

## TERMS OF REFERENCE FOR CONSULTANTS

### A. Individual International Consultants

#### 1. Institutional Development Specialist (6 person-months, intermittent, international)

- (i) Develop institutional assessment framework/tool
- (ii) Undertake institutional assessments of selected government agencies and prepare institutional strengthening or reform plans, and capacity development plans in consultation and coordination with relevant stakeholders, including ADB staff (these will serve as models for other assessments in the future)
- (iii) Prepare implementation strategy of the strengthening/reform plan, including required resources and capacity (these will serve as models for the preparation of such strategies in the future)
- (iv) Assess institutional structure and operating systems (administrative, financial, technical, information) of selected government agencies in view of the assigned mandates and suggest appropriate structure and efficient operational systems
- (v) Prepare best practices and experience from different countries
- (vi) Share the institutional strengthening/reform plan, implementation strategy, and international best practices with the stakeholders, including ADB staff
- (vii) Provide training to Training-of-Trainers (e.g. training institutions, associations, civil society organizations), government officials, and ADB staff on the use of the assessment framework, preparation of the strengthening plan, and implementation of the plan
- (viii) Prepare knowledge products (e.g. a blog, case study, policy briefs)
- (ix) Perform other tasks related to the activity as requested by the relevant ADB staff

**Minimum Qualifications:** The specialist should have an advanced degree and a minimum of 15 years' experience in institutional development/reforms in different countries. Working with government and international organizations will be preferred. S/he should have excellent communication, facilitation, analytical, and inter-personal skills. Good understanding of federal system of governance is required. Experience of working with subnational governments is desirable.

#### 2. Tourism Development Expert (2 person-months, intermittent, international)

- (i) Undertake diagnostic study on the viability of tourism destination sites for commercial tourism development to attract different types of tourists (e.g. religious, adventure, spiritual) - both domestic and international
- (ii) Consult with a range of stakeholders and beneficiaries – government, private sector, and community organizations on the viability of the tourism products/destinations and available facilities and services in support of that.
- (iii) Undertake the assignment in coordination with World Bank, IFC, and other development partners which are also supporting the government in this endeavor
- (iv) Where applicable identify needs for specialty trainings or other technical support required for the products/destinations
- (v) Perform other tasks related to the activity as requested by the relevant ADB staff

**Minimum Qualifications:** The expert should have a master's degree in business administration, hospitality management or related fields, with minimum of 10 years of relevant experience in different countries. S/he should have excellent communication skill, and experience working with both government and private sector.

### 3. Infrastructure/Investment Specialist (3 person-months, intermittent, international)

- (i) Undertake a diagnostic assessment of challenges related to technical and institutional capacity, and policy and regulatory frameworks, and issues of consistency among the three government tiers in Nepal under the federal system of governance, and provide recommendations
- (ii) Disseminate the findings of the assessment to wider audience – government, development partners, private sector, and civil society organizations
- (iii) Assess the current practices in investment planning, management, implementation of investment projects, evaluation, costing particularly at the subnational government level, and provide recommendations for improvement in view of the best practices and lessons learned from different countries
- (iv) Develop guidance on risk identification and mitigation measures (focusing on subnational government level)
- (v) Prepare quality assurance and quality control framework related to infrastructure projects
- (vi) Organize knowledge sharing events to share assessment findings (iii) and development of various knowledge products (iv-v)
- (vii) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualifications.** The expert should have a master's degree in engineering, investment management, project management, economics or related fields, with minimum of 15 years' experience in infrastructure project management, and investment planning in multiple countries. Experience in a broad spectrum of infrastructure projects is desirable. Experience in South Asia, particularly Nepal will be given preference. Excellent communication and interpersonal skills.

### 4. Communication Specialist (3 person-months, intermittent, international)

- (i) Develop communication strategies and plans at the national, sector, and project levels, including performance indicators and information dissemination through various channels
- (ii) Develop training manual/materials and provide training to government agencies and ADB staff on project communication strategy and tools
- (iii) Develop coordination mechanism framework (among the three government tiers) for projects and programs
- (iv) Document lessons learned from successful and unsuccessful communication experience and share observations/findings with the government of Nepal and ADB.
- (v) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualifications.** The specialist should have an advanced degree in communications, journalism, public relations or related field. At least ten years of relevant professional experience is required. Demonstrated social media experience is an advantage. S/he should have an excellent written and oral communication skills.

## 5. Agro-economist (3 person-months, intermittent, international)

- (i) Assess the increasing trend of the import of milled rice and identify the factors behind it
- (ii) Explore and analyze (a) current trends in rice production in Nepal; (b) rice varieties cultivated and imported; (c) demographic changes and changes in farming practices and their impact on paddy land; (d) productivity of cultivated varieties and seed replacement rate; research and development in Nepal; and (e) policy and institutional bottlenecks to promote domestic production and value addition of rice
- (iii) Document and share best practices, varieties, etc. for wider replication
- (iv) Work closely with national agricultural research programs, university research networks etc
- (v) Perform other tasks related to the activity as requested by the relevant ADB staff

**Minimum Qualifications:** The expert should have a master's degree in agronomy and 10 years of relevant experience in agriculture, particularly in rice cultivation and research. International, experience, particularly of South Asia region, is essential. S/he should also have a good understanding of Nepal's policies and strategies in agriculture. Excellent communication and presentation skill are essential.

## 6. Editor (5 person-months, intermittent, international).

- (i) Review and edit all knowledge products to be produced under the TA.
- (ii) Ensure consistency and quality of knowledge products
- (iii) Ensure that style and language usage of manuscripts is in accordance with ADB's Handbook of Style and Usage
- (iv) Proofread manuscripts for publication
- (v) Perform other tasks related to the project as requested by the relevant ADB staff

**Minimum Qualifications.** The expert should have at least 7 years experiences on report writing and editing publications for reputable international organizations, preferably with work experience at the ADB.

## B. Individual National Consultants

### 7. Knowledge Management Coordinator (30 person-months, intermittent, national)

The knowledge management coordinator will provide overall assistance in managing the day-to-day implementation of the TA activities. S/he will

- (i) Provide administrative and logistical support in the implementation of TA activities
- (ii) Provide necessary assistance to ADB staff and government officials in preparing proposals for TA support
- (iii) Monitor the implementation of TA activities
- (iv) Coordinate and follow up with ADB staff and government officials on the implementation of TA activities
- (v) Schedule knowledge events, workshops, and training programs in coordination with the relevant stakeholders and make necessary arrangements for the events/programs
- (vi) Provide administrative support in the preparation of knowledge products
- (vii) Maintain a roster of experts and specialists, network, and manage experts

- (viii) Provide regular updates on the progress of TA activities to the TA advisory committee and the IECCD/Ministry of Finance
- (ix) Prepare annual progress reports and TA completion report
- (x) Perform other tasks related to the project as requested by relevant ADB staff

**Minimum Qualifications.** S/he should have a master's degree in economics, public policy, communications, management, or related fields with a minimum working experience of 7 years in knowledge management, communications, coordination, network facilitation, and other related areas. S/he should have an excellent communication (both English and Nepali) and interpersonal skills. S/he should have experience working with the government. Experience with international organizations, preferably ADB, is an advantage. Experience in the use of computers, office software packages (MS office), and web-based data management system is essential.

#### **8. Infrastructure Project Management Specialist (8 person-months, intermittent, national)**

- (i) Explore the factors leading to successful completion of relatively large ADB-supported infrastructure projects in a challenging environment.
- (ii) Identify specific challenges faced by the projects and how they were resolved (including whether there were any unique challenges and solutions)
- (iii) Assess the role of local context and beneficiaries, project staff/agencies, other stakeholders.
- (iv) Analyze the existence of potential solutions that could have produced even better results.
- (v) Provide lessons in infrastructure project management in challenging environments, with implications for further improvements in the government's institutional mechanisms.
- (vi) Prepare case studies based on the findings and analysis conducted.
- (vii) Work closely with the international infrastructure specialist in undertaking the diagnostic and other assessments, and development of various knowledge products.
- (viii) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualifications:** The expert should have a master's degree in economics, engineering, business administration, public policy, development studies, or related fields, with minimum of 15 years of relevant experience in South Asian countries, preferably in Nepal. S/he should have excellent analytical and writing skill, and experience working with the government. Experience with international organizations, preferably ADB, is an advantage.

#### **9. Institutional Development Specialist (10 person-months, intermittent, national)**

- (i) Work closely with the international consultant to develop institutional assessment framework and tools
- (ii) Work alongside the international consultant in undertaking institutional assessments, and preparing institutional strengthening or reform plans and capacity development plans in consultation and coordination with relevant stakeholders, including ADB staff
- (iii) Provide necessary support and guidance in the preparation of implementation strategy of the strengthening/reform plan, including required resources and capacity

- (iv) Assess institutional structure and operating systems in line with the institutional mandates of selected government institutions, particularly at the subnational government level, and suggest appropriate structure and efficient operational systems.
- (v) Organize dissemination/knowledge seminars in coordination with the respective government agencies, and invite relevant stakeholders to the seminars
- (vi) Undertake training of Training-of-Trainers provided by the international consultant on the use of the assessment framework, preparation of the strengthening plan, and implementing the plan
- (vii) Assist in the preparation of knowledge products (e.g. a blog, case study, policy briefs)
- (viii) Perform other tasks related to the activity to support the international consultant and as requested by the relevant ADB staff.

**Minimum Qualifications:** The specialist should have an advanced degree and a minimum of 10 years' experience in institutional development/reforms. Working with government and international organizations will be preferred. S/he should have excellent communication, facilitation, analytical, and inter-personal skills. S/he should have good understanding of Nepal's constitution, national policies, and institutional structure and processes. Knowledge on federal system of governance and sub-national government functions is required.

#### **10. Tourism Expert (3 person-months, intermittent, national,)**

- (i) Work closely with the international consultant in undertaking diagnostic study on the viability of tourism destination sites
- (ii) Provide advice and guidance in selecting stakeholders for consultation and arrange for those consultations
- (iii) Regularly communicate with the Ministry of Culture, Tourism, and Civil Aviation (MOCTCA) and incorporate advice and guidance of the government in the assessment/study
- (iv) Closely coordinate with World Bank and IFC, which are also supporting the government in this endeavor
- (v) Identify needs for specialty trainings or other technical support required for the products/destinations and service providers
- (vi) Work alongside the international consultant to develop training manuals and deliver training to relevant stakeholders - both government and private sector, in coordination with the MOCTCA, World Bank, and IFC
- (vii) Perform other tasks related to the activity as requested by the relevant ADB staff

**Minimum Qualifications:** The expert should have a master's degree in business administration, hospitality management or related fields, with minimum of 10 years of relevant experience. S/he should have excellent communication skill, and experience working with government and private sector.

#### **11. Safeguard Specialist (3 person-months, intermittent, national)**

- (i) Assess the impact of transmission line projects on land value and land use pattern, opportunity loss thereof, and appropriate mechanisms to compensate the loss.
- (ii) Identify key factors for the opposition by the affected people in the construction of transmission lines

- (iii) Develop systemic approach to assess socio-economic impact.
- (iv) Analyze appropriateness of easement fee policy and its assumption of no impact on land use pattern,
- (v) Undertake comparative analysis of land use pattern covering prior and post construction of the transmission line
- (vi) Recommend best practices and potential approaches for improved right of way policy, especially in land acquisition and compensation.
- (vii) Recommend ways to make land acquisition and easement fee assessment process easier,
- (viii) Recommend appropriate mechanism to compensate the loss due to installation of transmission lines.
- (ix) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualifications.** The specialist should have a master's degree, or equivalent, in anthropology, sociology, applied social science or other related fields. S/he should have at least 8 years of relevant experience in safeguards work, or related area and in project administration. Excellent oral and written communication skills in English and Nepali is essential. S/he should have a good understanding and knowledge of safeguard (in energy sector) related laws, regulations, and policies in Nepal.

## **12. Energy Policy Specialist (3 person-months, intermittent, national)**

- (i) Explore technical, policy and regulatory options to increase electricity demand in the context of surplus hydroelectricity generated specially during the wet season.
- (ii) Assess the economic feasibility of power supply options
- (iii) Review the economic analysis of existing pre-feasibility/feasibility studies for at least two-each of generation, transmission and distribution projects and conduct sensitivity analysis to determine their overall economic rate of return.
- (iv) Identify the stakeholders who would benefit and carry out a distributional analysis of net benefits.
- (v) Consult with private sector, especially industries and factories on strategies to increase the demand and possible incentives that could motivate the private sector to move towards electricity-based operation.
- (vi) Identify institutional and regulatory impediments
- (vii) Provide recommendations on institutional and policy reforms, and strategies to increase demand.
- (viii) Identify end-users, who will contribute to decarbonization and energy security, and lead to economic development of the country.
- (ix) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualifications:** The specialist should have a master's degree in energy economics, public policy, or related field with a minimum of 15 years professional experience in policy analysis and strategic planning and organization management in energy sector. The specialist should have a good understanding and knowledge of energy sector laws, policies, and strategies.

## **13. Public Debt Management Expert (2 person months, intermittent, national)**

In line with the proposed Public Debt Management bill (currently in the parliament), support the public debt management office under the Ministry of Finance (MOF) in the following areas:

- (i) Prepare projection of annual national debt requirement and formulating policy for short, medium, and long-term debt management
- (ii) Prepare guidelines for managing internal debt of federal and subnational governments
- (iii) Update guidelines for issuance of public debt in the domestic market
- (iv) Undertake data analysis
- (v) Design a capacity building plan, and conduct in-house training to enhance knowledge and capacity of relevant staff members in public debt management and operation of management tools
- (vi) Provide recommendations to improve debt management information system, structure, and its integration with treasury and budget systems
- (vii) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualification.** The expert should have a master's degree in economics, public finance or related field with at least 10 years of relevant experience. S/he should have a good understanding and knowledge of laws, regulations, and policies pertaining to public debt management. S/he must also demonstrate strong communication (both Nepali and English), presentation, and training skills.

#### **14. Public Financial Management (PFM) Specialist (3 person-months, intermittent, national)**

- (i) Assess financial management system and capacity of subnational governments (SNGs) and provide recommendations for improved financial management system for institutional development
- (ii) Determine required policy advisory and technical support to SNGs to improve PFM
- (iii) Undertake assessment of training needs of SNGs in the areas of planning, budgeting, and public financial management in coordination with the MOF and Ministry of Federal Affairs and General Administration
- (iv) Prepare training program and calendar for phase wise delivery of training in SNGs
- (v) Design a capacity building plan, and conduct training to enhance knowledge and capacity of relevant staff members in PFM
- (vi) Perform other tasks related to the activity as requested by the relevant ADB staff.

**Minimum Qualifications.** The specialist should have a master's degree in finance or business administration, economics, CA/CPA or equivalent, and a minimum of 10 years of relevant experience. Experience with ADB (or other multilateral development bank) is preferred. The specialist should have a good understanding and knowledge of PFM related laws, policies, strategies, and practices. S/he must also demonstrate strong communication (both Nepali and English), presentation, and training skills.

#### **15. Translator (6 person-months, intermittent, national)**

- (i) Make written translation and submit translation in word processed documents
- (ii) Proofread and edit the document
- (iii) Share draft translation with ADB's officer in charge of the project and incorporate suggested changes to the translation
- (iv) All texts, including texts contained in figures, boxes, captions, sources and covers requires translation and proofreading

- (v) Ensure high quality and accuracy of the entire document before submitting it to the officer in charge of the project
- (vi) Ensure accuracy of the terms and terminology used in the documents
- (vii) Ensure that the translation is written with style, correct grammar, and spelling,
- (viii) Complete the work within the agreed timeline and submit the final translation in both soft and hard copy

**Minimum Qualifications.** The Translator should have a master's degree in law, international relations, economics, public administration or other related field with at least 7 years of professional experience in the translation of technical documents, mainly from English to Nepali. S/he should have good understanding of technical terms and terminology used in areas of development.

#### **16. Research Analyst (6 person-months, intermittent, national).**

- (i) The Research Analyst will assist the Knowledge Coordinator and the TA team.
- (ii) Gather relevant data and information
- (iii) Assist in undertaking analytical work
- (iv) Prepare necessary elements of the reports (e.g., tables, graphs, charts, tables of contents, and reference lists)
- (v) Coordinate with government agencies and other stakeholders with regard to data and other information requests
- (vi) Assist in preparing training, seminar, and/or workshop materials, presentations, and reports; and in publishing the TA knowledge products
- (vii) Perform other tasks related to the project as requested by the relevant ADB staff.

**Minimum Qualifications.** The expert should have a master's degree in economics, business administration, or related fields, with minimum of 3 years experiences in economic research, good understanding of economics and have sufficient experience in economic data analysis.

#### **C. Resource Persons**

**17. Resource Persons (multiple positions).** Resource persons with background as policy maker, subject expert, or facilitator will be engaged to participate in related seminars, workshops, and conferences planned under the TA.