



# Technical Assistance Report

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Project Number: 46154-001  
Regional—Policy and Advisory Technical Assistance (R-PATA)  
December 2014

## Improving the Performance of Labor Markets in the Pacific

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
TA	–	technical assistance

## NOTE

In this report, "\$" refers to US dollars.

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## POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 46154-001</b>	
<b>Project Name</b>	Improving the Performance of Labor Markets in the Pacific	<b>Department /Division</b>	PARD/PAUS
<b>Country Borrower</b>	REG NA	<b>Executing Agency</b>	Asian Development Bank
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>ADB Financing (\$ million)</b>	
✓ Education	Non-formal education		0.08
	Technical and vocational education and training		0.23
	Tertiary		0.08
Public sector management	Social protection initiatives		0.38
		<b>Total</b>	<b>0.75</b>
<b>3. Strategic Agenda</b>	<b>Subcomponents</b>	<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive Pillar 3: Extreme deprivation prevented and effects of shocks reduced (Social Protection)	Climate Change impact on the Project	Low
<b>4. Drivers of Change</b>	<b>Components</b>	<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change Organizational development	Effective gender mainstreaming (EGM)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
<b>5. Poverty Targeting</b>		<b>Location Impact</b>	
Project directly targets poverty	No	Nation-wide	High
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.75</b>	
Sovereign Policy and advisory technical assistance: Technical Assistance Special Fund		0.75	
<b>Cofinancing</b>		<b>0.00</b>	
None		0.00	
<b>Counterpart</b>		<b>0.00</b>	
None		0.00	
<b>Total</b>		<b>0.75</b>	
<b>9. Effective Development Cooperation</b>			
Use of country procurement systems		No	
Use of country public financial management systems		No	



## I. INTRODUCTION

1. The Midterm Review of Strategy 2020 commits the Asian Development Bank (ADB) to expanding operations in education, with a focus on post-basic education, technical and vocational education and training, and higher education. The objective is to promote human capital development and the acquisition of the skills demanded by the market to improve employment prospects for the labor forces of developing member countries (DMCs), and increase resilience to economic shocks.<sup>1</sup> This commitment is especially relevant to the Pacific, where human capacity development that enables productive, sustainable employment remains a significant challenge. The Pacific Approach, 2010–2014, which acts as ADB’s country partnership strategy for the 10 smaller Pacific DMCs, highlights the particular need to involve women and youth in the development process to enable them to participate in the benefits of growth through increased employment and greater economic empowerment.<sup>2</sup>

2. The proposed technical assistance (TA) aims to improve labor market outcomes in the Pacific, including for women and youth, by supporting deeper analysis and understanding of labor markets, sharing knowledge on approaches that improve labor market performance, and promoting more collaborative approaches to developing and implementing labor market policies and programs. The TA complements ongoing economic policy TA,<sup>3</sup> and seeks to strengthen labor market links to infrastructure and education sector operations in the Pacific. The design and monitoring framework is in Appendix 1.<sup>4</sup>

## II. ISSUES

3. Pacific labor markets are generally performing poorly. While there is considerable diversity among the 14 Pacific DMCs, there are examples across the region where unemployment and underemployment are both high, with a large proportion of the labor force engaged in subsistence activities; women’s labor force participation is low; youth unemployment is high relative to other age groups; and the number of formal private sector jobs is limited. If these current challenging labor market conditions persist and recent population trends continue, the number of unemployed and underemployed people in the Pacific is likely to rise sharply in coming decades. Given the size of the regional labor force is expected to increase by about 45% to 9.6 million people by 2030, to avoid further increases in unemployment, nearly 1 million new formal sector jobs (an increase of 44% over current levels) need to be generated. This does not include providing formal jobs for a further 830,000 workers who will otherwise join the subsistence economy.<sup>5</sup>

4. Poor labor market outcomes result from the interaction of many factors. Skills mismatches can lead to a gap between the supply of skilled workers and industry demand. Inappropriate labor market regulation may limit the demand for labor by constraining private sector development. Large informal sectors in many Pacific DMCs result in low levels of labor productivity; while higher levels of public sector employment may crowd out private sector employment. Gender stereotyping and other forms of discrimination may limit the participation of women and youth in labor markets. A growing number of young people have inadequate foundational capabilities, so are unable to find productive employment. Fragile situations in many Pacific DMCs compound the labor market challenge. In these countries, weak institutions,

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<sup>1</sup> ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

<sup>2</sup> ADB. 2009. *ADB’s Pacific Approach 2010–2014*. Manila.

<sup>3</sup> ADB. 2013. *Technical Assistance for Pacific Economic Management (Phase 2)*. Manila.

<sup>4</sup> The TA first appeared in the business opportunities section of ADB’s website on 8 December 2014.

<sup>5</sup> See ADB. 2014. *Pacific Economic Monitor, July 2014* for analysis and data on Pacific labor markets.

insufficient capacity, and social tension may undermine effective policy and program implementation.

5. There is a substantial body of ongoing and recently completed analysis on labor market issues in the Pacific. Information gaps will be assessed on a country-by-country basis. For example, in the case of Fiji, the TA will build on analytical work being undertaken by the Economics and Research Department.<sup>6</sup> In two other Pacific DMCs, which will be selected during TA implementation, analytical work supported by the TA will be used to synthesize existing knowledge and data, and identify gaps. Key issues in labor market policy will be identified and supported through the preparation of action plans and establishment of multi-stakeholder partnerships.

### III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE

#### A. Impact and Outcome

6. The impact will be that national development plans for Pacific DMCs systematically incorporate policies and programs to improve labor market performance. The outcome will be that labor market policies and programs in participating Pacific DMCs are more evidence-based, collaboratively determined, and gender-focused.

#### B. Methodology and Key Activities

7. The TA will have the following outputs:

8. **Output 1: Development of regional knowledge sharing and analysis platform on Pacific labor markets.** A regional conference, planned to be held in Fiji, will launch the TA as a platform for knowledge sharing on labor market performance in Pacific DMCs, and promoting greater dialogue between public and private stakeholders on labor market policies and programs. In consultation with a cross-section of countries, regional organizations, and donors, five or six priority labor market themes will be identified, around which TA activities will be supported and the conference organized. The themes will have broad relevance across Pacific DMCs, but given the wide variety of labor market challenges, not all themes will be relevant for all countries. Preparatory discussions and meetings will take place to ensure the conference is responsive to country- and region-specific concerns and questions. During the conference, discussions will be facilitated to enable Pacific DMCs to review available evidence, highlight good practice, identify gaps, and plan follow-on activities. Initial analysis under output 2 will provide contextual analysis for discussion at the conference. Conference proceedings will be prepared and disseminated, including online.

9. **Output 2: Analysis of labor market performance in selected Pacific developing member countries.** To strengthen the link between (i) evidence-based analysis on labor markets, and (ii) policies and programs to improve labor market outcomes, the TA will build on the broad body of knowledge to which ADB and other development partners have already contributed on skills development,<sup>7</sup> school-to-work transitions,<sup>8</sup> and the links between private

<sup>6</sup> ADB. 2011. *Technical Assistance for Improving Employment Outcomes*. Manila (TA 7951-REG, \$800,000, approved 8 December).

<sup>7</sup> ADB–Pacific Islands Forum Secretariat. 2008. *Skilling the Pacific: Technical and Vocational Education and Training in the Pacific*. Pacific Studies Series. Manila: Asian Development Bank and Pacific Islands Forum Secretariat.

<sup>8</sup> Government of Samoa, Bureau of Statistics. 2012. *Samoa: 2012 School to Work Transition Survey*. Samoa.



sector development and job creation.<sup>9</sup> The TA will support the formulation and implementation of an action plan to improve labor market outcomes in Fiji. At the same time, the TA will test the replication of the Fiji labor market assessment approach in at least two other Pacific DMCs, to be determined during TA implementation in consultation with country stakeholders. Particular attention will be given to assessing the barriers to, and options for, increasing labor market participation of women and young people. Action planning in support of improved labor markets for these countries will also be undertaken.

10. **Output 3: Development of and support for partnerships to improve labor market outcomes.** The TA will act as a convenor of stakeholders with an interest in improving Pacific labor market outcomes. The engagement of stakeholders, such as regional organizations, development partners, government departments, private sector and civil society organizations, will be proactively sought in TA activities. Partnerships will be enacted through joint research, sharing of experiences, and policy dialogue. The TA will support at least four country, regional, or thematic multi-stakeholder partnerships formed during the regional conference that will define and implement action plan activities in support of improved labor market outcomes. An initial consultation meeting will be organized in Manila to bring together regional stakeholders to take stock of the current labor market situation in Pacific DMCs and to provide input into planning TA activities. As part of the process of forming labor market partnerships, the TA will facilitate policy dialogue between public and private stakeholders to review regional data and analysis, develop capacity for deciding on priority labor market actions for each partnership, and determine how to translate plans into action. A reference group comprising development partners and regional organizations is being formed that will provide a venue to share knowledge, and coordinate and develop regional partnerships.

11. All TA outputs are designed to be scalable. If cofinancing and/or other additional financing becomes available, additional activities will be programmed to contribute further to achievement of the TA project's outputs, outcome, and impact. For example, TA activities could be expanded to cover more countries, deliver more in-depth thematic studies, and include additional national or regional knowledge-sharing events. Additional countries would be selected on the basis of interest expressed to participate in the TA and adequate representation of the different groups of Pacific DMC economies.

12. The high vulnerability of many Pacific DMCs to external economic shocks or natural disasters pose a threat to the implementation of TA activities. Successful implementation of TA activities will entail securing sufficient institutional and logistical support from Pacific DMCs participating in the TA. And stakeholders in participating Pacific DMCs will need to be able to articulate, agree, and cooperate on addressing key challenges for improving labor market performance. Insufficient capacity and commitment to implement actions agreed through TA-supported activities may threaten success of the TA. Continued effort to engage and communicate with stakeholders constitutes an important action to minimize these risks.

### C. Cost and Financing

13. The TA is estimated to cost \$800,000, of which \$750,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V).

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<sup>9</sup> ADB. 2013. *Reinvigorating Private Sector Investment: A Private Sector Assessment for Fiji*. Manila.

14. Participating DMCs will provide counterpart support in the form of in-kind contributions to cover logistical support and the provision of government data and other information. The cost estimates and financing plan is in Appendix 2.

#### **D. Implementation Arrangements**

15. ADB through the Pacific Department will be the executing agency. Implementation responsibilities will rest with the Pacific Department in cooperation with the appropriate national ministries and agencies in participating DMCs. TA activities will commence only after confirmation of no-objection is obtained from each participating Pacific DMC. All 14 Pacific DMCs will be invited to participate in outputs 1 and 3, and selected Pacific DMCs (Fiji and at least two other Pacific DMCs) will participate in output 2.

16. The TA will be implemented over a period of 36 months starting in January 2015. The TA design is scalable and can accommodate possible cofinancing, as well as additional ADB financing subject to satisfactory TA performance. Evaluation of the effectiveness of TA activities will take place through formal and informal feedback mechanisms. For the regional conference, a learning evaluation will be administered. Knowledge products will be expected to meet ADB's established quality control standards, including for peer review. Regular informal feedback will be elicited from stakeholders participating in TA activities and reported on through regular updates. Dissemination activities both in-country and through ADB's communities of practice will be included as part of the TA activities.

17. The TA will require an estimated 40 person-months of consulting services (15 person-months of international and 25 person-months national). ADB will engage a consulting team following a fixed-budget method of selection using a simplified technical proposal. In addition, two individual consultants will be hired—a project coordinator and a research analyst. The consultants will be engaged by ADB in accordance with the Guidelines on the Use of Consultants (2013, as amended from time to time). Proceeds of the TA will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

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

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$750,000 on a grant basis for Improving the Performance of Labor Markets in the Pacific, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b> National development plans for Pacific DMCs systematically incorporate policies and programs to improve labor market performance</p>	<p>By 2021: Number of country labor market action plans developed and implemented with support from development partners (Baseline: none. Target: 9)</p>	<p>Country labor market action plans  National development plans</p>	<p><b>Assumptions</b> Political and institutional commitment to improve labor market performance is sustained  DMCs actively support efforts to promote the employment of women and youth  <b>Risk</b> External economic shocks or natural disasters undermine labor market outcomes</p>
<p><b>Outcome</b> Labor market policies and programs in participating Pacific DMCs are more evidence-based, collaboratively determined, and gender-focused</p>	<p>By end 2018: Public and private sector institutions in at least three Pacific DMCs are implementing specific labor market interventions to improve labor market performance</p>	<p>Action plans, reports, case studies, and other articles that reflect application of knowledge to specific labor market policies and programs, including for women and youth</p>	<p><b>Risk</b> Country resources mobilized to implement labor market action plans are not sufficient</p>
<p><b>Outputs<sup>a</sup></b> 1. Development of regional knowledge-sharing and analysis platform on Pacific labor markets</p>	<p>By November 2017: At least one regional conference delivered to present findings of recent analytical work on labor market performance  30% conference representation by normally underrepresented groups, especially women and young people</p>	<p>Conference proceedings made available on the web  Data on conference participants  Conference evaluation report</p>	<p><b>Assumptions</b> There is adequate consensus on key labor market issues</p>
<p>2. Analysis of labor market performance in selected Pacific DMCs</p>	<p>Action plans for labor market reform initiatives in Fiji and at least two other Pacific DMCs agreed with key stakeholders  Labor market performance assessment undertaken in at least two Pacific DMCs</p>	<p>Labor market reform action plan for Fiji and selected countries  Draft labor market reform action plans  Country labor market performance assessment for selected countries</p>	<p>Necessary institutional and logistical support is provided by host Pacific DMC</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	Labor market case studies produced, including on the relationship between externally financed infrastructure projects and skills development	Finalized case studies	
3. Development of and support for partnerships to improve labor market outcomes	At least four country, regional, or thematic, multi-stakeholder partnerships supported on improving labor market performance	Count of partners undertaking coordinated and defined activities to improve labor market performance in selected Pacific DMCs	Stakeholders in participating Pacific DMCs are able to articulate, agree, and cooperate on addressing key challenges to improving labor market performance
<b>Activities with Milestones</b>  <b>1. Development of regional knowledge sharing and analysis platform on Pacific labor markets</b> 1.1 Design and delivery of a regional conference in Fiji on Pacific labor markets (October 2015) 1.2 Production and dissemination of conference proceedings, including revised versions of the action plan, country labor market assessment, and case study on skills development in infrastructure projects (December 2015)  <b>2. Analysis of labor market performance in selected Pacific developing member countries</b> 2.1 Preparation of a draft labor market action plan for Fiji, in consultation with key stakeholders (June 2015) 2.2 Published labor market assessments of at least two other Pacific DMCs, as agreed with ADB, and in-country consultation with key stakeholders to obtain feedback (December 2017) 2.3 In-country workshops and seminars to disseminate findings of country labor market assessments and draft action plan (December 2017) 2.4 Published case study on impact of externally funded infrastructure projects on skills development (November 2015)  <b>3. Development of and support for partnerships to improve labor market outcomes</b> 3.1 Initial consultation meeting and stocktaking (March 2015) 3.2 Identification and development of at least four country, regional, or thematic partnerships to expand analysis, knowledge sharing, and/or operational implementation of activities to improve labor market outcomes in the Pacific (March-November 2015) 3.3 Conduct of regular dialogue on Pacific labor markets with key country, regional, and development partner stakeholders (ongoing)			<b>Inputs</b>  <b>ADB: \$750,000</b>  <b>DMC:</b> In-kind contributions to cover logistical support and provision of government data and other information

ADB = Asian Development Bank, DMC = developing member country, TA = technical assistance.

<sup>a</sup> Consistent with the effective gender mainstreaming designation, all outputs prepared under the TA will incorporate gender-specific perspectives, analysis, and representation.

Source: Asian Development Bank.

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

<b>Item</b>	<b>Amount</b>
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	350.0
ii. National consultants	100.0
b. International and local travel	75.0
c. Reports and communications	15.0
2. Training, seminars, and conferences <sup>b</sup>	
a. Facilitators	30.0
b. Training program	120.0
3. Miscellaneous administration and support costs	20.0
4. Contingencies	40.0
<b>Total</b>	<b>750.0</b>

Note: The technical assistance (TA) is estimated to cost \$800,000, of which contributions from the Asian Development Bank are presented in the table above. The value of participating developing member country government contribution is expected to account for about 6% of the total TA cost.

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

<sup>b</sup> This will cover workshop expenses such (i) resource person's honorarium, airfare, per diem, and miscellaneous travel expenses; (ii) participants' airfare and per diem; (iii) venue rental; (iv) meals and beverages; and (v) other workshop-related expenses including the cost of staff acting as resource persons and representation costs.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. An estimated total of 40 person-months of consultant services (15 months of international and 25 months of national consultants) will be required to implement the technical assistance (TA) project. The consulting team engaged will produce a defined set of analytical products and organize and deliver one knowledge-sharing event. In addition, a full-time TA project coordinator will be hired for an initial period of 12 months to assist in managing the implementation of TA activities, and to undertake defined analytical tasks; and a part-time research analyst will be hired for 6 months under an output-based contract to conduct case studies on Pacific labor markets.

2. **Multi-disciplinary team** (international, 15 person-months; and national, 7 person-months, intermittent). A team of economists and other specialists, with expertise in undertaking applied analytical work on labor markets, especially in the Pacific, will be required to design and oversee the delivery and evaluation of one conference on regional labor markets. The team will also prepare a country labor market action plan for Fiji and at least two country labor market performance assessments for other Pacific developing member countries (DMCs) that will be proposed by the team based on their skills and experience and ensuring representative nature of issues. Both the action plan and the assessment will be based on analysis of available data, studies, and reports, backed up by in-depth country consultations with government, private sector representatives, civil society organizations involved in delivering skills development and other employment-related services, and other development partners. Given the gender disparities in the Pacific, the team will ensure adequate representation by women in the analysis and consultations.

3. International consultants are expected to have 5 or more years of experience, and preferably a master's degree in an appropriate discipline. National consultants are expected to have 5 or more years of experience, and preferably a master's degree in economics or a related discipline. Given the nature of the TA, proposals from academic institutions and think-tanks would be especially welcome. To promote greater regional cooperation, joint-venture proposals that include team members from more than one institution will receive greater weight during the selection process.

4. The multi-disciplinary team will undertake the following tasks:

- (i) Prepare a country labor market action plan for Fiji building on ongoing analysis being supported by the Asian Development Bank (ADB) and other available analysis. Based on the available analysis, the plan will identify a range of possible actions for discussion, consultation, and agreement with key stakeholders that are designed to reduce or remove key labor market constraints. In consultation with stakeholders, the consultant will determine and collaborate with stakeholders to implement activities to address identified labor market constraints.
- (ii) Conduct at least two detailed country labor market performance assessments in agreed Pacific DMCs, including

- (a) labor market structure—formal and informal employment, labor force by age and gender, major sectors and geographic location of employment, main occupations and related skills, and patterns of migration and remittances;
  - (b) skills development—technical and vocational education and training systems including education and training service providers, courses, number of students, and level of skills;
  - (c) private and public sector demand for skills—major employers and purpose of business; current, short-term, and longer-term profile of skills needs; and human resource planning;
  - (d) policy, institutional, and legal arrangements on employment—laws on minimum wage, employment protection, labor organization; and responsible institutions;
  - (e) review of data sources—census, household income and expenditure surveys, enterprise surveys, and ad hoc employment assessments; and
  - (f) challenges to the participation of women and youth in the labor market.
- (iii) Disseminate the labor market assessments through in-country workshops and seminars, including the outline of a draft labor market action plan for review by key stakeholders to identify possible policies and programs to improve labor market outcomes.
  - (iv) Review and synthesize data and recent analytical and knowledge products on labor market-related issues in the Pacific.
  - (v) Based on initial consultations with regional stakeholders and ADB, develop specific analytical case studies on labor market performance in selected Pacific DMCs
  - (vi) Coordinate with ADB staff and the project coordinator to provide regular updates of progress, highlighting any significant implementation challenges.
  - (vii) In consultation with ADB, design, organize, and deliver a regional conference to present and discuss the draft country assessments and action plans, and showcase the analytical work on Pacific labor markets of other researchers.
  - (viii) Following the conference, prepare conference proceedings, and revise and finalize the initial country assessment and action plan, including an implementation plan for follow-up activities to improve labor market performance agreed with government and stakeholders.

5. Key milestones will be as follows:

- (i) First milestone: 10% of lump-sum payment. Detailed work plan and concept paper acceptable to ADB. The work plan will provide details on methods and approach; personnel schedule; timeline for implementation; and detailed budget. The concept paper will provide details on the rationale and expected outcomes; draft annotated program; and proposed speakers, list of participants, resource people, budget, timeline, and venue.
- (ii) Second milestone: 40% of lump-sum payment. Draft of Fiji labor market reform action plan and draft of labor market performance assessment for at least two agreed Pacific DMCs both acceptable to ADB.
- (iii) Third milestone: 30% of lump-sum payment. Satisfactory delivery of conference, submission of draft conference proceedings, and draft conference evaluation report all acceptable to ADB.

- (iv) Fourth milestone: 20% of lump-sum payment. Subject to comments received from ADB, submission of revised Fiji labor market reform action plan, revised labor market performance assessment and draft action plans for at least two other Pacific DMCs, revised conference proceedings, and revised conference evaluation report all acceptable to ADB.

6. **Project coordinator and researcher** (national, 12 person-months, full-time). An individual consultant will be hired as the TA coordinator. The consultant will have considerable experience of events management and TA coordination. Coordination functions include monitoring and evaluating implementation progress; liaising and guiding the consulting team to ensure effective implementation of all TA activities, especially the conference; and providing strategic guidance to Pacific DMCs and ADB on implementation of the TA. In addition, capabilities to undertake analytical tasks (e.g., data tabulation, media monitoring, and literature searches) will be considered an advantage. A background in economics or a related discipline with about 5 or more years of experience will be required.

7. The consultant will undertake the following tasks:
- (i) Coordinate TA activities, including communication with project consultants, organization of meetings, engagement with country and development partner stakeholders to provide information on TA activities, and assistance with administrative tasks associated with TA implementation.
  - (ii) Help identify and engage the service provider to carry out analytical work and help administer all contracts under the TA, including providing assistance to monitor the performance of the service provider.
  - (iii) Lead the preparation of progress reports on all activities supported by the TA.
  - (iv) Coordinate and support management of the inputs, activities, and outputs generated by the TA.
  - (v) Manage the delivery of TA results in accordance with the TA design and monitoring framework, including monitoring and managing TA risks, initiating and leading discussions of key implementation issues with government, and managing TA quality control and assurance processes.
  - (vi) Help organize knowledge-sharing events supported by the TA, including budget, venue, hotel, invitations, travel arrangements, and payment of necessary expenses.
  - (vii) Assist ADB supervisory missions.
  - (viii) Coordinate and facilitate engagement with development partners.
  - (ix) Edit reports and oversee the publication process for knowledge products.

8. **Research analyst** (national, 6 person-months, intermittent). A labor market economist will be hired as an individual consultant to undertake analytical case studies on aspects of labor market performance in the Pacific, including at least one case study on the impact of externally funded infrastructure projects on skills development. The consultant will be required to have around 5 or more years of experience of analyzing labor markets, employment policies including technical and vocational education and training systems—preferably with Pacific experience; strong academic credentials; a record of high-quality publications; and effective communication skills.

9. The consultant will undertake the following tasks:
- (i) Prepare concept notes to define scope and outline analytical approaches for possible case studies as agreed with ADB.



- (ii) Conduct case studies and preparation of outputs to agreed schedule, including at least one case study on the impact of externally funded infrastructure projects on skills development.
- (iii) Submit draft case studies to ADB for review and subsequent revision based on comments received.
- (iv) Finalize case studies to a standard acceptable to ADB.