



# Technical Assistance Report

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Project Number: 47108-001  
Regional–Capacity Development Technical Assistance (R–CDTA)  
December 2013

## Statistical Business Registers for Improved Information on Small, Medium-Sized, and Large Enterprises

Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
ERDI	–	Development Indicators and Policy Research Division
NIA	–	national implementing agency
NSO	–	national statistical office
SBR	–	statistical business register
SMEs	–	small and medium-sized enterprises
TA	–	technical assistance
TASF	–	Technical Assistance Special Fund
UNESCAP	–	United Nations Economic and Social Commission for Asia and the Pacific

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Type</b>	–	Regional—Capacity development technical assistance (R-CDTA)
<b>Targeting classification</b>	–	General intervention
<b>Sector (subsector)</b>	–	Public sector management (economic and public affairs management)
<b>Themes (subthemes)</b>	–	<b>Capacity development</b> (institutional development), economic growth (promoting economic efficiency and enabling business environment)
<b>Location (impact)</b>	–	Regional (medium), national (high)

## NOTE

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

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## I. INTRODUCTION

1. A statistical business register (SBR) is a register of enterprises or establishments involved in a business activity that is maintained by national statistical offices (NSOs) or other parts of national statistical systems. An SBR is closely linked to business registries. Business registries facilitate registration of businesses according to a country's regulatory requirements; and may reside in different geographical locations, ministries, or regulatory authorities. An SBR is usually centralized in NSOs and draws on information from these business registers, assembled into a directory of businesses that is used to draw sample and population data for conducting surveys and censuses to produce official statistics in accordance with international standards and frameworks such as the System of National Accounts 2008.

2. Many developing member countries (DMCs) in Asia and the Pacific, with the support of the Asian Development Bank (ADB), are modernizing and improving their business registries to improve the overall business environment and facilitate private sector development.<sup>1</sup> Given the close link between business registries and SBRs, and the strong demand in the region for assistance in this area, there is an opportunity and a need to support DMCs in establishing and improving their SBRs.<sup>2</sup> This technical assistance (TA) will build on and complement ongoing initiatives of ADB's regional departments by strengthening the link between SBRs and business registers; ensuring that the information collected via business registries is optimized by national statistical systems; and contributing toward improved coordination among national agencies in the collection and compilation of data on small, medium-sized, and large enterprises.<sup>3</sup> These efforts will aid in improving and expanding the statistical information on small, medium-sized, and large enterprises, and reducing costs and time required to respond to statistical surveys. The design and monitoring framework is in Appendix 1.

## II. ISSUES

3. The benefits of having well-established and functioning SBRs go well beyond improving the quality of economic and business statistics, as SBRs have the potential to enrich the depth of knowledge about establishments. Having good SBRs can improve the basic information on small, medium-sized, and large enterprises. SBRs provide valuable information not only about the number of enterprises, their births and survival rates, but also their key characteristics such as principal activity, number of employees, and size of turnover. Such structural business statistics, lacking in DMCs, would have been useful inputs into strategy formulation and impact evaluation of development projects, national small and medium-sized enterprises (SMEs) development policies, and related government support measures. Given that a majority of workers in many DMCs are employed in SMEs, and the role SMEs play in lifting people out of poverty, SBRs can contribute to meeting data needs for timely intervention to enhance the role of SMEs in national strategies for growth, job creation, and social cohesion.<sup>4</sup> Further, as SMEs

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<sup>1</sup> For example, a project loan by ADB's Southeast Asia Department with the Department of Enterprise and Registration Management in the Lao People's Democratic Republic; and the support of ADB's Central and West Asia Department for one-stop shops for business registration in Armenia and the Kyrgyz Republic.

<sup>2</sup> Statisticians from ADB's Development Indicators and Policy Research Division (ERDI) work closely with most of the national statistical systems in the region, and are members of a number of committees or steering groups on official statistics. These networks and forums have been used for consultation with national NSOs and national statistical systems, which have expressed interest in the initiative and described it as highly relevant to their countries or region and in addressing significant capacity development gaps.

<sup>3</sup> The TA first appeared in the business opportunities section of ADB's website on 5 December 2013.

<sup>4</sup> S. Shinozaki. 2012. A New Regime of SME Finance in Emerging Asia: Empowering Growth-Oriented SMEs to Build Resilient National Economies. *ADB Working Paper Series on Regional Economic Integration*. No. 104. Manila: ADB.

are crucial to more sustainable and inclusive growth, they can only fulfill this potential if they can obtain the finance necessary to start and grow their businesses. Here, SBRs can assist in narrowing the supply–demand information gap in SME finance, and contribute to broadening new financing modalities that SMEs can access.

4. In many DMCs, pressure is increasing to reduce the burden on enterprises to supply information for statistical surveys while data users and policy makers are constantly presenting new requirements. Well-established SBRs can assist in reconciling these conflicting needs by allowing surveys to be distributed more effectively and economically between enterprises, and in so doing reduce the response burden and improve the efficiency of the overall data collection process. For instance, using the same information for different purposes, the total amount of information requested each time can be reduced. Response burden is particularly high among enterprises in DMCs, as statistical surveys are often uncoordinated among the national statistical systems and government agencies, resulting in a high percentage of non-responses to statistical surveys. SBRs can also be used to incorporate survey results with administrative data such as those obtained from tax authorities to provide improved basis for production of official statistics. Further internationalization and formation of multinational enterprise groups spanning geographical boundaries have been increasing in the recent past and have become an important part of the industrialization landscape in many DMCs. However, correctly accounting for their contribution in countries' macroeconomic statistics (gross domestic product, gross national income, balance of payments, foreign direct investment, etc.) can be challenging. By profiling these complex enterprises and mapping their structure and activities, SBRs can meet the needs of policy makers, and ensure that their full contribution is reflected correctly and consistently across all relevant statistics.

5. A 2009 regional survey indicated that only 29 out of 45 ADB DMCs had functioning SBRs, of which only 18 had what could be described as comprehensive SBRs.<sup>5</sup> The situation in Asia and the Pacific differs considerably from the more developed statistical systems of countries of the Organisation for Economic Co-operation and Development, which treat SBRs as foundations of their national statistical systems, ensuring that they are up-to-date, integrated, and comprehensive. The importance of SBRs has also been recognized in the African region, where the African Development Bank recently developed Guidelines for Building Statistical Business Registers in Africa, and is working with its member countries on their application.

6. The need to establish and improve SBRs in Asia and the Pacific has been identified as a top regional priority for statistical development by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Committee on Statistics, of which ADB is a member. The Committee on Statistics, the highest intergovernmental forum for statistics in Asia and the Pacific, which brings together the heads of national statistical systems from the region and international organizations involved in statistical development (including ADB), recognized this importance by endorsing the regional program for the improvement of economic statistics in Asia and the Pacific at its session in 2010 and the implementation plan for the regional program in 2012.<sup>6</sup> These documents identify SBRs as one of the fundamental components of the statistical infrastructure needed for the production of a core set of economic statistics, and

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<sup>5</sup> Based on United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). 2009. *Report on the ESCAP Region-wide Assessment of the Capacity of National Statistical Systems in Asia and the Pacific to Produce Basic Economic Statistics*. <http://www.unescap.org/stat/cst/2/CST2-INF9.pdf>

<sup>6</sup> UNESCAP. 2010. Regional programme for the improvement of economic statistics in Asia and the Pacific. E/ESCAP/CST(2)/5. <http://www.unescap.org/stat/cst/2/CST2-5E.pdf>; UNESCAP. 2012. Implementation plan for the Regional Programme for the Improvement of Economic Statistics in Asia and the Pacific. E/ESCAP/CST(3)/CRP.1. <http://www.unescap.org/stat/cst/3/CST3-CRP1E.pdf>

stress the significant and urgent need for the development of statistical capacity in this area. Yet despite this recognition, very little support is provided to DMCs, and no coordinated regional assistance is being implemented. National statistical systems from the region have also communicated the need for support in this area to statisticians in ADB's Development Indicators and Policy Research Division (ERDI), who work closely with most of them and are members of a number of committees and steering groups on official statistics.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

7. The TA's impact will be an improved information on small, medium-sized, and large enterprises and reduction in response burden of enterprises in participating DMCs. More effective utilization of SBRs, combined with administrative data, will result in improved quality of official statistics, including statistics on enterprises, and will provide a better basis for informed and timely decision making. Efficiency of statistical collections is expected to improve with better distribution of surveys across the business population, thus reducing the reporting and collection costs or burden for both business enterprises and statistical systems.

8. The TA's outcome will be an increased number of SBRs established or improved in participating DMCs. Providing DMCs with the necessary training, advice, and guidance, as well as facilitating sharing of knowledge and enabling better access to tools, will assist DMCs in establishing and improving SBRs to meet the needs of their national statistical systems.

#### B. Methodology and Key Activities

9. The focus of the TA will be on developing the necessary capacity within the NSOs to establish and maintain SBRs on a sustainable basis. The TA will target three groups of countries: those without any functioning SBR (first level); those with SBRs, which could benefit from assistance to integrate multiple SBRs into a single SBR and improve the use of administrative data sources for their maintenance (second level); and those with reasonably well-functioning SBRs, which could use assistance with developing the capacity to profile large business enterprises (third level).<sup>7</sup>

10. For DMCs in the first level, the aim will be to assist in developing the necessary tools to establish basic SBRs. The approach will be to focus initially on establishing a registry covering large businesses, using employment size or output contribution to the sector or economy as the criterion. Such information can be obtained from the latest surveys and censuses conducted by NSOs and national statistical systems, and from entities mandated to register businesses. A mechanism will be developed where entities entrusted with registering businesses submit such information to the NSOs. On this aspect, ERDI will coordinate with regional departments of participating countries. The next step would be to expand the coverage progressively to all businesses within the scope of formal enterprises as nationally defined. For DMCs in the second level, the aim is to integrate existing SBRs that may be with various line ministries into a single comprehensive registry (centralized in the NSO), and expand the use of available administrative and other data sources. ERDI will coordinate with the respective regional departments to facilitate this process. For the level three DMCs, the main aim will be to

<sup>7</sup> Discussions with regional departments are ongoing for inclusion of selected countries in the TA. Prospective countries include: Cambodia, the Lao People's Democratic Republic, Malaysia, Mongolia, Sri Lanka, and Tajikistan.

institutionalize profiling of large businesses and complex enterprises, and develop the necessary capacity to produce business population statistics. For countries in this group, it is envisaged that a comprehensive SBR already exists and ERDI would work directly with the NSOs in creating greater value added to the data and information contained within the SBRs.

11. An assessment will be conducted to appraise the current statistical infrastructure and capacity within participating DMCs, the state of the existing SBRs, key stakeholders, and available data sources. Existing networks established through the various statistical capacity building initiatives will be used to facilitate the assessment process. Following the assessment, national workshops will be organized to bring together key stakeholders (national statistical systems, business registration authorities, tax authorities, etc.) to formulate national proposals for developing and improving SBRs to meet the needs of the NSOs and national statistical systems toward the production of economic and business statistics needed for informed decision making.

12. Implementation of the national proposals for developing and/or improving SBRs will be achieved through a range of capacity building activities including training programs, workshops, and seminars; and providing guidance and sharing of experiences through cooperation among developing countries and study visits to NSOs in the region with well-established SBRs. Information technology assistance would be provided to countries where this may be needed in relation to the establishment and improvement of SBRs and is found lacking. Access to tools used by other statistical systems in the region will also be facilitated.

13. In all instances, the conceptual basis will be examined and assistance provided with defining the statistical unit in line with international frameworks and applying internationally accepted definitions of small, medium-sized, and large enterprises. Support will be provided, where necessary, with organizational agreements between the national statistical systems and data providers to facilitate smooth cooperation among all parties. In addition, strategies for continuing maintenance and improvement of SBRs will be formulated with country consultation and participation to ensure that the SBRs are sustained after the end of the project. To this end, the confirmation of no-objection to be obtained from participating countries will indicate that the responsibility of sustaining the SBR rests with the country.

14. To share the knowledge gained during implementation of the TA with other national statistical systems in the region, a standardized guide for national statistical systems on developing and improving SBRs will be produced and disseminated. A regional workshop will also be organized for staff of national statistical systems to be trained on developing and improving SBRs. Furthermore, an Asia and the Pacific informal network for SBR experts will be established at ADB to facilitate future collaboration in this area among countries.

### **C. Cost and Financing**

15. The TA is estimated to cost \$750,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The cost estimates and financing plan are in Appendix 2.

### **D. Implementation Arrangements**

16. ADB will be the executing agency of the TA. The TA will be implemented by ERDI staff with support from international and national consultants for 38 months, beginning in January 2014 until its targeted completion in February 2017, in collaboration with participating DMCs.



ERDI will closely coordinate with the regional departments and resident missions to ensure that the TA builds on and complements any ongoing ADB initiative aimed at modernizing, strengthening, and improving business registration within ADB DMCs.

17. The TA will be administered in collaboration with the NSOs of six selected DMCs. In instances where the NSO is not responsible for the SBR, a lead government agency will be identified as the national implementing agency (NIA). The NIA will coordinate country-level activities. Where costs of country-level activities (such as country workshops and training) are to be administered by the NIA, funds will be disbursed in accordance with the procedures and requirements of ADB's advance payment facility. Confirmation of no-objection will be obtained from the government of each participating DMC prior to starting TA activities, in coordination with ADB regional departments and resident missions. Participating DMCs will be expected to provide complementary government inputs in the form of office space and staff resources.

18. The TA will be implemented in coordination with other agencies involved in the improvement of economic statistics. Reports on the key milestones will be provided to the Steering Group for the Regional Programme on Economic Statistics under the Committee on Statistics under UNESCAP. Where possible, the TA will be implemented in collaboration with partners of excellence such as the Australian Bureau of Statistics, United Nations agencies, and expert groups that specialize in this area such as the Wiesbaden Group on Business Registers.

19. The TA is expected to finance up to 64 person-months of consulting services and will require two international statisticians (8 person-months total); one international manuscript editor (1 person-month); three national information technology experts (15 person-months total); three national statisticians (15 person-months total); and one national consultant (25 person-months). The outline terms of reference for consultants are in Appendix 3. All consultants will be selected and engaged individually by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time). ERDI will designate a national staff for contract administration on a regular basis to ensure smooth processing and implementation. Procurement and disbursement will conform to ADB's Procurement Guidelines (2013, as amended from time to time) and *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Proper turnover of equipment, where applicable, will also be ensured at the project's completion date. Collaborations with other national statistical systems in the region and selected international organizations will be established in the course of TA implementation, and individual resource persons will be engaged from them to source expertise for training, facilitating workshops, and providing need-based technical support. Assignment per resource person will not exceed 10 working days.

20. Good practices and lessons learned will be disseminated through ADB's website, workshops, seminars, conferences, and various publications. To ensure timely delivery of outputs, regular meetings with NIAs and consultants will be held to monitor progress and discuss possible problems or constraints that may be encountered. Further progress will be monitored through draft reports from consultants and NIAs in participating countries.

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

21. 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 the Statistical Business Registers for Improved Information on Small, Medium-Sized, and Large Enterprises, and hereby reports this action to the Board.

### DESIGN AND MONITORING FRAMEWORK

<b>Design Summary</b>	<b>Performance Targets and Indicators with Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p><b>Impact</b> Improved information on small, medium-sized, and large enterprises and reduction in response burden of enterprises in participating DMCs</p>	<p>At least two participating DMCs produce reliable and accurate statistics on small, medium-sized, and large enterprises on a regular basis</p> <p>Reduction by 10% in the response burden on enterprises imposed by national statistical systems by 2017 (baseline: 2013)</p>	<p>Publications and websites of participating national statistical systems</p>	<p><b>Assumption</b> Demand for evidence-based policy making exists</p>
<p><b>Outcome</b> Increased number of SBRs established or improved in participating DMCs</p>	<p>Six SBRs newly established or improved by national statistical systems in participating DMCs</p>	<p>TA, consultant, and review mission reports</p> <p>Workshop materials from participating countries</p>	<p><b>Assumption</b> Governments are committed to improving their national statistical systems</p> <p><b>Risk</b> Changes in government regulations and policies affect coordination and data sharing among agencies in national statistical systems and other government agencies</p>
<p><b>Outputs</b> 1. Developed capacity of national statistical systems to establish basic SBRs, strengthen existing SBRs to facilitate a coherent approach to surveys and better use of administrative data, and institutionalize profiling of large business enterprises</p> <p>1.1 Assessments of the current SBR situation and statistical capacity in participating DMCs</p>	<p>Assessment tool developed and assessments conducted in participating DMCs</p>	<p>Assessment template and assessment reports</p>	<p><b>Assumptions</b> Countries are willing to commit to long-term development and improvement of their SBRs</p> <p>National statistical systems in participating economies are able to secure support and cooperation from relevant national organizations</p> <p>National statistical systems are able to maintain and continuously update the SBRs to keep them current and relevant</p> <p><b>Risks</b> Limited in-country cooperation and coordination</p>

<b>Design Summary</b>	<b>Performance Targets and Indicators with Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Assumptions and Risks</b>						
<p>1.2 National proposal for developing and improving SBRs</p> <p>1.3 Training programs and study visits designed and organized</p> <p>1.4 Strategies for continuing maintenance and improvement of SBRs</p> <p>2. A standardized guide for national statistical systems on developing and improving SBRs published and disseminated</p> <p>3. National statistical systems staff trained on developing and improving SBRs</p> <p>4. Asia and the Pacific informal network for SBR experts</p>	<p>National proposal formulated in consultation with relevant stakeholders</p> <p>Six training programs and three study visits conducted</p> <p>Strategies formulated, providing a clear path for the national statistical systems to ensure sustainable SBRs</p> <p>Report on standardized guidelines published and disseminated</p> <p>One regional workshop organized and at least 50 participants from the region increase their knowledge of SBRs</p> <p>30 experts subscribed to the network by February 2017</p>	<p>National proposals</p> <p>Consultant reports</p> <p>Reports of review missions</p> <p>Workshop materials from participating countries</p> <p>Strategy papers</p> <p>Guide available to national statistical systems in print form and online</p> <p>Evaluation, consultant, and resource persons' reports</p> <p>Website of implementing agency</p>	<p>among the national statistical systems and other agencies</p> <p>Turnover of trained national staff</p>						
<p><b>Activities with Milestones</b></p> <p><b>1. Develop capacity of national statistical systems to establish basic SBRs, strengthen existing SBRs to facilitate a coherent approach to surveys and better use of administrative data, and institutionalize profiling of large business enterprises</b></p> <p>1.1. Recruitment of consultants (January–March 2014)</p> <p>1.2. Building partnership with DMCs</p> <p>1.2.1. Securing commitment through no-objection letters and advanced payment facilities (January–February</p>		<p><b>Inputs</b></p> <p><b>Asian Development Bank: \$750,000 (TASF-V)</b></p> <table border="1" data-bbox="987 1780 1393 1898"> <thead> <tr> <th data-bbox="997 1814 1062 1843"><b>Item</b></th> <th data-bbox="1273 1780 1383 1810"><b>Amount</b></th> </tr> <tr> <td data-bbox="997 1843 1062 1873"></td> <td data-bbox="1289 1814 1367 1843">(\$'000)</td> </tr> </thead> <tbody> <tr> <td data-bbox="997 1873 1062 1902">Consultants</td> <td data-bbox="1305 1873 1351 1902">300.0</td> </tr> </tbody> </table>		<b>Item</b>	<b>Amount</b>		(\$'000)	Consultants	300.0
<b>Item</b>	<b>Amount</b>								
	(\$'000)								
Consultants	300.0								

2014)	Equipment	30.0
1.2.2. Inception workshop (April 2014)		
1.3. Development of the assessment framework and prototype worksheets for assessing current SBRs (February 2014)	Workshops, seminars, and conferences	260.0
1.4. Data collection and assessment of the current SBR situation and capacity in participating DMCs (March–April 2014)		
1.5. National workshops to formulate the proposals for establishing basic SBRs, integrating SBRs, and institutionalizing large enterprise profiling (depending on DMCs needs and capacity) (May–July 2014)	Surveys	80.0
1.6. Implementation of the proposal (June 2014–December 2015)	Miscellaneous administration and support costs	30.0
1.7. Study visit (one visit per DMC) for a maximum of two staff from participating DMCs to learn from more advanced national statistical systems in the region (June–December 2014)	Contingencies	50.0
1.8. National workshops to review progress and discuss major obstacles (January 2015–February 2015)		
1.9. Regional workshop for participating DMCs to review progress, share experiences, and discuss the way forward (March 2015)		
1.10. Establishment of basic SBRs, integration of SBRs, and institutionalization of large enterprise profiling (December 2015)		
1.11. National workshops to establish a strategy for continuing maintenance and improvement of SBRs (January–June 2016)		
<b>2. A regional prototype guide for national statistical systems on developing and improving SBRs published and disseminated (website and in print)</b>		
2.1. Development of the guide (February 2015–February 2016)		
2.2. Publication of the guide (March 2016)		
2.3. Promotional activities (April 2016–February 2017)		
<b>3. Regional workshop on developing and improving SBRs</b>		
3.1. Regional workshop on developing and improving SBRs (June 2016)		
<b>4. Asia-Pacific informal network for SBR experts</b>		
4.1. Establishment of the network (October 2016)		

DMC = developing member country, SBR = statistical business register, TA = technical assistance, TASF = Technical Assistance Special Fund.

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. National consultants	110.0
ii. International consultants	130.0
b. International travel	60.0
2. Equipment <sup>b</sup>	30.0
3. Workshops, seminars, and conferences <sup>c</sup>	260.0
4. Surveys <sup>d</sup>	80.0
5. Miscellaneous administration and support costs <sup>e</sup>	30.0
6. Contingencies	50.0
<b>Total</b>	<b>750.0</b>

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

<sup>b</sup> Includes purchase of laptops and other hardware. Procurement of any equipment will be done in accordance with ADB's Procurement Guidelines (2013, as amended from time to time). Turnover of equipment will be ensured upon project completion.

<sup>c</sup> Includes travel and related expenses of resource persons, including ADB staff as resource persons; participant travel cost and per diem; conduct of workshops, meetings, training; and other related costs.

<sup>d</sup> Includes data collection, data processing, documentation, and related costs.

<sup>e</sup> Includes software procurement, communications, report preparation and dissemination activities, printing, and other related costs.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

**Statisticians** (2 international consultants, total 8 person-months, intermittent).

1. The statisticians will support the development of national capacity in the area of business registers, and will assist in the overall implementation of the project.

2. The statisticians should have (i) preferably a graduate qualification with a strong background in statistics, economics, or other related subject; (ii) extensive experience working for an international organization or national statistical system in the area of statistics, with experience in the area of statistical business registers (SBRs) highly desirable; (iii) a high level of proficiency in written English with a good publication record on statistics-related issues; and (iv) excellent understanding of official statistics and national statistical systems, including familiarity with Asia and the Pacific. The statisticians will work closely with the project officer and technical assistant in charge of the project. Specifically, he or she will:

- (i) work with the project officer on implementation of the project;
- (ii) design the assessment framework for assessing the current SBRs and capacity to maintain them in participating developing member countries (DMCs) of the Asian Development Bank (ADB);
- (iii) conduct the national assessments of SBRs;
- (iv) develop a template or prototype worksheet for assessing SBRs of participating countries, which will be implemented in their countries;
- (v) work with the DMCs in formulating national proposals for the development of SBRs and their implementation as well as organization of the necessary data collection activities;
- (vi) work with the national focal person(s) in each of the participating countries and country teams to develop the national capacity in the area of SBRs, including the development of required training modules;
- (vii) serve as a resource person and a facilitator in the organization of regional and national workshops and training, and facilitate discussions between various national stakeholders;
- (viii) prepare relevant workshop materials, references, and reports;
- (ix) draft the regional guide for national statistical systems on developing and improving SBRs, and provide inputs on any website that might be created;
- (x) draft the concept paper for the establishment of the Asia-Pacific informal network for SBR experts; and
- (xi) perform other related tasks as assigned by ADB's Development Indicators and Policy Research Division (ERDI).

**Manuscript editor** (1 international consultant, 1 person-month, intermittent).

3. The manuscript editor will edit the manuscript for the regional guide for national statistical systems on developing and improving SBRs and other relevant materials.

4. The manuscript editor should have (i) extensive experience as an editor in numerous publications produced by an international organization in the areas of statistics or research and analysis; (ii) a high level of English proficiency in writing, with a good publication record editing statistics-related issues; and (iii) excellent understanding and application of the ADB *Handbook*

of *Style and Usage*.<sup>8</sup> The manuscript editor will work closely with the project officer and technical assistant in charge of project. Specifically, he or she will:

- (i) reorganize the text so the subject matter is easy to understand and is logically presented;
- (ii) eliminate wordiness and repetition, and reduce ambiguity;
- (iii) query substantive discrepancies, possible typographical errors, and non-English terms;
- (iv) ensure that subheadings are consistent and logical;
- (v) ensure compliance with ADB's *Handbook of Style and Usage* and other relevant standards;
- (vi) check references to tables, figures, appendixes, and parts of the text;
- (vii) edit reference lists;
- (viii) check final changes;
- (ix) check and sign off on the layout;
- (x) prepare the glossary and index; and
- (xi) perform other relevant tasks as assigned.

**Information technology experts** (3 national consultants, total 15 person-months, intermittent, 5 person-months per selected country).

5. The experts will assist selected countries, where such assistance is required and is not available within the national statistical systems, regarding the resolution of information technology issues related to the establishment and improvement of SBRs and overall implementation of the project. The experts will be nationals of the countries where they will be providing assistance.

6. The experts should have (i) experience in developing and maintaining information technology systems and related educational background; (ii) experience working on the development of statistical systems or databases; (iii) familiarity with software used in the respective national statistical systems and their architecture; and (iv) ability to document procedures and other important information. The experts will work closely with the project officer, technical assistant, and the national implementing agencies (NIAs) in charge of the project. Specifically, he or she will:

- (i) support national adaptation of tools for SBRs that might be provided by other national statistical systems from the region;
- (ii) support the development of links or simple procedures for regular data transfer between national statistical systems and other government agencies from which data will be sourced for SBRs;
- (iii) assist national statistical systems in resolving other issues related to the establishment and improvement of SBRs and overall project implementation;
- (iv) prepare the required documentation; and
- (v) perform other related tasks as assigned by ERDI.

**Statisticians** (3 national consultants, total 15 person-months, intermittent, 5 person-months per selected country).

7. The national consultants will mainly assist the NIA in implementing the project activities in selected countries and must be a national of the NIA's country.

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<sup>8</sup> ADB. 2011. *Handbook of Style and Usage*. Manila.

8. The national consultants should have (i) a background in statistics, economics, or a related field, and experience working in the area of statistics; (ii) technical and analytical skills required for the project; (iii) good understanding of official statistics and national statistical systems; and (iv) proficiency in using Microsoft Word and Microsoft Excel and other relevant software. Knowledge and experience in the area of SBRs would be an asset. The national consultants will work closely with the project officer, technical assistant, and the NIA in charge of project. Specifically, he or she will:

- (i) assist the project officer in implementing the SBR activities in selected countries;
- (ii) work with the NIA to conduct the national assessments, formulate the national proposals for the development of SBRs, and assist in their implementation as well as in necessary data collection;
- (iii) work with the NIA to develop national capacity in the area of SBRs, including the development of required training modules;
- (iv) work extensively with the NIA in facilitating and organizing country workshops, training, and collaborating between various national stakeholders;
- (v) assist the project officer in organizing workshops at the country and regional levels, prepare the agenda and technical documents for each workshop, and act as a resource person when needed; if necessary, travel to and participate in regional workshops;
- (vi) assist in preparing inputs for the guide, including the preparation of national case studies and lessons learned;
- (vii) assist the project officer in handling administrative requirements of the project by liaising with the NIA and facilitating liquidation of funds in accordance with ADB procedures; and
- (viii) perform other relevant tasks as assigned.

**National consultant for the project** (1 national consultant, 25 person-months, intermittent).

9. The national consultant will be based in Manila and will be a national of the Philippines. He or she will provide technical and administrative support for implementation of the project.

10. The national consultant should have (i) a background in economics, statistics, or a related field and experience in statistics or project management; (ii) the technical and analytical skills required for the project; (iii) a good understanding of official statistics and national statistical systems; (iv) proficiency in using Microsoft Word and Microsoft Excel and other relevant software; and (v) experience in project administration. Knowledge and experience in the area of SBRs would be an asset. Under the guidance and supervision of the project officer, the national consultant will perform the following tasks:

- (i) provide technical and administrative support to the project officer, ERDI staff, and international consultants of the TA;
- (ii) assist in coordination of the project work and processes, monitoring progress, and TA implementation;
- (iii) assist in the preparation of project briefs and presentation materials, including organization of workshops, seminars, and training;
- (iv) assist in the preparation of the regional guide, any website, and establishment of the network of experts;
- (v) assist in the preparation of the final TA report; and
- (vi) perform other tasks as needed.