



Technical Assistance Report

Project Number: 49248-001
Regional—Policy and Advisory Technical Assistance (R-PATA)
October 2015

Helping Transform Asia and the Pacific: Support for ADB's New Corporate Strategy

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
TA	–	technical assistance

NOTE

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

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CONTENTS

	Page
POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Methodology and Key Activities	3
C. Cost and Financing	4
D. Implementation Arrangements	4
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	8
3. Outline Terms of Reference for Consultants	9

POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49248-001	
Project Name	Helping Transform Asia and the Pacific: Support for ADB's New Corporate Strategy	Department /Division	SPD/SPPI
Country Borrower	REG	Executing Agency	Asian Development Bank
2. Sector		ADB Financing (\$ million)	
✓ Multisector	ADB's corporate management, policy and strategy development		0.70
		Total	0.70
3. Strategic Agenda		Climate Change Information	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
Environmentally sustainable growth (ESG)	Disaster risk management Global and regional transboundary environmental concerns Urban environmental improvement		
Regional integration (RCI)	Pillar 1: Cross-border infrastructure Pillar 4: Other regional public goods		
4. Drivers of Change		Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Public financial governance	Effective gender mainstreaming (EGM)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Bilateral institutions (not client government) Civil society organizations Implementation International finance institutions (IFI) Private Sector Regional organizations		
Private sector development (PSD)	Conducive policy and institutional environment		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Regional	High
6. TA Category:	B		
7. Safeguard Categorization Not Applicable			
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.70	
Policy and advisory technical assistance: Technical Assistance Special Fund		0.70	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.70	
9. Effective Development Cooperation			
Use of country procurement systems	No		
Use of country public financial management systems	No		

I. INTRODUCTION

1. The Asian Development Bank (ADB) is starting to prepare a new corporate strategy to help reposition the institution in the rapidly changing global environment and the transforming development landscape of Asia and the Pacific. The new strategy will guide ADB's operations and the delivery of its development assistance until 2030, and will build on the strategic and institutional directions determined in the midterm review of ADB's long-term strategic framework—Strategy 2020.¹

2. This regional policy and advisory technical assistance (TA) supports the preparation of the new strategy to assist ADB in becoming a more relevant and responsive partner in the region's economic and social transformation. A concept paper for this TA was approved on 13 July 2015.² The design and monitoring framework for this TA is provided as Appendix 1.³

II. ISSUES

3. Despite sustained growth and impressive gains in the fight against poverty over the last two-and-a-half decades, ADB developing member countries (DMCs) continue to face many significant challenges and constraints to achieving inclusive and sustained growth, and improving the quality of life of their citizens. As of 2011, over half a billion people in Asia and the Pacific continued to live below the absolute poverty line of \$1.25 per day. Using the \$2 per day poverty threshold, close to 1.4 billion people (or 40% of the region's total population) remain poor. In addition, over 850 million people live on between \$1.25 and \$2 per day, and are vulnerable to falling back into absolute poverty if subjected to external shocks. Such high poverty and vulnerability is unacceptable, and must be eliminated. In addition, the region faces increasing inequality, both within and between its DMCs. Environmental degradation, climate change, and disasters caused by natural hazards threaten the sustainability of growth, heighten vulnerability to risks, and, if unchecked, could quickly reverse the region's development gains.

4. There are associated challenges related to insufficient infrastructure, increasing urbanization, low agricultural productivity and food insecurity, and lack of a viable industrial and manufacturing base in many ADB DMCs. At the same time, some DMCs—and particularly middle-income economies—face constraints to strengthening their international competitiveness and productivity as they seek to diversify their economies; improve their investment climate for private investment; upgrade their information and communication technology, and innovation base, and move towards greater digitization; strengthen regional economic cooperation; and move up value chains. As a result, economic opportunities, including the generation of jobs necessary to create conditions of inclusive growth, remain limited in many DMCs. In addition, demographic transitions have aggravated the challenge of youth unemployment—the expansion in job opportunities must keep pace with the rising number of new entrants to the labor force. Boosting labor force employability requires addressing the skills mismatch in labor markets, while education systems (including technical and vocational education and training) need to be better aligned with evolving labor market demands.

¹ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework for the Asian Development Bank, 2008–2020*. Manila; ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

² The TA title in the concept paper “*Boosting ADB's Relevance in a Transforming Asia and Pacific: Support for ADB's New Corporate Strategy*” has been updated and changed to the current title.

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

5. In some DMCs, demographic changes are resulting in aging of populations, with adverse implications for economic productivity; this accentuates the broader societal need to develop modern, sustainable social protection and pension systems. Access to universal health coverage is lagging in most DMCs and infant and maternal mortality rates remain high. Finally, the need to strengthen the quality of institutions and governance systems to improve and expand service delivery and check rent-seeking and corruption continues to be a universal challenge in the region.

6. New developments and the dynamic environment of Asia and the Pacific require ADB to revisit its strategy and realign its operations in order to stay relevant and effective as a regional development bank. The following five considerations pertaining to the changing development environment provide the context in which ADB is developing its new long-term strategy:

- (i) ADB's present corporate strategy, Strategy 2020 (approved in 2008) and its midterm review (approved in 2014), run their course by 2020. Putting in place an early process to develop a new bank-wide strategy (that will become effective from 2017) will give ADB a head start in shaping its response to Asia and the Pacific's rapidly changing development landscape and challenges.
- (ii) The international development scenario is transforming—through the third international conference on financing for development that took place in July 2015 in Addis Ababa, the new post-2015 sustainable development goals to be agreed in New York in September 2015, and a new climate agreement likely to be reached in Paris in December 2015. The many strategic and operational implications of these international agreements must be taken into account in ADB's strategy.
- (iii) ADB's DMCs are growing and transforming. By 2020, with the exception of Afghanistan and Nepal, all ADB DMCs are projected to have become middle-income countries. However, despite rising incomes, challenges relating to fragility and vulnerability faced by many DMCs—such as those in the Pacific—will remain. It is imperative that through its new strategy ADB respond to development progress amidst continuing challenges in the region, and become more relevant and effective for the middle-income countries that will be its main clients. A key question in this regard is whether there is a need to adapt or change ADB's current graduation policy with respect to ADB's future engagement with middle-income countries.
- (iv) The global and regional aid architecture is also undergoing profound changes, with the share of official development assistance diminishing over time, while private investment and remittance flows increase in importance. The emergence of new development finance institutions, including the Asian Infrastructure Investment Bank and the New Development Bank, offers ADB expanded opportunities for collaboration. ADB, in its new strategy, will need to respond to these important developments in international and regional development financing and position itself effectively to face the challenges of the future.
- (v) The significant expansion in ADB's lending capacity starting in 2017, by combining ADB's Asian Development Fund lending resources with its ordinary capital resources balance sheet, will have a substantial impact not only on the scale of ADB's public and private sector operations, and also on the nature of ADB's strategic partnerships with client countries. The new strategy will need to spell out how ADB will ensure the most appropriate and effective use of its expanded resources to continue to improve the quality of life of citizens of Asia and the Pacific.

7. The changing development landscape and the rapidly transforming dynamics of Asia and the Pacific described above require ADB to rapidly adapt and reposition itself. To remain relevant and effective, ADB must innovate in multiple areas: with respect to strategic approaches, operational parameters, business processes, financing instruments, and its institutional and organizational setup. In this process, ADB has to remain demand-driven and be guided by the development needs and challenges of DMCs, ensure that it is adequately resourced to mitigate the region's development gaps, and that it has a streamlined and simplified business model in place that is efficient and minimizes transaction costs for its client DMCs.

III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact of the TA will be ADB's enhanced relevance and responsiveness in addressing the challenges of a transforming Asia and Pacific region. The outcome will be a well-grounded and credible new ADB corporate strategy that enjoys strong stakeholder ownership. By supporting rigorous analyses and the provision of external advice, perspectives, and inputs, the TA will contribute to the preparation of a high-quality document that is well informed by global, regional, and national development perspectives and expertise. The TA is expected to result in a high degree of commitment to and ownership of ADB's new strategic directions on the part of all stakeholders—both within ADB and in member countries, including central and provincial government officials, members of civil society, private sector representatives, development partners, academia, and research institutions. Such ownership will create the necessary support base for the successful execution of the strategy, in close partnership with member countries.

B. Methodology and Key Activities

9. To contribute to the preparation of ADB's new corporate strategy, this TA will support two specific outputs:

- (i) **External consultations and advice.** Structured and in-depth external consultations on the new strategy will be carried out with stakeholders in DMCs, including government officials, members of civil society, private sector representatives, and development partners. These consultations will be conducted both online (through a website and social media) and at country and regional level in selected physical locations, to be determined in close coordination with ADB's regional departments. All subregions in which ADB operates will be consulted on the new strategy, and the sample of DMCs consulted across the subregions will include upper and lower middle-income countries, as well as those in fragile and conflict-affected situations. In addition, the TA will host consultative meetings in selected donor capitals. These consultations will help provide a clear perspective from shareholders on how they would like to see ADB position itself under its new strategy to enhance the relevance and quality of its support to the region, and in the specific contexts of its client DMCs. This first phase of consultations will for the most part take place in the first half of 2016.

The second phase will comprise a series of additional roundtable sessions to be organized in the second half of 2016, after the preparation of a first draft of the strategy paper. The purpose of these roundtable sessions will be to improve and

validate this draft strategy paper. These sessions will be organized in various regional and nonregional locations with leading think tanks, expert groups, academics and practitioners, and other professionals. The roundtables will help refine and further strengthen ADB's future strategic directions.

- (ii) **Background papers.** Selected background papers and assessments for the new strategy will be commissioned. Five papers are proposed to be prepared in the following areas, which are important to inform ADB's future strategic directions: (a) key considerations for ADB's approach to graduation of DMCs in the context of the bank's engagement with middle-income countries under the new strategy; (b) strategic, financial, and institutional approaches to expanding ADB's private sector operations; (c) ADB's strategic approaches to enhancing productivity and competitiveness in middle-income countries, including through use of information and communication technology and digital and other technological applications; (d) new lending and financial instruments; and (e) institutional options for optimizing efficiency, including possibly through further strengthening the role of resident missions. These areas are indicative and can be further refined during the course of TA implementation.

10. The TA assumes a high degree of support and cooperation from DMC officials and other stakeholders in holding consultative meetings in selected countries and at the regional level. Alternative venues will be planned in case DMCs selected to host the regional and country consultations are eventually unable to do so for scheduling or other reasons.

11. Inputs from stakeholders will be sought on the quality of consultations organized under the TA. The Strategy and Policy Department will closely monitor the progress of the recruited consultants in carrying out their respective assignments. A completion report will be prepared to assess how successfully the TA outputs were completed and outcomes achieved.

12. The outputs of the TA—including the perspectives and recommendations from stakeholder consultations, outcomes of the roundtable discussions, and findings from the background assessment work—will be carefully considered in the new strategy document and disseminated through the ADB website.

C. Cost and Financing

13. The TA is estimated to cost \$700,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). Details of the cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

14. ADB will be the executing agency of the TA. The Strategy and Policy Department will administer and implement the TA through a secretariat drawn from staff and expertise from across ADB. Other operational and nonoperational departments and sector and thematic groups will support TA implementation through support for stakeholder consultations and knowledge and analytical work for the new strategy.

15. ADB will convene, organize, and finance external consultations under the TA, including supporting, as necessary, travel and accommodation of officials and other stakeholders participating in the consultations. DMC governments and relevant ADB resident missions and

offices will help support the stakeholder consultations held in selected DMCs. International consultants will be engaged to prepare background papers in the areas noted in para. 9(ii). In addition, national consultants will be hired to support the regional and country consultations and research and analyses relevant to the new strategy. A web and social media manager (national consultant) will also be engaged, in coordination with ADB's Department of External Relations, to assist the secretariat with online consultations and information dissemination activities through a dedicated website and other social networking media. The terms of reference of the international and national consultants are in Appendix 3. The consultants will be recruited on an individual basis in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time) and on output-based lump-sum contracts, where applicable. ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time) will be followed for disbursements under the TA.

16. In addition to external consultations, the secretariat will also organize comprehensive internal consultations with ADB Management and staff on the new strategy. An interactive internal webpage will be set up to share information and documentation relevant to the strategy and solicit staff comments and perspectives. Focus group discussions will be organized with the various departments, offices, and resident missions, and with the sector and thematic groups. Written inputs on key future strategic directions will be invited from the various departments and sector and thematic groups, and will be integrated into the preparation of the new strategy.

17. The secretariat will seek early and regular guidance and advice from the ADB Management Committee. A Board and Management retreat will be organized in September 2015 to obtain the Board's initial views and inputs on preparing the new strategy, followed by periodic interactions to keep the Board informed on progress on the strategy. The Independent Evaluation Department will be invited to provide evaluative and other technical inputs on specific aspects of the new strategy.

18. The strategy will reflect the outcomes of the stakeholder consultations and deliberations, the suggestions from the roundtable discussions, the results of the background assessment work commissioned under the TA, and the advice and contributions of ADB's staff, Management and Board. The strategy is expected to be finalized by the first quarter of 2017.

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 \$700,000 on a grant basis for Helping Transform Asia and the Pacific: Support for ADB's New Corporate Strategy, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impacts the Project is Aligned with: Enhanced relevance and responsiveness of ADB in addressing the challenges of a transforming Asia and the Pacific (project defined)			
Project Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome A well-grounded and credible new ADB corporate strategy that enjoys strong stakeholder ownership delivered	ADB corporate strategy that reflects stakeholder input and is prepared in a credible manner, approved by the Board in the first quarter of 2017 (Baseline: not applicable)	Approved strategy document	Stakeholders have divergent views that are difficult to reconcile.
Outputs 1. Structured and in-depth consultations on the new strategy with external stakeholders	1a. At least 10 consultations of various types organized in DMCs and other regional and nonregional countries during January to June 2016. (Baseline: 0) 1b. At least 3 roundtable sessions organized with think tanks and expert groups in different locations during June to December 2016 (Baseline: 0) 1c. All major stakeholders (e.g., government, civil society, private sector) are covered in the consultations (Baseline: 0)	1a. Reports on consultations and back-to-office reports 1b. Reports on consultations and back-to-office-reports 1c. List of participants	Some stakeholders do not participate or provide only non-constructive criticism.
2. Selected background papers and assessments for the new strategy	2a. Five background papers produced by May 2016 (Baseline: 0)	2a. Completed papers to be made available through the strategy website	The strategic recommendations of the papers are not fully supported by internal and external stakeholders.

Key Activities with Milestones**1. External Consultations**

- 1.1 Engage facilitators and organizers and explore venues to hold consultative meetings in DMCs and other regional and nonregional countries (December 2015–March 2016)
- 1.2 Prepare presentations and materials for consultative meetings and roundtable discussions (December 2015–September 2016)
- 1.3 Organize and implement consultative meetings and roundtable discussions (January–December 2016)

2. Selected Background Papers and Assessments

- 2.1 Finalize terms of reference and engage consultants (September 2015)
- 2.2 Supervise and monitor consultants' inputs and provide feedback and comments (October 2015–May 2016)
- 2.3 Incorporate final inputs into drafts of the new strategy (April–October 2016)

Inputs

ADB: \$700,000 (grant)

ADB = Asian Development Bank, DMC = developing member country.
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 consultants	265.0
ii. National consultants	170.0
b. International and local travel	50.0
2. Seminars, conferences, and stakeholders consultations ^b	200.0
3. Miscellaneous administration and support costs	10.0
4. Contingencies	5.0
Total	700.0

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

^b The technical assistance supervising unit will comply with the memo on "Use of Bank Resources: Regional Technical Assistance, and Technical Assistance vs. Internal Administrative Expenses Budget" dated 26 June 2013 issued jointly by Budget Personnel and Management Systems Department and Strategy and Policy Department.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The regional policy advisory technical assistance (TA) requires the services of individual consultants, both international and national, to (i) prepare selected background papers and assessments for the new strategy; (ii) organize participatory consultations with developing member country (DMC) stakeholders, together with a series of roundtable discussions with think tanks, expert groups, and other development thinkers and practitioners; and (iii) provide research and administrative support towards effective implementation of the TA. The individual consultants will be selected and engaged in accordance with the Asian Development Bank (ADB) Guidelines on the Use of Consultants (2013, as amended from time to time).

A. International Consultants

2. **International experts.** The TA requires a total of 10 person-months of inputs by five international consultants (2 person-months each) to undertake selected assessments and studies. These consultants will be hired on output-based lump-sum contracts, where possible. The consultants will have advanced university degrees in their respective fields and at least 5 years of relevant professional experience. Each consultant will be assigned to produce forward-looking analyses and recommendations for ADB's strategic and operational options in the specified areas of their respective assignments. Five topics in which such assessment and analytical work is required have been identified; however, these areas may be further refined in the course of TA implementation. The specific topics and functions for consultants for each topic are outlined below.

- (i) **Approach to graduation of developing member countries from ADB's assistance.** An international expert will be engaged to
 - (a) assess ADB's current criteria and approach to graduation for their continuing relevance and consistency with the changing development context of Asia and the Pacific, and ADB's ongoing and future engagement with middle-income countries;
 - (b) compare ADB's approach to graduation with those of other multilateral development banks and any other relevant international institutions to draw lessons for adopting international best practice on graduation;
 - (c) identify key strategic, operational, and institutional considerations for ADB's future approach and criteria for developing member country (DMC) graduation; and
 - (d) recommend any specific needed changes to ADB's graduation policy based on these considerations.
- (ii) **Private sector operations.** An international expert will be engaged to examine strategic, institutional, and financing options and considerations for expanding private sector operations. The terms of reference will be further developed in close consultation with ADB's Private Sector Operations Department.
- (iii) **Productivity and competitiveness, including through information and communication technology and digital technology applications.** An international expert will be engaged to
 - (a) advise how ADB can reorient and reenergize its current operations to increase productivity and competitiveness in DMCs through, for example, transforming infrastructure operations to build synergies; and supporting science, technology, and skill-building institutions;
 - (b) determine how ADB can focus its investments and advice to help DMCs make better use of information and communication technology (ICT) and the digital revolution to strengthen productivity and competitiveness;

- (c) recommend ways to integrate and mainstream ICT and new and innovative technologies in sector operations; and
 - (d) identify gaps and recommend measures to improve ADB's own technical capacity and institutional positioning to assist DMCs in mainstreaming ICT and other technologies in development.
- (iv) **Lending and financial instruments.** An international expert will be engaged to review and assess ADB's existing financing modalities, and recommend enhancements to improve the effectiveness and efficacy of ADB's lending and financial instruments. The terms of reference will be further developed in close consultation with ADB's Treasury Department and other relevant departments.
 - (v) **Institutional reforms.** An international expert will be engaged to assess institutional options for optimizing efficiency, including possibly through further strengthening the role of resident missions. The terms of reference will be further developed in close consultation with ADB's Budget, Personnel, and Management Systems Department and regional departments.
3. **Editor.** An internationally recruited editor will be engaged for 1 person-month to edit and fine-tune various drafts of the strategy document and improve its presentation. The consultant will work closely with the team leader and secretariat to
- (i) proofread and edit drafts in accordance with ADB's *Handbook of Style and Usage*;
 - (ii) suggest and incorporate editing improvements to enhance the quality of drafts produced; and
 - (iii) review, edit, and finalize all the other related documents including technical reports, background notes, and speeches from time to time.

B. National Consultants

4. **Workshop facilitators.** Five national consultants will be engaged for 5 person-months (1 person-month each) to help organize and facilitate consultations on the new strategy in DMCs, in coordination with the resident missions and national authorities. The consultants will have university degrees and at least 3 years of professional experience. The national consultants will
- (i) undertake necessary background work, including preparation of questionnaires, discussion points, and materials to guide the consultations;
 - (ii) support the logistics of organizing consultations, including travel of officials from within the DMC and the subregion;
 - (iii) arrange inclusive consultations to engage with central government-level officials, provincial government representatives, private sector representatives, members of academia, civil society groups, and development partners;
 - (iv) organize roundtable sessions, workshops, and other consultative discussions on the new strategy and promote active participation; and
 - (v) synthesize and report on the outcomes of the consultations for purpose of integrating them in the strategy.
5. **Communications officer (web and social media).** A national consultant will be engaged for 5 person-months to coordinate information dissemination and communication activities using various online media. In close consultation with the ADB Department of External Relations and the strategy secretariat, the national consultant will
- (i) conceptualize, design, and develop an online communication plan to keep internal and external stakeholders well informed about the new strategy and

- allow for their active participation in its development; including through a dedicated website (internal as well as external) and the use of other social media formats or networks (e.g., blogs, Twitter, and Facebook) as appropriate;
- (ii) develop online materials (write-ups, features, blogs, and others) with emphasis on customizing reports, write-ups, and draft documents into online and web-friendly formats;
 - (iii) ensure timely dissemination of relevant information in various online formats as part of the communication plan for the new strategy;
 - (iv) manage regular operations of the online consultations on the new strategy; and
 - (v) propose and implement website enhancements as needed.

6. **Policy and strategy analysts and administrative support.** Three national consultants will be based at ADB headquarters to render 10 person-months of services each to provide technical and administrative assistance to the secretariat and support the work of the international consultants. The three national consultants will be tasked to

- (i) provide research assistance, including conduct of background work, data collection and analysis on assigned topics, and produce written outputs based on research findings;
- (ii) support the preparation of a new corporate results framework that will dovetail the new strategy, by providing necessary technical and analytical support;
- (iii) contribute to planning and facilitation of TA activities;
- (iv) support external and internal consultations and meetings; and
- (v) manage logistical arrangements and administrative support for all related activities.

7. **Other requirements.** Translators may need to be hired for consultations in DMCs where English is not the official language.