



# Technical Assistance Report

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Project Number: 49138-001  
Regional—Capacity Development Technical Assistance (R-CDTA)  
August 2015

## Enhancing the Capacity of the Asian Financial Sector through the Asia-Pacific Economic Cooperation Financial Regulators Training Initiative (Cofinanced by the Regional Cooperation and Integration Fund)

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
APEC	–	Asia-Pacific Economic Cooperation
DMC	–	developing member country
FRTI	–	Financial Regulators Training Initiative
TA	–	technical assistance

### NOTE

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

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## CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 49138-001</b>	
<b>Project Name</b>	Enhancing the Capacity of the Asian Financial Sector through the Asia-Pacific Economic Cooperation Financial Regulators Training Initiative	<b>Department /Division</b>	SDCC/SDOD
<b>Country Borrower</b>	REG N/A	<b>Executing Agency</b>	Asian Development Bank
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>Financing (\$ million)</b>	
✓ Finance	Finance sector development		0.68
		<b>Total</b>	<b>0.68</b>
<b>3. Strategic Agenda</b>	<b>Subcomponents</b>	<b>Climate Change Information</b>	
Inclusive economic growth (IEG) Regional integration (RCI)	Pillar 1: Economic opportunities, including jobs, created and expanded Pillar 3: Money and finance	Climate Change impact on the Project	Low
<b>4. Drivers of Change</b>	<b>Components</b>	<b>Gender Equity and Mainstreaming</b>	
Knowledge solutions (KNS) Partnerships (PAR)	Knowledge sharing activities Official cofinancing Regional organizations	No gender elements (NGE)	✓
<b>5. Poverty Targeting</b>		<b>Location Impact</b>	
Project directly targets poverty	No	Regional	High
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.23</b>	
Capacity development technical assistance: Technical Assistance Special Fund		0.23	
<b>Cofinancing</b>		<b>0.45</b>	
Regional Cooperation and Integration Fund - Multid		0.45	
<b>Counterpart</b>		<b>0.00</b>	
None		0.00	
<b>Total</b>		<b>0.68</b>	
<b>9. Effective Development Cooperation</b>			
Use of country procurement systems		No	
Use of country public financial management systems		No	

## I. INTRODUCTION

1. The Asia-Pacific Economic Cooperation (APEC) finance ministers endorsed the establishment of the APEC Financial Regulators Training Initiative (FRTI) in 1998, in order to build expertise of staff in financial supervisory and regulatory authorities in Asia and the Pacific and thereby enhance the stability of the region's financial sector.<sup>1</sup> The Asian Development Bank (ADB) has served as FRTI secretariat since its inception and has provided technical assistance (TA) support. Three phases of the initiative have been implemented: phase 1 during 1998–2000,<sup>2</sup> phase 2 during 2000–2010,<sup>3</sup> and phase 3 during 2011–2015;<sup>4</sup> they produced strengthened partnerships with regional training institutions and financial institutions from developed economies,<sup>5</sup> and an improved website.

2. This TA is closely linked to the ADB Midterm Review of Strategy 2020,<sup>6</sup> especially the theme of regional cooperation and integration, as the TA aims to strengthen the capacity of financial supervisory and regulatory authorities in Asia and the Pacific through the conduct of training programs under the initiative. The design and monitoring framework is in Appendix 1.<sup>7</sup>

## II. ISSUES

3. The 2008 global financial crisis was triggered in part by reckless mortgage lending practices by banks and improper derivatives trading based on these poor-quality underlying mortgage assets; it serves as a reminder of the importance of strong prudential standards, supervision, and regulation to enhance financial stability.

4. The global economy continues to struggle with the aftermath of the global financial crisis. Global interest rates remain low, and the search by investors for higher yields has resulted in risk-taking behavior and expedited cross-border movement of funds. There has been considerable volatility in emerging financial markets, as exemplified by the second quarter of 2013 when large funds, concerned with the possible tapering of quantitative easing, retreated from emerging economies. In addition, low interest rates have caused housing prices in many Asian and Pacific economies to rise dramatically, requiring financial supervisors to address market volatilities and their potential impacts by designing and implementing appropriate rules and regulations.

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<sup>1</sup> The member economies of APEC are Australia; Brunei Darussalam; Canada; Chile; the People's Republic of China; Hong Kong, China; Indonesia; Japan; the Republic of Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; the Philippines; the Russian Federation; Singapore; Taipei, China; Thailand; the United States; and Viet Nam.

<sup>2</sup> ADB. 1997. *Technical Assistance for Collaborative Initiatives for Capital and Financial Market Development*. Manila (TA 5763-REG, \$400,000, approved 22 December, overall rating was *highly successful*); ADB. 1999. *Technical Assistance for Asia-Pacific Economic Cooperation Growth Recovery Initiatives*. Manila (TA 5847-REG, \$2,150,000, approved 2 June, overall rating was *partly successful*).

<sup>3</sup> ADB. 2000. *Technical Assistance for Capacity Building for Financial Regulation and Supervision*. Manila (TA 5966-REG, \$800,000, approved 19 December, overall rating was *successful*); ADB. 2003. *Technical Assistance for Strengthening the Capacity of Financial Sector Regulations and Supervisors*. Manila (TA 6148-REG, \$480,000, approved 15 December, overall rating was *partly successful*); ADB. 2006. *Technical Assistance for Support for Asia-Pacific Economic Cooperation Fiscal and Financial Initiatives*. Manila (TA 6330-REG, \$800,000, approved 26 July, overall rating was *partly successful*); ADB. 2009. *Technical Assistance for Support for the Asia-Pacific Economic Cooperation Financial Regulators Training Initiative*. Manila (TA 7234-REG, \$900,000, approved 10 February, overall rating was *successful*).

<sup>4</sup> ADB. 2011. *Strengthening Support for the Asia-Pacific Economic Cooperation Financial Regulators Training Initiative*. Manila (TA 7805-REG, \$1,170,000, approved 29 April, overall rating is expected to be *successful*).

<sup>5</sup> Toronto Centre, United States Federal Reserve System, United States Securities and Exchange Commission, Australian Securities and Investments Commission, and International Organization of Securities Commission.

<sup>6</sup> ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

<sup>7</sup> The TA first appeared in the business opportunities section of ADB's website on 1 June 2015.

5. The region also faces emerging development challenges and issues that go beyond the aftermath of the global financial crisis; challenges for financial markets include recent innovations in information and communication technology (ICT). Regulators find it difficult to keep pace with technological change. While ICT advances have clear benefits to end users and consumers, and for the overall efficiency of the banking sector and financial markets, rapid ICT evolution is producing new business models that are altering traditional financial industries, and require timely regulatory and supervisory responses to ensure investor and consumer protection.

6. Addressing these challenges requires transparent policies and governance, along with well-trained financial supervisors and regulators in order to enable implementation of international standards in the financial sector.<sup>8</sup> Many ADB developing member countries (DMCs) have committed to implementing core principles for banking and securities regulation, including those developed by the Bank for International Settlements and the International Organization of Securities Commissions.

7. DMCs are developing more sophisticated forms of finance and risk management, and there is a growing need for financial regulatory agencies in Asia and the Pacific to be equipped with advanced technical skills and up-to-date knowledge to regulate and supervise financial markets in a way that protects investors and ensures financial stability.

8. ADB has provided much-needed TA to support the national commitments and related capacity building requirements of DMC economies. APEC FRTI is one of the longest-running training initiatives endorsed by the APEC Finance Ministers Meeting, and by virtue of a cost-sharing mechanism among stakeholders, has been relatively cost effective. It is also demand-driven, with seminar topics identified through surveys and meetings among APEC FRTI member economies, with (i) an APEC FRTI member institution hosting a seminar that is particularly relevant to its economy, and financing seminar costs (e.g., venue rental); (ii) other participating economies meeting the travel expenses (airfare, accommodation and other allowances) of their staff participants; and (iii) ADB facilitating seminar programs finalization, and meeting the cost of engaging resource speakers and some administrative functions.

9. APEC FRTI has two advisory groups: one is composed of senior banking supervisory representatives and one of senior securities regulators. Advisory groups meet annually, and are vital in (i) determining annual seminar topics and host institutions, (ii) reviewing the seminar evaluations from participants, and (iii) providing guidance and technical support to APEC FRTI.

10. Demand from DMCs for this advanced technical training has been strong. During 2001–2014, APEC FRTI conducted 123 seminars, with 5,062 participants. APEC FRTI also provides capacity-building assistance to host government financial regulatory agencies.<sup>9</sup> These

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<sup>8</sup> The Group of Twenty (G20) is an international forum for the governments and central bank governors from 20 major economies, founded in 1999 with the aim of studying, reviewing, and promoting high-level discussion on the promotion of international financial stability. The G20's financial regulatory reform agenda in 2014 focuses on four core areas that address the causes of the crisis: (i) build resilient financial institutions, (ii) end too-big-to-fail, (iii) address shadow banking risks, and (iv) make derivatives markets safer.

<sup>9</sup> For instance, the Mongolian government's newly promulgated Law on Investment Funds became effective in January 2014, while other policy reforms were made to financial markets. APEC FRTI extended support to the Financial Regulatory Commission of Mongolia and conducted a seminar on "Regulation and Supervision of Investment Funds" in September 2014, as requested by Mongolia. In a second example, a liquidity risk crisis occurred in Bhutan; in response, APEC FRTI organized a seminar on "Liquidity Risk Management" in Bhutan in December 2014. Through on-line training surveys, annual advisory group meetings, and requests by member

approaches—wherein advisory group members identify seminar topics and volunteer to host seminars—ensure seminars conducted under APEC FRTI are demand-driven. In June 2014, a survey conducted by the APEC FRTI secretariat confirmed that all surveyed advisory group members desired that APEC FRTI continue.

### III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

#### A. Impact and Outcome

11. The impact will be the improved financial sector supervision and regulation in participating DMCs. The outcome will be the enhanced capacity of financial sector regulators and supervisors in participating DMCs. The TA will provide support to DMC financial regulatory agencies through capacity development, and promote regional cooperation and integration through knowledge sharing and networking among participating DMCs.

#### B. Methodology and Key Activities

12. Backed by strong demand and support from APEC member economies and APEC FRTI advisory group members, the TA aims to undertake the following:

- (i) **Ensure sustainability.** During the advisory group meeting in August 2014, the ADB Secretariat proposed collecting seminar fees from participants, with fees waived for participants from hosting economies and low-income countries. The collected seminar fees will be deposited in an ADB account and be disbursed by the Secretariat in accordance with instructions and guidance from advisory group members to ensure the program sustainable.<sup>10</sup>
- (ii) **Incorporate cross-cutting topics into training program.** Advancement of ICT can enhance the efficiency of financial markets, and its rapid evolution is creating new types of financial products and businesses, including online or crowd funding and shadow banking business. These can threaten traditional financial industries with unequal competition, because some supervision and regulations cannot keep pace with these advancements and new products. These topics will be incorporated into training programs or as part of the annual conference.
- (iii) **Expand the program to include insurance topics and regulators.** Some financial issues involve the banking, securities, and insurance sectors, and there is a need for insurance regulators to join the APEC FRTI program as advisory group members. Moreover, the rapid pace of change in the financial sector and increasing number of investment products with insurance components means insurance sector regulation is a cross-cutting topic. Inclusion of insurance issues in the APEC FRTI program will provide a more holistic, integrated approach for DMC staff to understand financial sector development.
- (iv) **Assess seminar outcome and impact.** To assess capacity enhancement of financial sector regulators and supervisors in participating DMCs, the Secretariat will request feedback from participants 6 months after the end of seminar.
- (v) **Share seminar materials.** Under the TA, APEC FRTI seminar materials will be uploaded to ADB's internal websites, such as that of the Finance Sector Group,

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economies, APEC FRTI is able to identify the training needs of its members and develop training programs that closely meet DMC needs by strengthening banking sectors and deepening the financial markets of DMCs.

<sup>10</sup> To facilitate the collection of seminar fees, the implementing office of the proposed TA will coordinate with relevant departments—Office of Administrative Services, Controller's Department, and Treasury Department—to use ADB's payment gateway system. This will be activated by Q1 2016. Written agreements will be prepared and executed prior to commencing collection of seminar fees.

for staff reference in order to maximize the utility of seminar materials and efficacy of knowledge sharing.

- (vi) **Upgrade the initiative website.** The TA will upgrade the website, improve the layout and functionality for effective dissemination of FRTI seminars, and enhance features (e.g., provide a simplified seminar registration process). It will also provide participants with secure access to seminar materials and possibly with chat rooms for trainees to exchange information and consolidate networks.
13. Outputs will include the following:
- (i) **Output 1: Partnerships among the technical assistance stakeholders.** To conduct seminars, APEC FRTI has partnered with different international agencies (footnote 5) and financial regulatory authorities to invite experts as resource speakers.<sup>11</sup> To incorporate insurance-related topics, APEC FRTI will partner with the International Association of Insurance Supervisors, among others, to secure appropriate resource speakers. The TA aims to deliver at least eight seminars per year hosted by government institutions; at least four seminars will be supported by regional and/or international institutions through the provision of experts.
  - (ii) **Output 2: Knowledge-sharing activities conducted.** Seminars conducted under APEC FRTI are conceptualized during advisory group meetings, with programs finalized in coordination with the host institutions. This process ensures seminars meet member demands, and that they do not duplicate seminars conducted by other institutions or development partners. The TA aims to conduct at least one advisory group meeting for members per year, with an average attendance of 35 participants in each seminar.
  - (iii) **Output 3: Knowledge products produced and developed:** At least five summary notes of selected seminar topics will be produced, the APEC FRTI brochure updated and finalized, and the APEC FRTI website upgraded and systems maintained.<sup>12</sup>

14. Major risks are that the (i) DMCs will not agree to meet the fee payment; (ii) training programs are not supported, either by a failure of development partners to provide resource speakers or participants not attending; and (iii) local counterparts have limited capacity to host training programs. To mitigate these risks, there will be close coordination and monitoring among ADB, the advisory group members, and the international institutions and agencies.

### C. Cost and Financing

15. The TA is estimated to cost \$675,000, of which \$225,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V) and \$450,000 will be financed on a grant basis by the Regional Cooperation and Integration Fund.<sup>13</sup> The cost will cover the remuneration and travel expenses of consultants and resource persons, seminars, the website, and other miscellaneous expenses. The TA cost estimates and financing plan are in Appendix 2.

<sup>11</sup> Authorities include the Securities Commission Malaysia; Bangko Sentral ng Pilipinas (the central bank of the Philippines); Financial Markets Authority (New Zealand); International Monetary Fund Singapore Regional Training Institute; Australian Prudential Regulation Authority; Dubai Financial Services Authority; Financial Supervisory Service (Republic of Korea); Securities and Futures Bureau (Taipei, China); Securities and Futures Commission (Hong Kong, China); Perbadanan Insurans Deposit Malaysia (the deposit insurance system of Malaysia); and Financial Supervisory Commission (Cook Islands).

<sup>12</sup> Each summary note uploaded in the website was downloaded at least 30 times.

<sup>13</sup> Established by ADB. Financing partner: the Government of Japan.



## D. Implementation Arrangements

16. ADB will be the executing agency for this TA. The Office of the Director General, Sustainable Development and Climate Change Department will be the TA supervising unit. The department will coordinate closely with ADB operational units (regional departments and resident mission offices) to ensure the benefits of ADB's financial sector development operations are optimized. The project will be implemented over 29 months, beginning in August 2015 until its targeted completion on 31 December 2017.

17. TA activities will be implemented with the help of international and national consultants and resource persons. ADB will serve as the FRTI secretariat. The two advisory groups, comprising bank supervisors and securities regulators from FRTI member economies, will provide overall guidance and technical support to steer implementation. The TA will be monitored through consultant progress reports and ongoing surveys. Good practices and lessons will be (i) disseminated in advisory group meetings and at the APEC senior finance officials' meetings, and (ii) published on the FRTI website and in newsletters to members.

18. The TA will require about 12 person-months of international consulting services, 45 person-months of national consulting services, and 10 person-months of resource persons' participation. Consultants and resource persons will be recruited individually, in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).<sup>14</sup> The scope of work and outline terms of reference for the consultants are in Appendix 3. To implement the TA successfully, a team of Sustainable Development and Climate Change Department staff will manage consultants and consolidate their outputs.

19. Purchasing of equipment (i.e., computer hardware and software) will be undertaken by ADB in accordance with ADB's Procurement Guidelines (2013, as amended from time to time) and in coordination with ADB's Office of Information Systems and Technology and Office of Administrative Services, where applicable. After TA completion, any procured equipment will be disposed of in compliance with the project administration instructions on administering grant-financed TA. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

## IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$675,000 on a grant basis for Enhancing the Capacity of the Asian Financial Sector through the Asia-Pacific Economic Cooperation Financial Regulators Training Initiative, and hereby reports this action to the Board.

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<sup>14</sup> Based on ADB's experience as the FRTI secretariat, hiring individual consultants is more effective and flexible than engaging a firm. The project team leader (international staff) and the secretariat will have (i) flexibility in the planning, implementation, and monitoring of FRTI activities; and (ii) more opportunity to have direct dealings with and accommodate pressing demands of the FRTI advisory groups to which ADB directly reports.

## DESIGN AND MONITORING FRAMEWORK

<b>Impact(s) the Project is Aligned with</b>			
Financial sector supervision and regulation in participating DMCs improved			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting</b>	<b>Risks</b>
<b>Outcome</b> Capacity of financial sector regulators and supervisors in participating DMCs enhanced	By 2016, on average, 88% of the participants to claim that they will likely use the knowledge they gained from the seminar topics  (2014 baseline: 84%)	Progress and annual reports of consultants  Seminar evaluation survey from participants  Participants' feedback 6 months after seminar	High turnover among regulators' personnel can effectively diminish the impact of the program.
<b>Outputs</b> 1. Partnership and collaboration among participating DMCs and regional and/or international finance-related institutions promoted  2. Knowledge-sharing activities conducted  3. Knowledge product produced and developed	1a. At least 8 seminars per year hosted by government institutions (2014 baseline: 8)  1b. At least 4 seminars per year supported by regional and/or international institutions through the provision of experts (2014 baseline:4)  2a. Rating of effectiveness of training programs by participants maintained (2014 baseline: 80%)  2b. On average, 35 participants attend each seminar (2014 baseline: 40)  2c. At least 1 advisory group annual meeting conducted (2014 baseline: 1)  2d. At least 1 international conference hosted (2014 baseline: 1)  3a. At least 5 summary notes on selected seminar topics produced (2014 baseline: 5)	1a. Progress and annual reports of consultants  1b. Progress and annual reports of consultants  2a. Seminar evaluation survey from participants  2b. List of participants  2c. Summary discussions  2d. Summary discussions  3a. Summary discussions and key learning notes	Inadequate number of economies willing to host training programs  Resource persons not available to handle more complex topics requested by the host economy  Inadequate number of economies willing to host training programs  Inadequate number of economies willing to host training programs

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	3b. APEC FRTI brochure updated and published (2014 baseline: 1)  3c. APEC FRTI website upgraded and system in place for maintenance (2014 baseline: 1)  3d. Each summary note available on the website is downloaded at least 30 times	3b. Final brochure  3c. Progress reports  3d. Web statistics	
<p><b>Key Activities with Milestones</b></p> <p><b>1. Partnership and collaboration among participating DMCs and regional and/or international finance-related institutions promoted</b></p> <p>1.1 Conduct seminars hosted by government institutions (Q3 2015 –Q4 2017)</p> <p>1.2 Regional and/or international institutions support seminars through the provision of expert trainers (Q3 2015–Q4 2017)</p> <p>1.3 Organize international conference; topic related to cross-cutting financial market supervision and regulation (Q3–Q4 2016)</p> <p><b>2. Knowledge-sharing activities conducted</b></p> <p>2.1 Conduct training seminars (Q3 2015–Q4 2017)</p> <p>2.2 Conduct advisory group meetings each year to review the performance and outcome of the training initiative and determine future APEC FRTI training needs (Q2 2016–Q2 2017)</p> <p>2.3 Improve feedback mechanism of training programs (Q3 2016–Q3 2017)</p> <p><b>3. Knowledge product produced and developed</b></p> <p>3.1 Upgrade the APEC FRTI project website and training program marketing (Q3 2015–Q4 2017)</p> <p>3.2 Upload seminar materials to relevant sector and thematic group websites for ADB staff's reference (Q3 2015–Q4 2017)</p>			
<p><b>Inputs</b></p> <p>ADB: \$225,000</p> <p>Regional Cooperation and Integration Fund: \$450,000</p>			
<p><b>Assumptions for Partner Financing</b></p> <p>Not Applicable</p>			

ADB = Asian Development Bank, APEC FRTI = Asia-Pacific Economic Cooperation Financial Regulators Training Initiative, DMC = developing member country, Q = quarter.

<sup>a</sup> By the end of the program unless otherwise noted.

<sup>b</sup> 2014 baseline is none unless otherwise noted.

Source: Asian Development Bank.

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

Item	Amount
<b>A. Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	56.0
ii. National consultants	40.0
b. International and local travel	21.0
2. Equipment <sup>b</sup>	2.0
3. Training, seminars, and conferences	
a. Facilitators and resource persons <sup>c</sup>	92.0
b. Training program	4.0
c. Conferences <sup>d</sup>	4.0
4. Surveys	1.0
5. Miscellaneous administration and support costs <sup>e</sup>	0.0
6. Contingencies	5.0
<b>Subtotal (A)</b>	<b>225.0</b>
<b>B. Regional Cooperation and Integration Fund<sup>f</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	112.0
ii. National consultants	80.0
b. International and local travel	44.0
2. Equipment <sup>b</sup>	3.0
3. Training, seminars, and conferences	
a. Facilitators and resource persons <sup>c</sup>	184.0
b. Training program	8.0
c. Conferences <sup>d</sup>	8.0
4. Surveys	1.0
5. Miscellaneous administration and support costs <sup>e</sup>	1.0
6. Contingencies	9.0
<b>Subtotal (B)</b>	<b>450.0</b>
<b>Total</b>	<b>675.0</b>

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

<sup>b</sup> Includes computer hardware and software for updating the Financial Regulators Training Initiative website.

<sup>c</sup> ADB staff can also be regarded as resource persons.

<sup>d</sup> Includes venue rentals, reception dinner, and representation.

<sup>e</sup> Includes data support, subscription, and printing costs

<sup>f</sup> Established by the Asian Development Bank. Financing partner: the Government of Japan.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

Collaborative initiatives mandated by the Asia-Pacific Economic Cooperation (APEC) Finance Ministers Process may require some activities other than those identified in these outline terms of reference, in which case suitable modifications will be made to fulfill the commitments and responsibilities of the Asian Development Bank (ADB) as the APEC Financial Regulators Training Initiative (FRTI) Secretariat.

1. **Financial sector supervision training expert** (1 international, 8 person-months, intermittent). The consultant will work with the APEC FRTI Secretariat and advisory group members, and the staff of each seminar-host institution to identify training needs, and conceptualize and finalize seminar programs. At least 10 years of relevant professional experience in the financial sector, particularly in the area of capacity development for financial regulators, will be an advantage. A master's degree in business, finance, banking or a related field is preferred. The training expert, under the guidance of ADB staff, will undertake to:

- (i) manage the APEC FRTI advisory group, including:
  - (a) prepare agenda items and facilitate advisory group meetings;
  - (b) for each seminar, conduct and analyze surveys on the status of national training efforts and emerging training needs; and
  - (c) coordinate with regional and global training providers;
- (ii) organize and facilitate regional training seminars for banking, securities, and insurance regulators under the FRTI;
- (iii) organize the transfer of training programs and products developed under the FRTI to regional and national training institutions;
- (iv) liaise and coordinate with regulatory agencies in APEC economies, with ADB member economies, and with the host country regarding the provision of instructors; finalize training programs; act as a facilitator for selected seminars; and prepare concise evaluation reports to be presented during the advisory group meetings;
- (v) prepare guidelines for developing and disseminating regional case studies for training purposes (hypothetical and based on actual cases), and maintain and update these on a regular basis;
- (vi) conduct a survey to identify requirements for computer-based training among financial regulators, and prepare a plan to transfer the existing course material into computer-based training; and
- (vii) prepare summary notes from seminars attended.

2. **Editor** (1 international, 2 person-months, intermittent). The editor will review and edit the contents of the APEC FRTI-related documents to be disseminated under this TA to ensure they are coherent and readable, and meet the highest publication standards. At least 5 years of working experience in a related field will be an advantage. Specific tasks include the following:

- (i) rewrite, add, or delete information, and help revise various pages or sections, as necessary, to tighten arguments, fill discussion gaps, and ensure the smooth flow of ideas;
- (ii) examine the tables, figures, and charts to ensure data consistency within pages and documents, and suggest deletions and additions to ensure that they are useful;
- (iii) edit the pages for publication;
- (iv) in coordination with the website designer and project specialist, edit APEC FRTI website pages; and

- (v) ensure the documents adhere to the ADB *Handbook of Style and Usage* and conform to high publication standards.<sup>1</sup>

3. **Researcher** (1 international, 2 person-months). The consultant should have broad-based work experience and therefore recognition as a financial regulation and supervision expert. A master's degree or equivalent, or an equivalent combination of education and experience with more than 10 years of relevant professional experience, will be an advantage. In consultation with the implementing agency and based on the needs assessment and discussion with the APEC FRTI advisory group members, the international consultant will

- (i) assess various competing programs to serve as reference for the advisory group's discussion on the aims, priorities, objectives and principles of FRTI; and
- (ii) conduct a study on how to ensure avoid duplication and ensure the complementarities, relevance, and long-term financial sustainability of the TA.

4. **Project specialist** (1 national, 22 person-months, intermittent). A master's degree in economics, business, statistics, or finance will be an advantage. The consultant should have experience in coordinating training programs. He or she should have a good knowledge of research project administration and website database management, and strong analytical and communication skills. The consultant will be a citizen of the Philippines, and their duty station will be ADB headquarters in Manila. Under the supervision of ADB staff, the tasks of the consultant will include, but not be limited to, the following:

- (i) provide assistance in the preparation of briefing papers and presentation materials for seminars, conferences, and other related TA events;
- (ii) prepare draft progress reports, in particular on the FRTI for the APEC Finance Ministers Process, and prepare budget summaries;
- (iii) coordinate with the training expert to ensure that activities are implemented in accordance with pertinent ADB rules and guidelines on various aspects of management and control;
- (iv) assist in organizing regional meetings and seminars, including international travel;
- (v) collect and disseminate information on regional training resources, materials, and events, including through the ADB external APEC website.
- (vi) develop and advance a website strategy for APEC FRTI;
- (vii) serve as a webmaster to maintain and update the project website, in order to enhance networking among trainees and financial regulators;
- (viii) prepare seminar summary evaluations and consolidate the results;
- (ix) undertake internet searches for information on training resources, materials, and events related to TA activities from other regional and global training providers; and
- (x) prepare and maintain a database of trainees and resource persons, to be uploaded to the APEC FRTI website.

5. **Events coordinator** (1 national, 20 person-months, intermittent). A consultant with a bachelor's degree or above in economics, business, or finance is preferred. The consultant should have experience and a good reputation coordinating similar events (e.g., training programs). He or she will have a good knowledge of finance and will have strong analytical and communication skills. The consultant will be a citizen of the Philippines, and their duty station will be ADB headquarters in Manila. Under the supervision of ADB staff, the tasks of the consultant will include but not be limited to the following:

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<sup>1</sup> ADB. 2011. *Handbook of Style and Usage*. Manila.

- (i) assist the APEC FRTI Secretariat by arranging meetings and preparing the required materials and documents;
- (ii) liaise with host banking and securities regulators in relation to the organization of regional training seminars;
- (iii) coordinate logistical arrangements for seminars and conferences including travel, hotel reservations, and venue arrangements;
- (iv) coordinate with resource persons and participants in relation to their engagement and participation in seminars;
- (v) prepare and disseminate training materials to participants; and
- (vi) provide support services during seminars and conferences.

6. **Website developer and designer** (1 national, 3 person-months, intermittent). Based on the website strategy finalized by the project specialist, the website designer will propose, design, and develop the upgraded website in consultation with the APEC FRTI secretariat. The consultant will ensure that comments and revisions from APEC FRTI advisory group members are considered in website development. The consultant will be a citizen of the Philippines; at least 3 years of website designing is preferred. Specific tasks include the following:

- (i) evaluate the existing website in terms of creativity, accessibility, security, and navigability, taking into account the target audiences;
- (ii) in consultation with the advisory group members and TA project manager and training expert, propose and undertake enhancements to the website; and
- (iii) prepare an e-tutorial for the secretariat and host government staff on how to upload relevant materials to the website.

7. **Resource persons** (24 individuals, 10 person-months total). Resource persons will be engaged for short periods during APEC FRTI training or seminars to deliver lectures and make presentations on selected topics for banking, securities, and insurance regulators. The resource persons should have vast experience in the banking sector and/or finance, including teaching these subjects to government officials with various backgrounds. The resource persons will participate in, prepare, and make presentations during the training courses and seminars. They will also design and present case studies for the seminar topic. Resource persons may also be engaged as experts during APEC FRTI conferences.