



Technical Assistance Report

Project Number: 49045-001
Regional—Capacity Development Technical Assistance (R-CDTA)
July 2015

Strengthening Knowledge Management in Central and West Asia

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
CKP	–	country knowledge plan
CWRC	–	Regional Cooperation and Operations Coordination Division
CWRD	–	Central and West Asia Department
DMC	–	developing member country
KPS	–	knowledge products and services
TA	–	technical assistance

GLOSSARY

knowledge products	–	include books and reports; papers; manuals and guidelines; briefs, notes, and articles; databases; blogs and websites; and multimedia presentations
knowledge services	–	include conferences and summits; seminars and workshops; meetings; policy dialogues; training programs; study tours; and media briefings and book launches

NOTE

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

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49045-001	
Project Name	Strengthening Knowledge Management in Central and West Asia	Department /Division	CWRD/CWRC
Country Borrower	REG	Executing Agency	Asian Development Bank
2. Sector		ADB Financing (\$ million)	
✓ Multisector	ADB's corporate management, policy and strategy development		1.50
		Total	1.50
3. Strategic Agenda		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		Gender Equity and Mainstreaming	
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities Pilot-testing innovation and learning	Some gender elements (SGE)	✓
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		1.50	
Capacity development technical assistance: Technical Assistance Special Fund		1.50	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		1.50	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. The Midterm Review (MTR) of the Asian Development Bank (ADB)'s Strategy 2020 emphasizes the importance of enhancing the provision of knowledge solutions to developing member countries (DMCs), and stresses that the value provided by ADB operations includes delivering up-to-date knowledge products and services (KPS) and cross-country experiences, in addition to finance. Knowledge and knowledge management are recognized as important elements of ADB's finance++ approach, integrating ADB financing with support for knowledge solutions.¹

2. This technical assistance (TA) project has been developed to strengthen ADB's delivery of KPS to DMCs. In particular, it will assist DMCs covered by ADB's Central and West Asia Department (CWRD) adopt better knowledge solutions and catalyze transformative innovation in these countries.² It will also conduct a study aimed at strengthening the impact of ADB's development operations in Central and West Asian countries, by increasing promotion for inclusive growth through ADB projects.³

3. The TA conceptualization has benefited from consultations with governments and other local stakeholders in Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan. Discussions were held in particular with the ministries of economy, energy, finance, and transport, as well as local think tanks and research institutes. The TA design benefited as well from substantial input received from resident missions, divisions, and units through regular meetings with knowledge focal points and their supervisors.

II. ISSUES

4. Central and West Asian countries (footnote 2) currently face several challenges related to weakening energy prices, devaluation of their currencies, increasing inflation, and an economic slowdown in the countries that are their major trading partners and sources of remittances. Economic vulnerabilities are often related to poor economic diversification, low labor productivity, low levels of domestic savings, and insufficient development of the private sector. Increasingly, problems with income distribution hamper the achievement of inclusive growth, while various unresolved issues—including with gender equality, access to finance and education, and a mismatch between labor demand and skills formation—create obstacles to inclusive development. Most Central and West Asian economies are in the middle-income group, and are at risk of falling into the middle-income trap, preventing them from shifting to higher-income levels. Expanding their ability to generate, manage, and share knowledge is essential to overcoming these challenges and mitigating the structural risks inherent in their economies.

5. Furthermore, the importance of introducing focused, well-structured knowledge solutions increases for upper middle-income countries; in order to enhance people's quality of life and enable cutting-edge technological development, these countries need to considerably expand their capacity to innovate. Knowledge is also needed to promote economic development in lower-income countries, those that suffer from structural vulnerabilities, and those in post-conflict situations. These countries can use knowledge solutions to distill lessons from countries

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

² ADB's Central and West Asia Department covers the following countries: Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, the Kyrgyz Republic, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan.

³ The TA first appeared in the business opportunities section of ADB's website on 30 April 2015.

that have experienced similar challenges, and can enable economic growth by adopting international best practices.

6. As DMCs in Central and West Asia implement policies and develop institutions that facilitate the structural transformation of their economies, the expansion of knowledge and learning from successful experiences are increasingly important. To enhance the quality and effective dissemination of KPS, the Midterm Review of Strategy 2020 (footnote 1) calls for knowledge partnerships and dialogue opportunities with local think tanks and research institutes.

7. A common theme that emerged from consultations with governments is the generalized perception that inequality has recently increased across the region. Despite the progress made by Central Asian economies in recent years, the ongoing economic difficulties resulting from the decline in energy prices and devaluation of regional currencies is significantly disrupting economic activity, with resulting negative impacts on jobs, remittances, and people's general well-being.⁴ Local experts suggested that the most vulnerable groups—including women, persons with disabilities, those living in rural areas, the less literate, and migrant workers—are most heavily impacted. These emerging concerns will require a dedicated study focused on issues related to creating jobs to promote inclusive growth in the region, including analyses to better understand the demand and supply sides of the labor market, access to economic opportunities, the actual extent and distribution of poverty, and wealth and income disparities—and ultimately to guide ADB operations.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA impact will be aligned with the long-term economic development strategies of Central and West Asian countries by promoting their ability to use KPS. The TA outcome will be enhanced KPS delivery to DMCs.

B. Methodology and Key Activities

9. The TA will generate the following outputs: (i) enhanced delivery of demand-based KPS; (ii) compilation of data on KPS in Central and West Asia in support of the ADB-wide k-Nexus database;⁵ and (iii) completion of a study on jobs to promote inclusive growth in Central and West Asia, aimed at enhancing ADB operations. In particular, DMC demand for KPS has been discussed with governments and local stakeholders during missions organized in 2015, and it has been considered in the preparation of country knowledge plans (CKPs).

10. The creation of a KPS database is intended to help effectively manage KPS demands from DMCs and will be consistent with ADB's k-Nexus initiative. It will include an inventory of KPS delivered from January 2006 through June 2017. KPS reports will also be published and guidelines for maintaining and uploading the database will be prepared. The region-wide study is expected to be divided into three parts: (i) an analytical framework for inclusive growth, tailored to capture the existing economic environment in Central and West Asia; (ii) issues and policies related to job creation, skill formation, and labor migration; and (iii) promotion of economic inclusiveness through improved ADB project design and operations in Central and

⁴ ADB. 2015. *Asian Development Outlook: Financing Asia's Future Growth*. Manila.

⁵ The ADB-wide k-Nexus initiative is an output under the Midterm Review of Strategy 2020; it is an online database that lists completed, ongoing and planned ADB KPS.

West Asia. In addition to a final report delivered as a flagship publication, the study will generate several other knowledge products (e.g., technical notes, policy briefs, blogs, opinion essays, and other documents to help inform country partnership strategies and CKPs). Considerable effort will be made to disseminate the study through the region and beyond.

11. The TA assumes the presence of the following risks: (i) absorptive capacity of DMCs remains weak, (ii) DMC bureaucratic processes hinder effective use of knowledge, (iii) internal government processes may delay the identification of the demand for specific KPS, (iv) a lack of complete and accurate information on KPS delivered in previous years, and (v) a lack of interest by DMCs to accept and endorse the study and its recommendations.

C. Cost and Financing

12. The TA is estimated to cost \$1.5 million, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources).

D. Implementation Arrangements

13. ADB will be the executing agency, with CWRD's Regional Cooperation and Operations Coordination Division (CWRC) as the focal point. Activities organized under the TA will include organization of and participation in knowledge events such as workshops, conferences, and seminars.⁶ The TA will be implemented over a period of 29 months, from August 2015 to December 2017. The TA will require approximately 145 person-months of inputs from the following consulting services:

- (i) To assist with KPS delivery to DMCs, international and national consultants, as well as think tanks/research institutes from Central and West Asia DMCs will be engaged on specific assignments, in close coordination with resident missions. The pool of consultants will include international consultants (total of about 15 person-months of services) and national consultants (total of about 52 person-months of services), including for editorial and translation work.
- (ii) To assist with knowledge management coordination, national consultants will be engaged in ADB headquarters for about 29 person-months; assignments will include support in preparing guidelines for the KPS database, its maintenance, and update; conducting the KPS stocktaking exercise; and facilitating the publication of KPS reports.
- (iii) To assist with drafting and finalizing specialized topics related to the study, the TA will engage several international consultants, including an economics editor. Local think tanks/research institutes and peer reviewers will be engaged to help with preparing background papers, conducting surveys and interviews as needed, gathering and analyzing data, and performing quality control. The TA will engage national consultants to assist with data gathering and analysis, coordination, communication, and organization of knowledge events.⁷

⁶ ADB staff involved with the TA may participate as resource persons in knowledge-sharing events, which will collect feedback and suggestions on improving the activities being implemented under the TA.

⁷ In addition to engaging consultants and local think tanks/research centers, contributions to the study will be largely made by ADB staff members serving as authors (of chapters, papers, policy briefs, technical notes, and boxes), peer reviewers, or advisers, based on individual expertise, interest, and time availability. The CWRD team leader for the TA implementation will be the study's task manager, and will oversee the entire study structure and contents, contributing as author to each of its parts and coordinating individual contributions from other staff and consultants. The study will be conducted jointly by CWRD and the Economics Research and Regional Cooperation Department under the 'One-ADB' approach.

14. To provide the above services under (i) the TA will engage individual consultants and think tanks/research institutes on a case-by-case basis, based on DMC KPS needs. Requirements will be formulated through specific KPS templates, including details about the terms of references for consulting services. Requests will be evaluated on the basis of their expected contribution to filling knowledge gaps identified in DMC CKPs. Rankings will be made by CWRC based on funding availability and the comparative urgency of proposals. Eligible KPS include those relating to new projects and those meant to increase the knowledge component of ongoing projects, or bridge with pipeline projects.

15. Consulting services (para. 13) will be sourced from individual consultants and/or think tanks/research institutes. Individual consultants will be engaged pursuant to ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). In some cases, consulting services may be rendered through output-based contracts and lump-sum payments. Due to the specific nature of the services involved and the low contractual amounts, about 8–10 think tanks/research institutes will be engaged as consulting firms through single-source selection using biodata technical proposals, in close consultation with DMC governments and ADB resident missions. Think tanks/research institutes will be identified from August 2015 to March 2016 and listed in a separate memorandum to ADB's Operations Services and Financial Management Department upon completion of consultation missions.

16. Resource persons will also be engaged, based on their academic and/or policy backgrounds and qualifications, to serve as peer reviewers for knowledge products, and present papers and/or act as facilitators, speakers, and panelists in knowledge-sharing events such as conferences, workshops, seminars, and capacity building programs.

17. Disbursements under the TA will be in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). The cost estimates for engaging consultants and their indicative positions are in the cost estimates and financing plan (Appendix 2) and outline terms of reference for consultants (Appendix 3). All procurement will be carried out in accordance with ADB's Procurement Guidelines (2013, as amended from time to time). Upon completion of the TA, all procured equipment will be transferred to ADB.

18. CWRC will monitor TA progress and suggest actions to ensure the effective delivery of TA outputs. The TA will be monitored through KPS reports, and biannual progress reports prepared by the knowledge management coordinator that detail the TA work program, methodology, and timelines for finalizing the KPS stocktaking exercise and database creation, as well as the planning and delivery of KPS based on DMC requests. In addition, the region-wide study coordinator will prepare inception, interim and final reports detailing the study outline, methodology, work program, milestone events, and 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 \$1,500,000 on a grant basis for Strengthening Knowledge Management in Central and West Asia, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impacts the project is aligned with The long-term economic development strategies of Central and West Asian countries by promoting their ability to use knowledge products and services ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data and Reporting	Risks
Outcome Enhanced KPS delivery to DMCs	DMC endorsement of 10 CKPs and LINKs included in CPSs, COBPs, and other documents that reflect strategy statements, by 2017 (August 2015 baseline: 0)	Knowledge-needs sections of CKPs included in CPSs (ADB, various frequency of publication) and LINKs included in COBPs (ADB, yearly)	Absorptive capacity of DMCs remains weak Bureaucratic processes in DMCs hinder effective use of knowledge
Outputs 1. Demand-based KPS delivered	1. Quantity of KPS delivered to DMCs increased by at least 7, and quality enhanced, by 2017 (August 2015 baseline: 0)	1. TA progress reports (TA, biannual); annual reports (ADB, yearly); website data (ADB); ^d development effectiveness briefs (ADB, various years of publication)	Internal government processes may delay the identification of demand for specific KPS
2. KPS database compiled	2.a At least 30 staff trained on database maintenance, by 2016 (August 2015 baseline: 0) 2.b Two KPS reports published respectively in September 2016 and September 2017 (August 2015 baseline: 0) 2.c Comprehensive KPS list classified and sorted in an IT platform by 2017 (August 2015 baseline: No)	2.a, c KPS inventory reports (ADB, September 2016 and September 2017) 2.b TA progress report (TA, biannual)	Lack of complete and accurate information on KPS delivered in previous years
3. Region-wide study on jobs for promoting inclusive economic growth in Central and West Asia completed	3.a Two conferences and four regional workshops completed by 2017 (August 2015 baseline: 0) 3.b Positive feedback on study findings received by 2017 (August 2015 baseline: No)	3.a TA progress report (TA, biannual) 3.b Conferences and workshops proceedings (post-event publications)	Lack of DMC interest to accept and endorse the study, and its recommendations

Key Activities and Milestones	Inputs
<p>1. Demand-based KPS delivered</p> <p>1.1 Collect DMC KPS demand (August 2015–December 2016)</p> <p>1.2 Engage consultants and local think tanks/research institutes to deliver KPS (August 2015–December 2016)</p> <p>1.3 Receive KPS requests through resident missions (August 2015–June 2017)</p> <p>1.4 Deliver the translation of appropriate KPS into local languages (August 2015–June 2017)</p> <p>2. KPS database compiled</p> <p>2.1 Prepare guidelines for database creation, maintenance, and updating (August–December 2015)</p> <p>2.2 Prepare an inventory of KPS and store the data in an information technology platform (2012–2015 archive completed by June 2016; January 2006–June 2017 archive completed by July 2017)</p> <p>2.3 Publish first KPS report (by September 2016)</p> <p>2.4 Train CWRD staff on database creation, maintenance, and updating (by December 2016)</p> <p>2.5 Publish second KPS report (by September 2017)</p> <p>3. Region-wide study on jobs for promoting inclusive growth in Central and West Asia completed</p> <p>3.1 Engage consultants (August–December 2015)</p> <p>3.2 Organize milestone events (August 2015–March 2017)</p> <p style="padding-left: 20px;">Brainstorming meeting (by August 2015)</p> <p style="padding-left: 20px;">Inception conference (by March 2016)</p> <p style="padding-left: 20px;">In-country workshops (April–December 2016)</p> <p style="padding-left: 20px;">Finalization conference (by March 2017)</p> <p>3.3 Draft, revise, and finalize the study report (August 2015–June 2017)</p> <p>3.4 Participate in knowledge sharing events (August 2015–December 2017)</p> <p>3.5 Disseminate the study findings (July–December 2017)</p>	<p>ADB: Technical Assistance Special Fund (TASF-other sources)</p> <p>\$1,500,000</p>

ADB = Asian Development Bank, CKP = country knowledge plan, COBP = country operations business plan, CPS = country partnership strategy, CWRD = Central and West Asia Department, DMC = developing member country, IT = information technology, KPS = knowledge products and services, LINK = list of indicative knowledge products and services, TA = technical assistance.

^a References to the long-term economic development strategies of Central and West Asian countries are included in the Country Partnership Strategies (CPSs) and interim CPSs prepared by the Asian Development Bank.

^b www.adb.org

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International	450.0
ii. National	360.0
b. International and local travel	200.0
2. Resource persons	50.0
3. Equipment ^b	20.0
4. Workshops, training, seminars, and conferences ^c	200.0
5. Miscellaneous administration and support costs ^d	150.0
6. Contingencies	70.0
Total	1,500.0

Note: The technical assistance is estimated to cost \$1.5 million, of which contributions from the Asian Development Bank (ADB) are presented in the table above.

^a Financed by the ADB Technical Assistance Special Fund (TASF-other sources).

^b Refers to the cost for purchasing and maintaining software and other information technology solutions needed to create an electronic database for knowledge products and services.

^c Includes the cost for resource persons, venues, other logistics arrangements, and lump-sum sponsorship fees for participation in knowledge sharing events, also with ADB staff serving as resource persons.

^d Includes the cost for translation, printing, and publication.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will include a total of about 145 person-months of services from international and national consultants to assist with delivery of its three key outputs: (i) delivery of demand-based knowledge products and services (KPS); (ii) creation of a KPS database; and (iii) completion of a region-wide study of inclusive growth in Central and West Asian countries.

2. **Economists, sector experts, and knowledge events facilitators** (international and, national, think thanks/research institutes, 45 person-months, intermittent). Several international and national experts, each with at least 7 years of experience in their respective fields, as well as local think thanks and research institutes will be engaged on an intermittent basis to assist with the delivery of KPS based on requests formulated by developing member countries (DMCs) and channeled through resident missions of the Asian Development Bank (ADB). The full KPS list and definition are in Supplementary Appendix A (available upon request). Consultant profiles will be detailed in the individual project proposals. Their specific assignments may include the following:

- (i) contribute (in cooperation with ADB staff) to the preparation of economic, sector, and thematic studies; and reports, papers, manuals, guidelines, briefs, notes, articles; and blogs;
- (ii) create websites and webpages;
- (iii) serve as resource speakers and facilitators for conferences, summits, seminars, workshops, conferences, policy dialogues, training programs, study tours, and book launches;
- (iv) facilitate the organization of knowledge-sharing events such as conferences, summits, seminars, workshops, meetings, policy dialogues, training programs, study tours, media briefings, and book launches; and
- (v) edit, translate, and assist with the printing and publication of KPS.

3. **Inclusive growth and labor market experts** (3 international, 12 person-months, intermittent). Three experts will be engaged to assist with the drafting of the study. The experts, who will possess at least a master's (and preferably a doctoral) degree in economics or the social sciences, will have a proven track record of high-quality outputs and analysis on issues related to inclusive growth, with at least 10 years of experience in their respective fields. Under the guidance of the ADB task manager and in close collaboration with other ADB staff and the entire study team, they will contribute to the three parts of the study, respectively, on: (i) part 1: an analytical framework for jobs for inclusive growth in Central and West Asia, based on the publication *Inequality in Asia and the Pacific*, and including a set of specific economic indicators and aspects of the political economy;¹ (ii) part 2: issues and policies related to job creation, skill formation, and labor migration; and (iii) part 3: improving the promotion of inclusive growth and job creation in ADB projects through improved project design and operations in Central and West Asia. The experts' assignments will include the following tasks:

- (i) draft relevant parts of the study in accordance with ADB quality standards, ensuring the study is analytically sound;
- (ii) revise drafts based on comments provided by the task manager and other ADB staff;
- (iii) attend study milestone events as requested by the task manager;
- (iv) provide suggestions on ways to structure the various parts of the study;

¹ R. Kanbur et al. 2014. *Inequality in Asia and the Pacific: Trends, Drivers and Policy Implications*. New York and Manila: Routledge and ADB.

- (v) review in detail the substance of all papers and chapters related to their respective parts of the study and provide written comments to ensure the quality of submissions is high;
- (vi) draft the study's highlights and executive summary related to their respective parts and revise these based on comments provided by the task manager; and
- (vii) perform any other reasonably related task as may be requested by the task manager.

4. **Economics editor for the region-wide study** (international, 3 person-months, intermittent). The editor will preferably have an advanced degree in economics, social sciences or communication, English literature, language, journalism, or any field that requires writing skill, or an equivalent combination of education and experience. The editor will be familiar with the literature on inclusive growth, and with the economic development trends of Central and West Asian countries. The editor will have at least 10 years of experience in the field; excellent writing and technical assessment skills; extensive experience in editing academic and policy-oriented papers and reports prepared by international organizations; and will edit the three parts of the study, incorporating the review comments by the task manager and other ADB staff. Specifically, the tasks the editor will perform include the following:

- (i) discuss with the task manager and other study experts the report's respective parts and identify ways to effectively deliver the intended messages—including suggesting areas for improvement; if needed, rewriting, adding, or deleting information; and revising the order of statements and sections of various chapters to tighten the economic arguments, and ensure that ideas flow smoothly;
- (ii) provide timely and professional economic editing of the study's report final manuscript and ensure, in coordination with the experts assigned to each of the three parts of the study, that the arguments are logical and based on sound theory and principles;
- (iii) review the study's analytical framework, ensuring consistency of logic and rigor, including consistency with economic theory, as appropriate, as well as empirical evidence; check the analytical robustness, in economic terms, of each study part and chapter; and ensure the coherence and consistency of the final report;
- (iv) ensure that proper tables, figures, charts, and boxes are used to support the content of the report and deliver its messages;
- (v) modify academic language into writing that is suitable for a policy-oriented report, one that is easily understood by political leaders and lay readers;
- (vi) ensure internal consistency in accordance with the *ADB Handbook of Style and Usage*;² and
- (vii) ensure that the same effective language style is used consistently throughout the publication.

5. **Knowledge management coordinator** (national, 21 person-months). The coordinator will be an expert in knowledge management for international organizations with a proven track record of excellent outputs in this field. The coordinator will have at least 7 years of experience in knowledge management and be a graduate in economics, social sciences, or communication sciences. The coordinator's deliverables will include, but are not limited to, the following tasks:

- (i) provide administrative assistance and establish effective communication as needed to support the delivery of demand-based KPS (TA output 1), including the design of templates to collect KPS requests from DMCs;

² ADB. 2011. *Handbook of Style and Usage*. Manila.

- (ii) conduct a detailed inventory of KPS delivered by CWRD, headquarters and resident missions, for January 2006–June 2017 (TA output 2);
- (iii) provide inputs to and assist with the publication of two KPS reports, under the guidance of the TA task manager;
- (iv) prepare bi-annual overall TA progress reports;
- (v) coordinate closely with the data management expert, under the guidance of the TA task manager, on using an information technology (IT) platform to conduct the KPS inventory and publish the KPS reports; and
- (vi) assist on other knowledge management coordination tasks within the TA scope, as requested by the task manager.

6. **Data management expert** (national, 8 person-months, intermittent). The consultant will be engaged to assist in the KPS stocktaking exercise, and the creation and maintenance of the KPS database using an appropriate, cost-effective and user-friendly IT platform that is aligned with and supportive of the ADB k-Nexus. The consultant will have a degree in computer science, IT, network administration, or any computer-related field with at least 5 years of experience in database design and management. Specifically, the consultant will assist with the following tasks:

- (i) conceptualizing, setting-up and implementing a KPS database that is aligned with and in support of the ADB k-Nexus database, and which can be easily shared, managed, and maintained by ADB staff;
- (ii) preparing guidelines for database creation and management;
- (iii) providing training to CWRD staff on the use of the database;
- (iv) conducting the KPS stocktaking exercise in two phases: (a) for 2012–2015; and (b) for 2006–June 2017;
- (v) working with the knowledge management coordinator to ensure that data and information received from CWRD sector divisions, resident missions and units involved in the KPS stocktaking exercise are accurately inputted in the database;
- (vi) the knowledge management coordinator's preparation of two KPS reports;
- (vii) coordinating with relevant ADB departments on IT-related matters, as necessary; and
- (viii) undertaking any other reasonable IT-related task assigned by the task manager.

7. **Region-wide study coordinator** (national, 24 person-months). The consultant will have at least a master's and preferably a doctoral degree in economics, with expertise on issues related to inclusive growth. The coordinator will have at least 7 years of experience in the field to assist the task manager with the overall coordination of the study, including with the organization of milestone events. The study coordinator will also draft relevant parts of the study, including tables, charts, and boxes; and maintain proper communication among ADB staff, consultants, government officials, and other individuals involved with the study. Given the geographical coverage of the study, in addition to strong written and oral skills in the coordinator's native language, the consultant will also preferably possess strong skills in written and oral Russian. The coordinator's tasks will include, but are not limited, to the following:

- (i) conduct literature reviews, surveys, and data analysis;
- (ii) draft relevant parts of the study—including tables, charts, and boxes—on the basis of instructions received by the task manager; monitor the progress made by individual contributors (authors, reviewers, and advisers) to the study, review in detail the substance of the study manuscript, and provide comments to ensure its high quality;
- (iii) maintain proper communication with all individuals involved with the study;

- (iv) assist in organizing study-related milestone events (e.g., workshops, seminars, and conferences);
- (v) prepare an inception and a final report to inform ADB Management regarding the study progress, including details on the report's outline, methodology, work program, milestone events, and outputs; and
- (vi) perform any other reasonably related task as may be requested by the task manager.

8. **Data analysts** (national, intermittent, 10 person-months). One or two local consultants will be hired on an intermittent basis to assist with data gathering and analysis. The analyst(s) will possess a master's and preferably a doctoral degree in economics, statistics, econometrics, mathematics, or a related subject. The data analyst(s) will have at least 5 years of experience in the field, and assist in performing the tasks listed below and other reasonable assignments provided by the task manager:

- (i) make an inventory of existing data, statistics, and information to be used in the study;
- (ii) conduct relevant data collection and analysis;
- (iii) prepare tables, figures, charts, and other material as requested by the task manager;
- (iv) draft relevant parts of the study related to data explanation and analysis; and
- (v) attend milestone study events, as requested by the task manager.

9. **Editors and translators of knowledge products and services** (national, 22 person-months, intermittent). A pool of up to five consultants will be engaged on an intermittent basis to assist with editing in English and Russian, and translation of KPS into Russian, as requested by DMCs. The editors and translators will have at least 5 years of experience and possess degrees in economics, social sciences, communication, literature, journalism, or a field requiring writing skill. They will be familiar with Central and West Asian countries and the literature on inclusive growth. The editors and translators will ensure the high quality of KPS language and style, and consistency of writing, in English and Russian as needed. They will also ensure the high quality of TA-related publications (e.g., journals, paper series, and magazines). The consultants' key assignments will include, but are not limited to, the following:

- (i) edit papers and reports for internal consistency in accordance with the ADB *Handbook of Style and Usage*;
- (ii) translate text, proficiently and effectively, from English into Russian and from Russian into English, as requested by the task manager;
- (iii) ensure that language style is consistent throughout the publication;
- (iv) check references to tables, figures, appendixes, bibliographies, and parts of the text;
- (v) edit notes to make sure that text references are correct;
- (vi) be responsible for typesetting and proofreading the text, tables, and charts in the paper(s) and report(s), and take the work from preliminary draft to final copy; and
- (vii) perform any other reasonably related task as may be requested by the task manager.