results framework indicators are business development and finance sector measures supported in implementation; models for business development and financing established or improved; and enhanced labor policies and standards implemented. The TA will facilitate the formulation of an operational definition of quality jobs in ADB projects.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	770.0
ii. National consultants	180.0
b. Out-of-pocket expenditures	
i. International and local travel	140.0
ii. Reports and communications	100.0
2. Printed external publications ^b	30.0
3. Studies, surveys and reports ^c	80.0
4. Training, seminars, workshops, forums, and conferences ^d	100.0
5. Miscellaneous administration and support costs ^e	30.0
6. Contingencies	70.0
Total	1,500.0

ADB = Asian Development Bank, TA = technical assistance.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF 6 and TASF-other sources).

^b Includes the cost of editors, typesetters, proofreaders, peer reviews, and other publishing expenses. Knowledge products that will be developed from the TA will be published online. Printing will be limited and on demand.

^c Includes the cost of field researchers, enumerators, focus group discussions, survey materials, and related costs for fieldwork and support for the preparation of analytical work and studies.

^d Includes the cost of the inception workshops, national and regional workshops, and other capacity building support; and representation expenses, such as giveaways, tokens, and minimal alcoholic beverages. Also includes the travel cost of ADB staff as resource persons in national or regional workshops, conferences, and forums.

^e Includes the travel cost of ADB staff to provide administrative or secretariat support services for the implementation of other TA activities, such as review missions, following ADB. 2013. Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget. Memorandum. 26 June (internal).

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=54100-001-TARreport>

1. Terms of Reference for Consultants