



Technical Assistance Report

Project Number: 48191-001
Regional—Capacity Development Technical Assistance (R-CDTA)
October 2014

Strengthening Financial Management in Asia and the Pacific

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CAPA	–	Confederation of Asian and Pacific Accountants
DMC	–	developing member country
IFAC	–	International Federation of Accountants
IPSAS	–	International Public Sector Accounting Standards
OSFM	–	ADB Financial Management Unit
PAO	–	professional accountancy organization
TA	–	technical assistance

NOTE

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

Vice-President	B. Davis, Administration and Corporate Management
Director General	S. O'Sullivan, Operations Services and Financial Management Department (OSFMD)
Senior Advisor	K. Moktan, Senior Advisor, Financial Management Unit, OSFMD
Team leader	A. Kizilbash, Financial Management Specialist, OSFMD
Team member	J. Hilay, Senior Financial Management Officer, OSFMD

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE PROJECT				Project Number: 48191-001	
1. Basic Data					
Project Name	Strengthening Financial Management in Asia and the Pacific	Department /Division	OSFMD/OSFM		
Country	REG, BAN, CAM, FIJ, INO, MYA, NEP, PAK, SAM, SRI, VIE	Executing Agency	Asian Development Bank		
Borrower	not applicable				
2. Sector	Subsector(s)	ADB Financing (\$ million)			
✓ Public sector management	Public expenditure and fiscal management				0.73
		Total			0.73
3. Strategic Agenda	Subcomponents	Climate Change Information			
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project			Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming			
Governance and capacity development (GCD)	Public financial governance	No gender elements (NGE)			✓
5. Poverty Targeting	Location Impact				
Project directly targets poverty	No	Regional			High
6. TA Category:	B				
7. Safeguard Categorization	Not Applicable				
8. Financing					
Modality and Sources			Amount (\$ million)		
ADB			0.73		
Sovereign Capacity development technical assistance: Technical Assistance Special Fund			0.73		
Cofinancing			0.00		
None			0.00		
Counterpart			0.00		
None			0.00		
Total			0.73		
9. Effective Development Cooperation					
Use of country procurement systems		No			
Use of country public financial management systems		No			

I. INTRODUCTION

1. The Asian Development Bank (ADB) recognizes the importance of good governance in promoting sustainable development and enhancing economic efficiency and productivity. Cognizant of the impact of effective decision making underpinned by transparent financial information on development and reforms, ADB underscored the significance of good governance in its operations through its governance policy¹ approved by the ADB Board of Directors in October 1995. The Second Governance and Anticorruption Action Plan,² approved in July 2006, further emphasizes the objective of improving ADB's performance in the implementation of governance and anticorruption policies in sectors and subsectors where ADB is active.

2. This technical assistance (TA) will support the enhancement of the financial management capacity in Asia and the Pacific. The TA will focus on three pillars supporting effective financial management: (i) the quality of project auditing by private audit professionals, (ii) financial management assessments of ADB-financed projects, and (iii) project financial reporting through application of the cash basis International Public Sector Accounting Standards (IPSAS). The TA will be implemented in partnership with the Confederation of Asian and Pacific Accountants (CAPA). A fact-finding mission was held on 13–14 August 2014 in Ha Noi, Viet Nam to discuss the objectives of the TA with CAPA, which included (i) identification of suitable professional accountancy organizations (PAOs) for pilot implementation, (ii) agreement on the roles and responsibilities of ADB and CAPA, (iii) confirmation of the concept and scope of the component, and (iv) agreement on a timetable and course of actions. The design and monitoring framework is in Appendix 1.³

II. ISSUES

3. **The need to enhance the auditing capacity of public and private professionals.** Auditing capacity in Asia and the Pacific is constrained by limited resources, poor professional competency, and lack of regulatory oversight. ADB can support the enhancement of auditing capacity through its partnership in the Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration⁴ that aims to provide an enabling environment for the capacity development of PAOs. PAOs contribute to the strengthening of national financial architectures through, among others, development of quality assurance systems. A robust quality assurance system will promote discipline, cross-reviews, and investigation; enhance application of professional and ethical practice standards; and reinforce best practices. This, in turn, will contribute to the production of high-quality and reliable financial statements.⁵

4. **The need to strengthen financial management assessments of ADB projects.** Strengthening the financial management assessments of ADB projects is another tool in promoting good governance. Conducting a robust financial management assessment requires a firm understanding of the developing member country (DMC) systems (funds flow, accounting,

¹ ADB. 1995. *Governance: Sound Development Management*. Manila.

² ADB. 2006. *Second Governance and Anticorruption Action Plan*. Manila.

³ The TA first appeared in the business opportunities section of ADB's website on 14 July 2014.

⁴ International Federation of Accountants (IFAC). 2011. *Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration*. New York. The memorandum, to which ADB is a signatory, aims to improve cooperation and collaboration between IFAC and the international development community in improving the capacity of PAOs as well as the quality of financial management systems in emerging economies.

⁵ Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration. 2013. *PAO Global Development Report*. New York.

reporting, auditing, and internal control systems, as well as foreign exchange policies) to enable project teams to effectively evaluate fiduciary risks and articulate appropriate mitigating approaches and reforms. However, there is currently no readily available material that provides this information. The World Bank's reports on the observance of standards and codes on accounting and auditing⁶ pertain to corporate financial systems and have been largely discontinued.

5. The need to improve the quality of project financial statements prepared under the cash basis of accounting. In the recent survey conducted by ADB's Strategy and Policy Department, participated in by ADB's regional departments and supported by ADB's Financial Management Unit (OSFM), 25 out of 33 DMCs prepare project financial statements under the cash basis or modified cash basis of accounting. Because varying accounting standards are used by DMCs, the audited project financial statements submitted to ADB are often inconsistent, incomparable, and not compliant with the requirements of the cash basis IPSAS. Given that ADB requires project financial statements prepared under the cash basis of accounting to comply with the requirements of this standard (or its national equivalent), the executing or implementing agency tasked with the preparation and submission of the audited project financial statements needs to acquire an understanding of, and become familiar with, the accounting and disclosure requirements of the cash basis IPSAS.

6. Strategic consistency. The scope of the TA is threefold, and aims to promote effective governance in ADB projects consistent with the three priority areas identified in the Midterm Review of ADB's Strategy 2020: (i) regional cooperation and integration, (ii) knowledge solutions, and (iii) delivering value for money in ADB.⁷ The TA will support ADB's Strategy 2020 by (i) enhancing capacities of professionals who are charged with the audit of financial statements, (ii) developing ADB staff's capacity to conduct financial management assessments, and (iii) improving the capacity of executing and implementing agencies that prepare project financial statements. Over time, these activities are expected to directly improve the preparation of reliable and transparent financial reports. The TA is consistent with and supports the ongoing efforts of ADB regional departments to strengthen financial management arrangements and capacity.

7. Lessons. The TA will incorporate lessons and experiences from earlier projects⁸ that were geared towards the development of private sector accounting and auditing professionals through enhanced professional supervision arrangements and ethical and internal procedure codes. The TA will also complement an existing TA project on supporting the International Public Sector Accounting Standards Board work program for 2013–2015, particularly in promoting the adoption and implementation of the IPSAS.⁹ It will capitalize on the outputs of previous IPSAS board-related projects in designing the e-learning module to ensure consistency with the training courses and teaching materials developed earlier.

⁶ For the selected DMCs, the reports on the observance of standards and codes are dated (Bangladesh, 2003; Fiji, nil; Indonesia, 2010; Myanmar, nil; Nepal, nil; Pakistan, 2005; Sri Lanka, 2004, and Viet Nam, nil).

⁷ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

⁸ ADB. 2005. *Completion Report: Technical Assistance for Strengthening the Accountancy Profession in the People's Republic of China*. Manila (TA 3713-PRC); ADB. 2005. *Completion Report: Technical Assistance for Capacity Building for Accounting and Auditing Professionals in Mongolia*. Manila (TA 3913-MON).

⁹ ADB. 2013. *Technical Assistance for Public Sector Accounting Standards, Phase 5*. Manila (TA 8542-REG); ADB. 2012. *Completion Report: Public Sector Accounting Standards, Phase 4*. Manila (TA 7447-REG).

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact will be enhanced governance and financial management in Asia and the Pacific. The outcome will be strengthened capacity of auditors, enhanced ADB project financial management assessments, and improved government financial reporting.

B. Methodology and Key Activities

9. The TA will produce three outputs: (i) piloting audit quality assurance systems for PAOs, (ii) developing working papers on DMC financial management systems, and (iii) developing an e-learning module on preparing project financial statements using the cash basis IPSAS.

10. For output 1, a study of the PAOs' existing quality assurance systems will be conducted in collaboration with CAPA.¹⁰ Given CAPA's role¹¹ in Asia and the Pacific and its membership (comprising PAOs), it is strategically positioned to coordinate TA activities. The team of consultants will conduct the survey, which will be used for gap analysis and in identifying the PAOs' long- and short-term strategies to address capacity constraints. CAPA will facilitate the conduct of the survey and will review and comment on the survey and its findings. A good-practice road map will be developed which will serve as a starting point to further develop PAO-specific road maps based on the results of the survey to guide improvements in quality assurance.¹² The road maps will apply the International Auditing and Assurance Standards Board's audit framework¹³ and will be guided by the Statement of Membership Obligations 1 of the International Federation of Accountants (IFAC).¹⁴ CAPA will coordinate with the participating PAOs and will monitor and measure results annually.¹⁵ It is expected that the pilot implementation will include five DMCs—Bangladesh, Cambodia, Myanmar, Nepal and Samoa have been initially identified.¹⁶ These DMCs either have member bodies in CAPA with differing levels of maturity or have PAOs that have expressed interest in participating in the TA. National workshops will be held to promote the quality assurance road maps and gain commitment from the PAOs.

11. Output 2 will produce working papers on the financial management systems of Bangladesh, Fiji, Indonesia, Myanmar, Nepal, Pakistan, Sri Lanka, and Viet Nam.¹⁷ The TA will

¹⁰ CAPA is a regional accountancy organization in Asia and the Pacific with 31 PAO members in 23 jurisdictions. It is a regional organization recognized by IFAC.

¹¹ CAPA aims to contribute to the formation and development of strong and sustainable PAOs capable of providing and maintaining accountants to effectively meet the needs of the countries in which they operate.

¹² The TA will consider the possible synergies between PAOs and supreme audit institutions through the plans to improve the capacities of private and public auditors.

¹³ International Auditing and Assurance Standards Board. 2014. *A Framework for Audit Quality: Key Elements that Create an Environment for Audit Quality*. New York.

¹⁴ IFAC. 2012. *Statements of Membership Obligations 1–7*. New York (revised). The Statement of Membership Obligations 1 sets the requirements for quality assurance review systems for firms performing certain audit, review, other assurance, and related services agreements.

¹⁵ CAPA will secure the PAOs' confirmation of participation prior to commencement of activities. In addition, the PAOs will commit in writing to implement the road map and provide an annual status update to CAPA for a minimum of three years from project completion. CAPA will monitor implementation progress and achievement of outcome, and provide feedback to ADB and PAOs accordingly.

¹⁶ Limited outreach activities with the Fiji Institute of Accountants may be included, and will be determined during project implementation based on further consultations with CAPA and the Fiji Institute of Accountants.

¹⁷ These DMCs have been preselected as pilots given the presence of control officers and/or financial management officer in ADB's resident missions to ensure (i) existing information and/or knowledge are used; (ii) a system of

use the recently produced Operational Knowledge Working Paper on the Funds Flow, Accounting, and Audit arrangements in India¹⁸ as a guide and will conduct interviews and consultations with ADB's control officers and financial management officers in resident missions (where available) and relevant government representatives. The working papers will be disseminated as a tool in conducting financial management assessments during project preparation. The initial set of working papers will be published on ADB's website and will be scaled up to cover other DMCs in Asia and the Pacific in future TA projects.

12. Output 3 will produce an e-learning module that provides the requirements of the cash basis IPSAS. The TA will leverage existing products produced by international consulting or audit firms, or international institutes (e.g., the Chartered Institute of Public Finance and Accountancy), given their experience and credibility in the market, and will incorporate ADB's requirements on financial reporting and auditing of projects. The module will use an open-source software application that can be maintained by ADB to eliminate issues of proprietary rights and maintenance. The TA will use experienced consultants in the design of the content and layout of the module and the web page, under the supervision of the consulting firm. This module will produce certifications at the completion of the course and track the students' learning progression over time. It will be hosted on ADB's website and will be accessible by all existing and potential executing and implementing agencies, other interested DMC staff including supreme audit institutions, and private auditors. A workshop will be held to launch and promote the e-learning module.¹⁹

13. The TA will be dependent on the cooperation and commitment of CAPA, the PAOs, and relevant DMC staff. ADB will closely coordinate with these institutions during implementation and will monitor activities of consultants to reduce the risk and ensure completion and delivery of outputs.

C. Cost and Financing

14. The TA is estimated to cost \$730,000, 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

15. ADB will be the executing agency, with OSFM acting as focal point and providing overall TA oversight and administration. OSFM will work closely with CAPA and ADB resident missions that, in turn, will be coordinating and guiding the consultants. The TA is expected to commence in October 2014 and be completed by December 2017. For output 1, CAPA will provide in-kind contributions in the form of advisory and facilitation support.²⁰ CAPA will coordinate PAO selection to ensure that the TA does not duplicate ongoing work financed by other development partners and to further ensure PAOs' interest in participation. For output 1, (i) implementation will adhere to joint ADB and CAPA consultancy recruitment efforts (develop detailed terms of

knowledge consolidation is provided for information that is available but undocumented; (iii) redundant activities in gathering information are avoided; and (iv) activities are streamlined, costs reduced, and actions more focused.

¹⁸ ADB. 2014. *Funds Flow, Accounting, and Audit in India*. Manila.

¹⁹ Participants will include executing and implementing agencies in consultation with regional departments, selected private auditors, supreme audit institutions, and selected relevant organizations such as the Association of Southeast Asian Nations Supreme Audit Institutions, the Pacific Association of Supreme Audit Institution, and the Pacific Financial Technical Assistance Center.

²⁰ CAPA will not receive a remuneration fee for its services.

reference), craft evaluation criteria, evaluate expressions of interest, conduct interviews (audio or video), and evaluate and short list candidates; (ii) CAPA will facilitate the survey to be conducted by the consultants among its member PAOs; and (iii) CAPA will conduct peer review of the outputs from a technical perspective.

16. The TA will require a total of 37.5 person-months of intermittent consulting inputs from international (11.5 person-months) and national consultants (26 person-months). An international audit expert with extensive experience in auditing and project implementation will be engaged to lead a team of five national audit experts in developing quality assurance road maps for the selected DMCs. Output 2 will be developed by eight public financial management experts who are nationals of the respective pilot DMCs and have extensive background in accounting, finance, or any closely related field. For output 3, the TA will engage a consulting firm (an accounting firm or international institute) experienced in developing and running courses on accounting standards through an e-learning platform. The consulting firm will provide an audit specialist with technical expertise in international accounting and auditing standards, an e-learning module developer experienced in software development, and a web designer. The e-learning module will be developed using open-source software and will be published on ADB's website. Maintenance of the e-learning module will be the responsibility of OSFM.

17. Individual consultants will be engaged by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time). The consulting firm will be engaged using quality- and cost-based selection with a quality–cost ratio of 90:10 to ensure the specific expertise and specialization required for the output. The outline terms of reference for consultants are in Appendix 3 and will be refined during implementation. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

18. OSFM will closely monitor the progress of the TA and will coordinate with CAPA regularly. Work plans will be developed by the consultants at the onset in consultation with relevant stakeholders, and these will drive TA activities. ADB will review and approve all outputs.

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$730,000 on a grant basis for Strengthening Financial Management in Asia and 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
Impact Enhanced governance and financial management in Asia and Pacific	At least three additional DMCs fully adopt cash basis IPSAS and produce unqualified audited project financial statements by 2022 (baseline: nine)	Internal Financial Management Unit monitoring reports	Risk National laws are not promulgated to allow adoption of cash basis IPSAS
Outcome Strengthened capacity of auditors, enhanced ADB project financial management assessments, and improved government financial reporting	<p>By end of 2017:</p> <p>At least four PAOs agree to implement or enhance quality assurance systems (baseline: 6)</p> <p>Publication of eight working papers disseminated to all ADB regional departments (baseline: 0)</p> <p>At least 50 certificates issued to executing or implementing agency staff, other DMC staff, supreme audit institutions, and private auditors who complete the e-learning module (baseline: 0)</p>	<p>Results of national workshops and CAPA implementation reports</p> <p>Working papers</p> <p>Module tracking report</p>	Assumption PAOs provide commitment to, and actively cooperate and participate in, the pilot implementation
Outputs 1. Audit quality assurance systems for PAOs piloted	Quality assurance road maps are endorsed by CAPA by end of 2017 ^a	Results of national workshops and CAPA implementation reports	Assumption Continued CAPA and PAO ownership and cooperation Risk Delayed and inadequate data and survey results
2. Working papers on DMC financial management systems developed ^b	Eight working papers on DMC financial management systems are published by the end of 2017 ^c	Working papers	
3. An e-learning module on preparing project financial statements using the cash basis IPSAS developed ^b	E-learning module designed and implemented by end of 2017 ^d	E-learning module on ADB website	

Activities with Milestones	Inputs
<p>1. Piloting audit quality assurance systems for PAOs</p> <p>1.1 Recruit consultants, October 2014–January 2015</p> <p>1.2 Consultants planning meeting, conduct surveys, desktop review, Q1–Q3 2015</p> <p>1.3 Draft road map, consult with stakeholders, Q4 2015–Q2 2016</p> <p>1.4 Finalize road map, conduct workshop, Q3–Q4 2016</p> <p>2. Developing working papers on DMC financial management systems</p> <p>2.1 Recruit consultants, October 2014–January 2015</p> <p>2.2 Conduct research, surveys, interviews, draft working paper, Q1–Q2 2015</p> <p>2.3 Consult with stakeholders, finalize working paper, publication, Q3–Q4 2015</p> <p>3. Developing an e-learning module on preparing project financial statements using cash basis IPSAS</p> <p>3.1 Recruit consultants, October 2014–January 2015</p> <p>3.2 Conduct research, planning and scoping, defining requirements, interviews, Q1–Q3 2015</p> <p>3.3 Design content, development, testing, Q4 2015–Q2 2016</p> <p>3.4 Pilot testing, review and discussion, deployment, Q3–Q4 2016</p> <p>3.5 Roll out, conduct workshop, Q1–Q2 2017</p>	<p>ADB: \$730,000</p>

ADB = Asian Development Bank, CAPA = Confederation of Asian and Pacific Accountants, DMC = developing member country, IPSAS = International Public Sector Accounting Standards, PAO = public accountancy organization, Q = quarter.

^a In line with the Knowledge Solutions Results Framework (KSRF), the quality assurance road map is expected to be piloted in five DMCs.

^b ADB's Operations Services and Financial Management Department will coordinate with the relevant departments on any similar ADB initiatives and financing assistance to avoid overlap of scope, duplication of efforts, and inconsistencies, and will seek to achieve synergies.

^c In line with the KSRF, eight working papers will be developed and published.

^d In line with the KSRF, the e-learning module is expected to be piloted in eight DMCs.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN

Table A2.1: Summary Cost Estimates and Financing Plan
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	187.0
ii. National consultants	191.0
b. International and local travel	60.0
c. Reports and communications	22.0
2. Equipment ^b	50.0
3. Workshops	127.0
4. Surveys	5.0
5. Publications	24.0
6. Contingencies	64.0
Total	730.0

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

^b This is a provision for the cost of software license and maintenance in case an open-source application cannot be used.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The proposed technical assistance (TA) aims to contribute to the enhancement of good governance and financial management in Asia and the Pacific. The TA will deliver three outputs designed to improve the auditing capacity of private auditors, support the financial management assessments of Asian Development Bank (ADB) projects, and improve the quality of audited project financial statements.

2. The consulting team for the TA will consist of three subteams, each with clearly defined and specified target outputs. The consultants will be recruited by ADB. Each individual consultant and consulting firm will work with the Financial Management Unit of ADB's Operations Services and Financial Management Department, as well as with the relevant partner institution, as applicable.

A. Output 1: Piloting Audit Quality Assurance Systems for Professional Accountancy Organizations

3. This output will include (i) conducting surveys and analyzing results to assess existing quality assurance systems and review programs of professional accountancy organizations (PAOs) to identify and address coverage and capacity gaps, and consider individual PAO long- and short-term strategies; (ii) preparing studies (results of the survey and assessment), identifying good-practice examples, and benchmarking against internationally accepted quality assurance systems; (iii) developing a scalable good-practice quality assurance road map for implementation, regulation, and monitoring in consideration of the relevant regulatory and institutional aspects; and (iv) conducting national workshops for consultation with stakeholders (PAOs).

1. Team Leader and Audit Expert (1 international, 5 person-months, intermittent)

4. The team leader and audit expert will have overall responsibility for the delivery of output 1 including administering and implementing project activities; coordinating with the national consultants; monitoring project results; and delivering inception, midterm, and final reports. The consultant will carry out the following tasks:

- (i) provide overall supervision of the team and implement activities;
- (ii) develop a good-practice quality assurance road map;
- (iii) provide guidance and direction to establish methodology and coordinate work of the national consultants, review the individual PAO quality assurance road maps and other outputs, and submit consolidated final reports and outputs to ADB;
- (iv) monitor and evaluate the overall performance of the project and the national consultants;
- (v) assess progress, resolve issues, and identify areas for improvement;
- (vi) conduct national workshops to secure commitment from the PAOs; and
- (vii) coordinate with the Confederation of Asian and Pacific Accountants and PAOs (as necessary).

5. The expert must hold a graduate degree in accounting, finance, economics, or closely related field with internationally accepted professional accountancy certification (certified public accountant, chartered accountant), and have extensive international experience in auditing and project implementation of at least 10 years. Familiarity with quality assurance systems is a must.

2. Audit Experts (5 national, 2 person-months each, intermittent)

6. The audit experts will be responsible for the delivery of output 1 specific to the assigned location. The audit experts will conduct detailed tasks, coordinate with the national PAOs, and prepare the outputs and reports for submission to the team leader for further review and consolidation. The consultants will carry out the following tasks:

- (i) conduct the surveys, assess results, and identify gaps;
- (ii) design and develop the national quality assurance road map based on the good-practice road map;
- (iii) identify and resolve issues, and coordinate with the team leader;
- (iv) conduct consultations and final workshops with stakeholders (PAOs, Confederation of Asian and Pacific Accountants);
- (v) prepare inception, midterm, and final reports; and
- (vi) finalize outputs and submit to the team leader for final review and consolidation.

7. The audit experts will be nationals of the respective countries (Bangladesh, Cambodia, Myanmar, Nepal, and Samoa). The audit experts must hold a graduate degree in accounting, finance, economics, or closely related field with nationally accepted professional accountancy certification (certified public accountant, chartered accountant), and extensive experience in auditing of at least 5 years.

B. Output 2: Developing Working Papers on Developing Member Country Financial Management Systems

8. This output will include (i) conducting research, survey, and interviews with ADB's control officer and financial management officer in resident missions (where available) and relevant government representatives; (ii) drafting the working papers; and (iii) conducting workshops for consultation with stakeholders (resident missions, Financial Management Unit).

9. Public Financial Management Experts (8 national, 2 person-months, intermittent). The public financial management experts will be responsible for the delivery of output 2 specific to the assigned location. The experts will conduct detailed tasks, coordinate with the ADB resident missions and government representatives, and prepare the output and reports for submission to ADB. The experts will carry out the following tasks:

- (i) conduct surveys, assess results, and conduct interviews;
- (ii) identify and resolve issues and coordinate with ADB;
- (iii) prepare draft working papers for submission to ADB;
- (iv) conduct consultations and workshops with stakeholders (ADB resident missions, government representatives);
- (v) prepare inception, midterm, and final reports; and
- (vi) finalize outputs and submit to ADB for final review.

10. The experts will be nationals of the respective countries (Bangladesh, Fiji, Indonesia, Myanmar, Nepal, Pakistan, Sri Lanka, and Viet Nam). The experts must hold a graduate degree in accounting, finance, economics, or closely related field with nationally accepted professional accountancy certification (certified public accountant, chartered accountant), and extensive experience in public financial management of the developing member country of at least 5 years.

C. Output 3: Developing an e-Learning Module on Preparing Financial Statements Using the Cash Basis International Public Sector Accounting Standards

11. This output will include (i) reviewing the requirements of parts 1 and 2 of the IPSAS cash basis standard; (ii) understanding ADB expectations for the preparation of project financial statements; (iii) designing and developing the e-learning module; (iv) designing and developing the site to host the e-learning module and connect to ADB website; (v) testing, implementing, and rolling out the e-learning module; and (vi) conducting a workshop to launch the e-learning module.

12. A well-reputed consulting firm, professional accountancy body, or international institute (international, 6.5 person-months, intermittent) will be hired or engaged to develop the deliverables of this output.