



# Technical Assistance Report

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Project Number: 49189-001  
Capacity Development Technical Assistance (CDTA)  
November 2015

## Mongolia: Strengthening the Capacity of Judicial Training

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Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 3 November 2015)

Currency unit	–	togrog (MNT)
MNT1.00	=	\$0.00050
\$1.00	=	MNT1,995.50

## ABBREVIATIONS

ADB	–	Asian Development Bank
JGC	–	Judicial General Council of Mongolia
TA	–	technical assistance
TOT	–	training of trainers

## NOTE

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

<b>Vice-President</b>	S. Groff, Operations 2
<b>Director General</b>	A. Konishi, East Asia Department (EARD)
<b>Director</b>	Y. Qian, Public Management, Financial Sector, and Regional Cooperation Division, EARD
<b>Team leader</b>	A. Kim, Financial Sector Specialist, EARD
<b>Team members</b>	F. Connell, Principal Counsel, Office of the General Counsel E. Enkhbold, Investment Officer, Mongolia Resident Mission, EARD C. Javier, Project Analyst, EARD C. Lo, Senior Operations Assistant, EARD

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## CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 49189-001</b>	
<b>Project Name</b>	Strengthening the Capacity of Judicial Training	<b>Department /Division</b>	EARD/EAPF
<b>Country</b>	Mongolia	<b>Executing Agency</b>	Judicial General Council
<b>2. Sector</b>		<b>ADB Financing (\$ million)</b>	
✓ Public sector management	Law and judiciary		0.50
		<b>Total</b>	<b>0.50</b>
<b>3. Strategic Agenda</b>		<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
<b>4. Drivers of Change</b>		<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Institutional development	No gender elements (NGE)	✓
<b>5. Poverty Targeting</b>		<b>Location Impact</b>	
Project directly targets poverty	No	Nation-wide	High
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.50</b>	
Capacity development technical assistance: Technical Assistance Special Fund		0.50	
<b>Cofinancing</b>		<b>0.00</b>	
None		0.00	
<b>Counterpart</b>		<b>0.05</b>	
Government		0.05	
<b>Total</b>		<b>0.55</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 Government of Mongolia requested technical assistance (TA) from the Asian Development Bank (ADB) to enhance the ability of criminal court judges to render informed decisions on court cases involving charges of economic crime. ADB fielded a mission to Mongolia in May 2015 and reached an understanding with the government on the impact, outcome, outputs, implementation arrangements, costs, and terms of reference for consultants. The design and monitoring framework is in Appendix 1.<sup>1</sup> The TA is included in ADB's country operations business plan, 2015 for Mongolia.<sup>2</sup>

## II. ISSUES

2. The rule of law is fundamental to sustainable economic development.<sup>3</sup> Well-functioning legal and judicial systems encourage investment and competition by protecting property and contractual rights, ensuring impartial court decisions well-founded in law, and reducing the risk of political and economic instability. While legislation that incorporates market economic principles is essential to foster a robust business environment and economic growth, laws themselves cannot be effective without reliable legal institutions. Judicial systems play an important role in this regard by assuring that these laws are properly applied.

3. Mongolia has made a rapid, peaceful transition to parliamentary democracy and a market economy since the adoption of a new constitution in 1992. Government and institutional structures have been remodeled, and the new constitution established a new legislative framework. A series of justice sector reforms developed and improved the legal system and brought it into line with democratic values and a market economy. Notable among them were the adoption of a legal reform program in 1998, the development of a strategic plan for the justice system in 2000, and a program to deepen judicial reforms in 2010. These programs increased judicial independence, began modernizing the court system, and developed greater judicial capacity. Gaps have remained, however, particularly in the legal and judicial systems' abilities to play their important role in ensuring that economic development has a strong foundation in effective rule of law. As has occurred in many other economies that have undergone substantial structural transitions in a short time, Mongolia's judiciary is having difficulty coping with a new legal environment that has been altered by swift political, economic, and social change. International development partners, including ADB, have been helping to develop reforms and build capacity in the legal and judiciary systems,<sup>4</sup> but most judges find it a challenge to apply a new set of laws designed for an unfamiliar market system.<sup>5</sup>

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<sup>1</sup> The TA first appeared in the business opportunities section of ADB's website on 10 September 2015.

<sup>2</sup> ADB. 2015. *Country Operations Business Plan: Mongolia, 2015*. Manila.

<sup>3</sup> Rule of law is the principle that all individuals, institutions, and government are subject and accountable to laws that are clear and fair, that protect fundamental rights, and that are implemented and enforced by competent and independent functionaries.

<sup>4</sup> The United States Agency for International Development supported the government develop legal and justice sector reform strategies during 1994–2008. The World Bank worked to enhance transparency and accountability of justice sector institutions in 2001 and 2008. German development cooperation through Deutsche Gesellschaft für Internationale Zusammenarbeit and the Hanns-Seidel Foundation have provided justice sector capacity development projects since 1995 and helped the country carry out its sector reform agenda.

<sup>5</sup> The judicial decisions in Mongolia on commercial law matters were among the weakest in the transition economies in a region that included member countries of the Commonwealth of Independent States and Georgia. A judicial skills gap in commercial law matter was one of the key attributes for poor quality court decisions in Mongolia. European Bank for Reconstruction and Development (EBRD). 2011. Court decisions in commercial matters: an EBRD assessment. In A. Colman, ed. *Law in Transition 2011*. London: EBRD. <http://www.ebrd.com/documents/legal-reform/court-decisions-in-commercial-matters-an-ebrd-assessment.pdf>

4. Mongolia's court system has three tiers. First-instance courts are established in the *soums* (districts), and appellate courts are in the *aimags* (provinces) and in Ulaanbaatar. Above them is the country's Supreme Court. Mongolia will have separate civil and criminal courts and judges under a new law governing courts that became effective in July 2015.<sup>6</sup> This will enable judges to concentrate on and accumulate expertise in the assigned field of the law. One result is a surge of demand from judges for training in their particular assigned jurisdiction. About 480 judges held office in 2014, including 170 criminal court judges. Business and economic matters are governed by civil law and courts in Mongolia except when they involve charges of economic offences listed under the Criminal Code of Mongolia. The forms of business-related misconduct categorized as economic crimes in Mongolia include noncompliance with auditing rules, bankruptcy fraud, and tax evasion.

5. The Judicial General Council of Mongolia (JGC) is an organization mandated by the Constitution that aims to ensure the political, legal, and financial independence of the judiciary and the impartiality of judges. It is responsible for managing and supervising the judicial system, appointing and removing judges, and ensuring that judges and judicial staff are properly trained and qualified. In cooperation with the European Bank for Reconstruction and Development and the International Development Law Organization, the JGC provided training in commercial law for civil court judges in two phases during 2012–2014. About half of Mongolia's judges participated in all or parts of this effort to build their abilities to apply civil business and economic laws. However, the JGC has noticed that criminal court judges have limited experience in and exhibit a lack of understanding of the dynamics of economic crime. Although still small in number, incidents of economic crime have been increasing. As a result, the government asked ADB to provide support for judicial training to ensure fairer and more consistent court decisions in cases involving economic crime. Making the judiciary more able to apply and enforce the economic aspects of the criminal code will help strengthen governance and the rule of law in Mongolia.

6. The government's national development strategy, 2008–2021 makes effective administration of justice based on the rule of law a priority.<sup>7</sup> The government launched its program to deepen judicial reforms in 2010, calling for further improvement in the independence of the judiciary. The TA will support this government's strategy by making the justice system more efficient and transparent. The TA is also aligned with ADB's interim country partnership strategy 2014–2016 for Mongolia, which emphasizes good governance and capacity development as a thematic driver of change.<sup>8</sup>

7. ADB support for Mongolia's legal and judicial sector reform efforts includes its assistance in 1993 to develop a legal framework and in 1998 to establish the Legal Retraining Center that provided continuing education for legal professionals in commercial law and regulations. ADB has also helped enhance legal efforts to combat money laundering and the financing of terrorism.<sup>9</sup> The TA will continue ADB's effort to promote reform and build capacity in Mongolia's legal sector.

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<sup>6</sup> Government of Mongolia. 2015. *Law on the Establishment of Courts*. Ulaanbaatar.

<sup>7</sup> State Great Khural. 2008. *Millennium Development Goals-based Comprehensive National Development Strategy of Mongolia 2008-2021*. Ulaanbaatar.

<sup>8</sup> ADB. 2014. *Interim Country Partnership Strategy: Mongolia, 2014–2016*. Manila.

<sup>9</sup> ADB. 1993. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and Technical Assistance to Mongolia for the Industrial Sector Program*. Manila; ADB. 1996. *Technical Assistance to Mongolia for Restructuring and Capacity Building for the Ministry of Justice*. Manila; ADB. 1998. *Technical Assistance to Mongolia for Retraining Legal Professionals in a Market Economy*. Manila; ADB. 2002. *Technical Assistance to Mongolia for Retraining of Legal Professionals in a Market Economy II*. Manila; and ADB. 2012. *Technical Assistance to Mongolia for Strengthening the Anti-Money Laundering Regime*. Manila.

### III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

#### A. Impacts and Outcome

8. The impacts will be the promotion of effective administration of justice and the strengthening of the judiciary's independence. The outcome will be the strengthening of the judiciary's capacity to adjudicate economic crime cases.

#### B. Methodology and Key Activities

9. The TA will support the JGC in its development and provision of sustainable judicial training on economic crimes through (i) an assessment of the training needs, (ii) the training of trainers (TOT), and (iii) the development of a curriculum and training material. The training will strengthen the capacity of criminal court judges to render informed decisions on economic crime cases.

10. **Output 1: Judicial training needs analyzed.** Consultants will be engaged at the outset of TA implementation to organize focus group discussions with judges, lawyers, and other stakeholders to briefly assess judicial knowledge of economic crime and the skills gap. Activities under output 1 will help the JGC identify and prioritize training in areas where judges need to build capacity. The consultants will prepare a short report that includes (i) the assessment methodology; (ii) the assessment of the training needed, based on the perspectives of judges, legal professionals, and the business community; (iii) the plan and design of a TOT program, including a detailed program outline, schedule, evaluation form, and proposal for any resource persons needed; and (iv) a preliminary outline of the training curriculum. The report will also identify any online training opportunities. The TOT program will cover at least three topics related to economic crimes in the criminal code, which may include intentional bankruptcy and tax evasion.

11. **Output 2: Legal and interdisciplinary knowledge of trainer judges strengthened.** The JGC will select and nominate 30 sitting judges as candidates to become trainers. The selection criteria and a list of qualified candidates will be submitted for ADB's prior clearance. Based on the TOT program developed under output 1, the JGC will organize training workshops for the candidate trainer judges. The workshops will build the candidates' legal knowledge of the laws and regulations on economic crimes, as well as the interdisciplinary awareness of business and accounting that is needed to understand evidence in adjudicating these cases. Consultants and resource persons will be engaged to deliver training and presentations on important topics. The resource persons will include lawyers, professors, and officers and regulators concerned with economic law.

12. **Output 3: Judicial training curriculum and training materials developed.** Based on their performance in the workshops, the JGC will select up to 15 of the 30 candidate trainer judges to take part in the next step of the process. Using the needs assessment carried out under output 1, the JGC and the selected trainer judges will design a curriculum and training materials on economic crime with the support of the TA consultants. TA consultants will help ensure the overall quality of the training material, which will be designed to enable judges to study on their own. Workshops will be organized for feedback on the designed curriculum and training materials. The training material that emerges from this process will be compiled into two handbooks covering legal and interdisciplinary topics and be printed for dissemination. The JGC will organize sessions at which the trainer judges will provide training for other criminal court judges using the curriculum and materials they and the TA help to develop.

13. The risks to the success of the TA project are (i) the chance of political change that diminishes the government commitment to judicial reform and/or reduces budget allocations needed to sustain judicial capacity development, (ii) any change in the JGC's institutional mandate or leadership that impedes project implementation, and (iii) the possibility that the JGC will be unable to retain the trained trainers to continue the transfer of the project-developed knowledge and skills to their fellow criminal court judges.

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

14. The TA is estimated to cost \$550,000, of which \$500,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The government will provide counterpart support in the form of counterpart staff, access to data sources, office accommodation, training and workshop venues, office equipment and supplies, secretarial assistance, logistical support, and other in-kind contributions. The cost estimates and financing plan are in Appendix 2.

### **D. Implementation Arrangements**

15. The TA will be implemented over 28 months from 1 December 2015 to 31 March 2018. The executing agency will be the JGC, which will be responsible for (i) selecting the trainer judges, (ii) monitoring the quality of the training materials produced under the TA, and (iii) continuing the training program after the TA project ends.

16. The project will require the services of three international consultants for 7 person-months and three national consultants for 11 person-months. They will be recruited in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time), and disbursements will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Individual recruitment will be employed to meet the project's particular requirements regarding each consultant's experience and qualifications. Resource persons will also be engaged to provide additional specialist inputs in the capacity development activities. ADB will establish an advance payment facility with the executing agency to administer activities related to the project workshops, subject to its capacity to complete the activity and liquidate the advance.

17. The TA will be monitored and evaluated based on the implementation of activities and satisfactory delivery of outputs on the agreed timeline and budget. ADB will assist the executing agency in overall TA operations, and TA review missions will be conducted to help monitor progress. To support monitoring and evaluation, the consultants will submit inception, midterm, and final reports to the executing agency and ADB.

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

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis to the Government of Mongolia for Strengthening the Capacity of Judicial Training, and hereby reports this action to the Board.



## DESIGN AND MONITORING FRAMEWORK

<b>Impacts the Technical Assistance Project is Aligned with</b>			
1. Effective administration of justice promoted (National Development Strategy 2008-2021, 2008) <sup>a</sup> 2. Independence of the judiciary improved (Program to Deepen Judicial Reforms, 2010) <sup>b</sup>			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
<b>Outcome</b> Judiciary's capacity to adjudicate economic crime cases strengthened	By 2019 a. 150 judges have received training on economic crime b. 225 person-days of training on economic crime completed by judges c. Curriculum on economic crime incorporated in JGC annual training plan (Baseline: Not applicable)	a–b. JGC annual report  c. JGC annual training plan	Political change adversely affects judicial reform and the budget allocation to sustain judicial capacity development.
<b>Outputs</b> 1. Judicial training needs analyzed	(All baselines: Not applicable) 1a. Judicial skills gap on economic crime assessed by month 9  1b. Recommendations on curriculum design and training methodology accepted by the JGC by month 11	1a–b. Consultant report approved by the JGC	Change in the JGC's institutional mandate and leadership impedes TA implementation.  Turnover in key staff of the JGC reduces ownership and institutional memory.
2. Legal and interdisciplinary knowledge of trainer judges strengthened	2a. 23 trainers complete TOT program by month 16	2a. Minutes of workshop, consultant's evaluation report	The JGC is unable to retain the trained trainers to continue the transfer of knowledge and skills.
3. Judicial training curriculum and training materials developed	3a. Curriculum on economic crime developed by month 24  3b. Two training handbooks covering legal and interdisciplinary topics made available in both hard copy and soft copy by month 24  3c. More than 100 judges participate in JGC-organized training using project-developed materials by month 28	3a–c. JGC website	
<b>Key Activities with Milestones</b>			
<b>1. Judicial training needs analyzed</b>			
1.1 Design questionnaire and plan for focus group discussions by month 7 1.2 Conduct focus group discussions with judges, legal professionals, and other stakeholders by month 8 1.3 Complete proposed judicial training curriculum outline and detailed TOT program plan by month 11			
<b>2. Legal and interdisciplinary knowledge of trainer judges strengthened</b>			
2.1 Review qualifications of candidate trainer judges by month 10 2.2 Select 30 sitting judges as candidate trainer judges to participate in TOT program by month 11 2.3 Complete TOT program through workshops and online training to strengthen legal knowledge; build awareness on interdisciplinary topics, including business and accounting; and improve judicial and lecturing skills by month 16			

<p><b>Key Activities with Milestones</b></p> <p><b>3. Judicial training curriculum and training materials developed</b></p> <p>3.1 Select and nominate up to 15 judges as trainers to engage in curriculum and training material development by month 14</p> <p>3.2 Identify local and international cases for case studies by month 16</p> <p>3.3 Develop training materials in text, chart, or presentation format by month 20</p> <p>3.4 Compile the training materials, and develop them into training handbooks by month 24</p> <p>3.5 Support JGC in organizing training sessions for criminal court judges by month 28</p>
<p><b>Inputs</b></p> <p>Asian Development Bank: \$500,000</p> <p>Note: The government will provide counterpart support in the form of counterpart staff, access to data sources, office accommodation, training and workshop venues, office equipment and supplies, secretarial assistance, logistical support, and other in-kind contributions.</p>
<p><b>Assumptions for Partner Financing</b></p> <p>Not applicable.</p>

JGC = Judicial General Council of Mongolia, TA = technical assistance, TOT = training of trainers.

<sup>a</sup> State Great Khural. 2008. *Millennium Development Goals-based Comprehensive National Development Strategy of Mongolia 2008-2021*. Ulaanbaatar

<sup>b</sup> National Security Council of Mongolia. 2010. *Program to Deepen Judicial Reforms*. Ulaanbaatar.

Source: Asian Development Bank.

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

Item	Amount
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	195.0
ii. National consultants	50.0
b. International and local travel	40.0
c. Reports and communications <sup>b</sup>	10.0
2. Training, seminars, and conferences <sup>c</sup>	150.0
3. Surveys	10.0
4. Miscellaneous administration and support costs <sup>d</sup>	10.0
5. Contingencies	35.0
<b>Total</b>	<b>500.0</b>

Note: The technical assistance (TA) is estimated to cost \$550,000, of which contributions from the Asian Development Bank (ADB) are presented in the table above. The government will provide counterpart support in the form of counterpart staff, access to data sources, office accommodation, training and workshop venues, office equipment and supplies, secretarial assistance, logistical support, and other in-kind contributions. The value of government contribution is estimated to account for 9.1% of the total TA cost.

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

<sup>b</sup> Includes the cost of interpretation and translation of reports and other TA outputs.

<sup>c</sup> For the training-of-trainers program and other related workshops within Mongolia. Includes the cost of simulations interpretation, resource persons, and per diem for participants from outside Ulaanbaatar.

<sup>d</sup> Includes the cost of translation and printing incurred by the Judicial General Council of Mongolia (executing agency) and ADB.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will require 18 person-months of consulting services, comprising the services of three international consultants for 7 person-months and three national consultants for 11 person-months. Experts will be recruited as individual consultants in accordance with the Asian Development Bank's Guidelines on the Use of Consultants (2013, as amended from time to time). Output-based, partial lump-sum contracts will be pursued when applicable during consultant recruitment and contract negotiation.

### A. International Consultants

2. **Judicial training expert and team leader** (3 person-months, intermittent). The judicial training expert and team leader will have (i) an advanced university degree in law; (ii) a minimum of 7 years of professional experience in legal training and/or capacity building; (iii) proven experience in judicial training, needs assessments, and curriculum development, preferably related to economic crime; (iv) the ability to interact with local authorities to build trust and a sense of ownership; and (v) written and oral fluency in English. Experience in legal reform and capacity-building projects and knowledge of the legal system in Mongolia would be an advantage. The team leader will report to the executive secretary of the Judicial General Council of Mongolia and will have overall responsibility within the consulting team for ensuring the delivery of all TA outputs and the conduct of all activities. The responsibilities will include (i) assessing the needs for judicial training on economic crime in Mongolia and incorporating the surveyed opinions of judges, legal professionals, and the business community; (ii) designing and organizing a training-of-trainers (TOT) program to build the judicial capacity of Mongolia's criminal court judges to adjudicate cases of economic crime; (iii) identifying and engaging resource persons for training workshops; (iv) leading and supporting the judge trainers to develop the curriculum and training material on economic crime; (v) overseeing the quality of the training materials developed and submitted by judge trainers and resource persons with the assistance of the local legal expert; and (vi) overseeing and supporting the judge trainers in their delivery of the developed curriculum.

3. **Corporate law expert** (2 person-months, intermittent). The expert should have (i) an advanced university degree in law, preferably with a specialization in corporate law; (ii) a minimum of 10 years of professional experience in training in corporate law; (iii) an ability to provide training for legal professionals who lack economic and business-related knowledge; and (iv) written and oral fluency in English. The major tasks will include (i) designing and developing TOT program materials on corporate law to enable judges to understand economic crime cases and render knowledgeable court decisions, (ii) providing training based on the developed training materials, and (iii) providing advisory support to judges on relevant topics.

4. **Forensic accounting expert** (2 person-months, intermittent). The expert should have (i) a university degree in forensic accounting, accounting, auditing, finance, or a related field; (ii) a minimum of 7 years of professional experience in accounting, auditing, or its training, with more than 3 years in investigative accounting and litigation support; (iii) the ability to provide training to legal professionals who do not have accounting knowledge; and (iv) excellent knowledge of the English language. Professional certification in forensic accounting or a related field, such as certification as a forensic accounting professional, a forensic investigation professional, a public accountant, or a chartered accountant, is preferred. The major tasks will include (i) developing training materials on forensic accounting to enable judges to understand the evidence provided in court in economic crime cases and render knowledgeable court decisions, (ii) providing

training based on the training materials developed under the project, and (iii) providing advisory support to judges on relevant topics.

## **B. National Consultants**

5. **Judicial training expert** (5 person-months, intermittent). The expert should have (i) an advanced university degree in law; (ii) about 5 years of professional experience in Mongolia's legal system, preferably related to economic crime; and (iii) written and oral fluency in English. The expert will support the team leader across all his roles and responsibilities and closely coordinate with the other national consultants and the executing agency in carrying out the planned TA activities on a day-to-day basis. Special emphasis will be laid on (i) organizing the TOT program to build the capacity of Mongolia's criminal court judges to adjudicate cases of economic crime, (ii) helping the judge trainers develop the curriculum and training material on economic crime, (iii) reviewing the training materials developed and submitted by judge trainers and resource persons, and (iv) supporting the judge trainers in their delivery of the developed curriculum.

6. **Corporate finance and accounting expert** (3 person-months, intermittent). The expert should have (i) a university degree in forensic accounting, accounting, auditing, corporate finance, or a related field; (ii) a minimum of 5 years of professional experience in accounting or special audit; and (iii) excellent knowledge of the English language. Professional certification in accounting, auditing, or a related field, such as certification as a chartered accountant or public accountant, is preferred. The major tasks will include (i) developing and reviewing training materials on general accounting to enable judges to understand the evidence presented in economic crime cases and render knowledgeable court decisions, (ii) providing training based on the developed training materials, and (iii) providing advisory support to judges on relevant topics. In addition, the expert will coordinate closely with the international forensic accounting expert to develop the accounting-related knowledge of trainees.

7. **Judicial training coordinator** (3 person-months, intermittent). The coordinator will work closely with the engaged experts and the executing agency on the timely administration of TA activities and should have (i) a university degree in law, business, or a related field; (ii) about 3 years of working experience in general administration; and (iii) written and oral fluency in English. The responsibilities will include (i) helping the executing agency organize workshops and relevant events in terms of logistics and liquidation; (ii) liaising with the executing agency, judge trainers, and TA consultants; (iii) monitoring progress toward predetermined implementation targets; and (iv) providing English–Mongolian interpretation and translation when required.

## **C. Resource Persons**

8. International and national resource persons will be engaged on an intermittent basis for up to 10 working days each to participate in the TOT program and related workshops and provide specific expertise. The resource persons will have a degree in law, business management, finance, accounting, or a closely related field, preferably with at least 10 years of experience in the requested area.

#### **D. Reporting Requirements**

9. With the support of TA consultants, the team leader will be responsible for the timely submission of four reports in English to ADB and the Judicial General Council of Mongolia:

- (i) An inception report will provide a clear plan for implementing the TA, including adjustments recommended to improve the TA performance and a detailed TA implementation schedule.
- (ii) The leader will prepare a 15-page report on the assessment of the needs for judicial training on economic crime that will provide (a) the assessment methodology; (b) the assessed training needs, reflecting the perspectives of judges, legal professionals, and the business community; (c) the plan and design of the TOT program, including a detailed program outline, schedule, evaluation form, and proposals for any needed resource persons; and (d) a preliminary outline of the judicial training curriculum.
- (iii) A midterm report upon completion of the TOT program will summarize the TOT program and the evaluation and feedback on the participating candidate judge trainers.
- (iv) The team leader's final consultant's report will summarize and report on TA activities and results and how they compare with the targets in the project's design and monitoring framework.