Technical Assistance Report

Project Number: 51193-002
Knowledge and Support Technical Assistance (KSTA)
November 2018

Data for Development (Phase 2)

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
ERCD	–	Economic Research and Regional Cooperation Department
ERDI	–	Development Economics and Indicators Division
ICLS	–	International Conference of Labour Statisticians
NSS	–	national statistical system
NSO	–	national statistics office
SDG	–	Sustainable Development Goal
SDMX	–	Statistical Data and Metadata eXchange
SNA	–	System of National Accounts
TA	–	technical assistance

NOTE

In this report, "$" refers to United States dollars.

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1.	**Basic Data**			**Project Number:** 51193-002	
	Project Name	Data for Development Phase 2	**Department/Division**	ERCD/ERDI	
	Nature of Activity Modality	Research and Development Regular	**Executing Agency**	Asian Development Bank	
	Country	REG (All DMCs)			

2.	**Sector**	**Subsector(s)**	**ADB Financing ($ million)**
✓	Public sector management	Economic affairs management	1.40
	Information and communication technology	ICT strategy and policy, and capacity development	0.60
		Total	**2.00**

3.	**Strategic Agenda**	**Subcomponents**	**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
	Regional integration (RCI)	Pillar 4: Other regional public goods		

4.	**Drivers of Change**	**Components**	**Gender Equity and Mainstreaming**	
	Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change	Some gender elements (SGE)	✓
	Knowledge solutions (KNS)	Knowledge sharing activities		

5.	**Poverty and SDG Targeting**		**Location Impact**	
	Geographic Targeting	Yes	Regional	High
	Household Targeting	No		
	SDG Targeting	Yes		
	SDG Goals	SDG1, SDG2, SDG8, SDG17		

6.	**Risk Categorization**	Low

7.	**Safeguard Categorization**	Safeguard Policy Statement does not apply

8.	**Financing**

Modality and Sources	Amount ($ million)
ADB	**2.00**
Knowledge and Support technical assistance: Technical Assistance Special Fund	2.00
Cofinancing	**0.00**
None	0.00
Counterpart	**0.00**
None	0.00
Total	**2.00**

Currency of ADB Financing: USD

I.   INTRODUCTION

1.   This knowledge and support technical assistance (TA) aims to enhance the capacity of the national statistical systems (NSSs) of selected developing member countries (DMCs). The Development Economics and Indicators Division (ERDI) of the Economic Research and Regional Cooperation Department (ERCD) of the Asian Development Bank (ADB) has undertaken statistical capacity building initiatives, and this TA, as one of these initiatives, supports the Sustainable Development Goals (SDGs) through technology-focused capacity building.[1]

2.   The project is part of the approved 2018 ERCD work plan[2] and is linked to the Global Action Plan for Sustainable Development Data through SDG target 17.19, which aims to "build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity building in developing countries" by 2030.[3] The project is aligned with ADB Strategy 2030, wherein both DMCs and ADB pledge support to the SDGs and the related Financing for Development agenda, among others.[4]

II.   ISSUES

3.   High-quality data are important to monitor the progress made toward the objectives of the SDGs. The use of technology in statistics can significantly improve the timeliness and efficiency of collecting, processing and disseminating SDG data, besides reducing costs and facilitating seamless information flow across multiple data stakeholders.

4.   While national statistics offices (NSOs) in Asia and the Pacific have made significant progress in compiling data relevant to the SDGs, they have not been fully harnessing the power of technology for such purposes. DMC NSOs continue to compile and disseminate statistics through relatively outdated and inefficient means, adversely affecting data quality. Many internationally mandated statistical standards are yet to be fully implemented in the DMCs.

5.   The TA's objective is to contribute to the advancement of NSOs and other line ministries comprising of the NSS through statistical and technological capacity building initiatives to meet the increased data requirements of the SDGs. It will also facilitate adoption of international statistical standards and enhanced dissemination of data.

6.   To achieve this objective, the TA will focus on technological solutions to improve the quality and costs associated with producing SDG statistics across five areas: (i) the development of customizable software to digitize sampling frames for administrative and survey data; (ii) the enhancement of national accounts and statistical infrastructure; (iii) accurate and detailed labor statistics using updated standards and advanced computing methods; (iv) dissemination of data using modern tools; and (v) knowledge sharing on innovations in statistics to improve the quality of official statistics.

7.   Selection of the DMCs will vary by TA component and will be broadly based on the following criteria: the DMC should (i) currently be engaged in at least one of the five areas listed in para. 6; (ii) have access to relevant survey, census, administrative, or nontraditional data; (iii) have a qualified pool of staff, including both men and women, who can be trained in the relevant

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[1] Phase 1 of Data for Development, which is currently ongoing, covers three main components: (i) subnational disaggregation of the SDGs, (ii) enhanced compilation of national accounts, and (iii) provision of strategic inputs for the modernization of NSSs. ERDI has completed the inception workshop and ERDI is conducting a series of training activities on small area estimation, big data, and national accounts.

[2] The TA first appeared in the business opportunities section of ADB's website on 1 October 2018.

[3] United Nations, Department of Economic and Social Affairs, Division for SDGs. SDGs Knowledge Platform. SDG 17.

[4] ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

areas of statistics; and (iv) be keen to incorporate modern tools and statistical innovations into the NSOs' activities.

III.   THE TECHNICAL ASSISTANCE

A.   Impact and Outcome

8.   The TA is aligned with the following impact: data-driven monitoring of development goals and evidence-based policy making increased.[5] The TA will have the following outcome: capacity of NSSs to meet increased data requirements of SDGs enhanced.[6] The TA will support knowledge outputs through innovative technology infrastructure, data sources, and methods to strengthen capacity of NSSs in five areas: (i) sampling frames; (ii) national accounts and statistical infrastructure; (iii) labor force statistics; (iv) data visualization, anonymization, and exchange; and (v) knowledge sharing to enhance the quality of official statistics.

B.   Outputs, Methods, and Activities

1.   Sampling Frames

9.   **Output 1: Customizable software to digitize sampling frames developed.** The TA will integrate different data sources to develop customizable applications to digitize existing sampling frames in three selected DMCs. This builds on previous statistics capacity building projects on technological innovations supported by ERDI.[7] Staff from NSOs and other line ministries will participate in field-based pilot testing activities to fine-tune the software to meet the specifications of their respective DMC. ERDI will prepare a technical report on the benefits of digitization.

10.   **Output 2: Online course on digitizing sampling frames developed.** The TA team will develop a freely accessible online training course using the massive open online courses format to disseminate the software applications developed as part of output 1 to other DMCs. ERDI will make the digitization software publicly available along with an instruction manual, helping disseminate the know-how, skills, and experiences of participating DMCs to other DMCs.

2.   National Accounts and Statistical Infrastructure

11.   **Output 3: Capacity in compiling the System of National Accounts enhanced.** ERDI will facilitate the production of high-quality economic statistics by the NSOs of at least three DMCs adhering to the System of National Accounts (SNA) 2008 recommendations.[8] Some DMCs participating in previous projects have expressed interest in the compilation of SNA-consistent datasets.[9] ERDI and NSOs will construct at least one of the SNA components.

12.   **Output 4: Statistical business register system installed and operationalized.**[10] ERDI will install the ADB's statistical business register (SBR) system in at least three DMCs. ERDI will also conduct training to enhance the technical capacity of the NSOs in using the SBR.

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[5] Project defined.
[6] The design and monitoring framework is in Appendix 1.
[7] ADB. 2013. *Technical Assistance for Innovative Data Collection Methods for Agricultural and Rural Statistics*. Manila.
[8] European Commission, International Monetary Fund, Organisation for Economic Co-operation and Development, United Nations, and the World Bank. 2009. *System of National Accounts 2008*. New York.
[9] ADB. 2014. *Technical Assistance for Constructing Supply and Use Tables for Selected Developing Member Economies*. Manila.
[10] ADB. 2013. *Technical Assistance for Statistical Business Registers for Improved Information on Small, Medium-Sized, and Large Enterprises*. Manila.

3. Labor Force Statistics

13. **Output 5: Workshops on latest standards in compiling labor statistics conducted.** The 19th International Conference of Labour Statisticians (ICLS) recommended more refined definitions for "work" and "employment." Further, ICLS proposed a set of new measures of labor underutilization to complement the data on unemployment rates, particularly targeting gender. ERDI, through a strategic partnership with the International Labour Organization, will conduct workshops to build the statistical capacity of NSOs on the production of labor-related SDG indicators.[11] ERDI will prepare a report on lessons learned in adopting the new definitions.

14. **Output 6: Global standards for enhanced compilation of labor force statistics implemented.** The TA will provide technical and financial assistance to one DMC in redesigning a labor force survey to align it with the new definitions recommended by the 19th ICLS and explore adding policy-relevant information such as details on job turnover, workplace benefits, and enterprise characteristics (for wage and salaried workers). This output is in line with the *Asian Development Outlook 2018*, which highlights the need for a well-designed labor force survey that can capture emerging trends in the labor market.[12] ERDI will prepare a technical report on the survey implementation and lessons learned.

15. **Output 7: Administrative data to complement labor force survey data assessed.** ERDI will assess administrative labor data collection systems in the DMCs and provide training to NSOs on using administrative data collection systems to address the data gaps in labor force and household surveys. ERDI will develop a road map for DMCs to assess administrative data sources and determine a plan of action for these data sources to be utilized to enhance the compilation of labor- and employment-related indicators.

4. Data Visualization, Anonymization, and Exchange

16. **Output 8: Training on data visualization and anonymization conducted.** ERDI will train NSO officials from at least one DMC on data visualization and microdata anonymization.

17. **Output 9: Implementation of Statistical Data and Metadata eXchange standards enhanced.** The TA will assist one DMC in implementing Statistical Data and Metadata eXchange (SDMX), an international initiative aimed at standardizing the mechanisms and processes for the exchange of statistical data and metadata.

18. **Output 10: Training on the adoption of Statistical Data and Metadata eXchange standards conducted.** The TA will facilitate strategic partnerships with SDMX sponsor organizations[13] and DMCs to develop the capacity of NSOs in implementing SDMX standards. ERDI will conduct workshops to support the implementation of SDMX. ERDI will prepare a report on the feasibility of the implementation of SDMX in the DMCs.

5. Knowledge Sharing to Enhance the Quality of Official Statistics

19. **Output 11: Capacity developed through participation in conferences and workshops.**[14] The TA will support ADB staff, and selected government officials and researchers

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[11] ERDI will explore collaboration with the International Labour Organization and other development partners in conducting workshops and producing joint publications.

[12] ADB. 2018. *Asian Development Outlook 2018: How Technology Affects Jobs*. Manila.

[13] The SDMX sponsor organizations include the International Monetary Fund, Eurostat, the European Central Bank, Organisation for Economic Co-operation and Development, United Nations, and the World Bank.

[14] Examples of events that ADB staff and TA-supported DMC officials or researchers can participate in are (i) International Statistical Institute World Statistics Congress, (ii) World Data Forum, and (iii) other major conferences and workshops on statistics organized by international or multilateral organizations.

from DMCs to participate in relevant international events to promote knowledge sharing on topical issues in official statistics.

C.   Cost and Financing

20.   The TA is estimated to cost $2,000,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF 6). The key expenditure items are listed in Appendix 2.

D.   Implementation Arrangements

21.   ADB through ERDI, ERCD will be the executing agency for this TA. The TA team will consult the Office of Information Systems and Technology (OIST) on the procurement of equipment, software, and other information technology-related needs of the TA. ADB's Department of Communications will provide inputs to the publication of knowledge products. ERDI will also explore potential areas for collaboration with other ADB departments and international agencies.

22.   The implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	December 2018−December 2022		
Executing agency	ADB		
Implementing agencies	ERDI and select NSOs[a]		
Consultants	To be selected and engaged by ADB[b]		
	International firm for developing a customizable software to digitize sampling frames in three DMCs will be engaged using the quality- and cost-based selection method (90:10)	24 person-months	$135,000
	International consultants: sampling, national accounts, labor, data dissemination, SDMX, and massive open online course (MOOC)	32 person-months	$255,000
	National consultants: research analysts and information technology experts	262 person-months	$480,000
Procurement	To be procured by ADB following the ADB Procurement Policy (2017, as amended from time to time) and the associated project administration instructions and/or staff instructions		
	Survey and administrative data (shopping)	3 contracts[c]	$100,000
	Equipment (e.g., drones, tablets and laptops)	3 contracts[d]	$155,000
	Software (shopping)	5 contracts[d]	$15,000
Disbursement	Disbursement under the TA will be in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).		
Asset turnover or disposal arrangement upon TA completion	Upon TA completion, procured equipment will be disposed of and/or transferred to the implementing agencies in accordance with the project administration instruction on administering grant-financed TA projects. Disbursement under the TA will be in accordance with ADB's *Technical Assistance Disbursement Handbook*.		

ADB = Asian Development Bank, DMC = developing member country, ERDI = Development Economics and Indicators Division, NSO = national statistics office, SDMX = Statistical Data and Metadata eXchange, TA = technical assistance.
[a] NSOs will be the main implementing agencies of the country-specific studies. Other government agencies may also be identified as implementing agencies of the country-specific studies. For all other activities, ERDI of ADB's Economic Research and Regional Cooperation Department will be the implementing agency.
[b] Estimated cost. The terms of reference for consultants are in Appendix 3 of the main TA report.
[c] Estimated. The contract can take the form of a written agreement or data user agreement between ADB and selected NSOs of participating DMCs and other private entities.
[d] Estimated. ERDI will consult ADB's OIST regarding procurement of equipment and/or software.
Source: ADB.

23.   ERDI will implement all activities relating to workshops, training, and technical reports under the TA. The NSOs will be the national implementing agencies for all country-specific case studies and activities. No activity will be financed in any participating DMC unless a no-objection letter is obtained from the DMC government.[15] All activities of the TA will be implemented from December 2018 to December 2022.

24.   **Consulting services.** The TA will finance 318 person-months of consulting services (56 person-months international and 262 person-months national). ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.[16] ERDI will consider lump-sum payments and output-based contracts for consulting services.

25.   **ADB's procurement.** ERDI will procure survey data from DMC agencies and research institutions. ERDI may also procure equipment such as laptop computers and software for the TA where needed. All procurements will be in accordance with the ADB Procurement Policy and its associated project administration instructions and/or staff instructions (e.g., shopping method). For the equipment, ERDI and the NSOs will submit a certificate of equipment turnover or disposal to Office of Administrative Services at the end of the TA implementation.

26.   **Social media and websites.** ERDI will upload online courses and training materials produced by the TA team to ADB's website; ERDI will maintain the site in coordination with the Department of Communications and the OIST.

IV.   THE PRESIDENT'S DECISION

27.   The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of $2,000,000 on a grant basis for Data for Development (Phase 2), and hereby reports this action to the Board.

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[15] In addition to no-objection letters, ERDI and the NSOs will also sign a framework of partnership, which is a nonlegal yet formal document that outlines the detailed roles and responsibilities of ADB and participating DMCs, and the schedule of key milestones and activities (including the estimated cost of activities). ERDI will provide to ADB's Office of the General Counsel and other relevant departments a draft framework of partnership for review, prior to signing by both parties.
[16] Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with
Data-driven monitoring of development goals and evidence-based policy making increased[1]

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
Outcome Capacity of NSSs to meet increased data requirements of SDGs enhanced	Three DMCs producing more quality indicators needed to monitor progress toward SDGs (Baseline: NA)	DMCs' annual publications	Lack of political will among governments of the DMCs to institutionalize the methods developed under the TA
Outputs **Sampling Frames** 1. Customizable software to digitize sampling frames developed 2. Online course on the use of software to digitize sampling frames developed **National Accounts and Statistical Infrastructure** 3. Capacity in compiling the SNA enhanced 4. SBR system installed and operationalized	By 2022: 1a. Software utilized by three DMCs (Baseline: NA) 1b. At least 10 officials per participating DMC trained (Baseline: 0) 1c. One validation report produced (Baseline: 0) 2a. At least 15 officials trained through MOOC (Baseline: 0) 2b. One instructional manual produced (Baseline: NA) 3a. Four knowledge-sharing events conducted (Baseline: 0) 3b. Three DMCs compile one SNA account (Baseline: 0) 3c. Two online SNA courses produced (Baseline: NA) 4a. ADB–SBR system operational in three DMCs (Baseline: 0)	For all performance indicators: Workshop proceedings, TA review missions back-to-office reports, and correspondence with pilot DMCs Task completion report signed off by responsible official(s) in the participating DMCs Publication (i.e. Economics Working Paper, policy brief)) Website access reports (i.e. analytics tracking visitor)	For all performance indicators: Insufficiency of the data collected by NSOs for analysis Unavailability of experts to serve as resource persons Lack of qualified counterpart staff in implementing government agencies Changes in the participating DMCs' project teams and management Unforeseen changes in the work plans of counterpart staff from NSOs

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[1] Project defined.

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
	4b. Two online SBR courses produced (Baseline: NA)		
Labor Force Statistics 5. Workshops on latest standards in compiling labor statistics conducted	5a. Three workshops conducted (Baseline: 0)		
6. Global standards for enhanced compilation of labor force statistics implemented	6a. One DMC supported on conducting a redesigned labor force survey (Baseline: NA)		
7. Administrative data to complement labor force survey data assessed	7a. Road map on the use of administrative data for compilation of relevant SDG indicators provided (Baseline: NA)		
Data Visualization, Anonymization, and Exchange 8. Training on data visualization and anonymization conducted	8a. At least 10 NSS staff of each participating DMC trained (Baseline: 0)		
	8b. Three workshops conducted (Baseline: 0)		
9. Implementation of SDMX standards enhanced	9a. SDMX implemented in one DMC (Baseline: NA)		
10: Training on the adoption of SDMX standards conducted	10a. Two workshops conducted (Baseline: 0)		
Knowledge Sharing to Enhance the Quality of Official Statistics 11. Capacity developed through participation in conferences and workshops	11a. Participation of at least 20 persons from DMCs supported (Baseline: 0)		

Key Activities with Milestones

Sampling Frames
Output 1: Customizable software to digitize sampling frames developed.
1.1 Development, testing, and finalization of the software (Q3 2019–Q4 2021)
1.2 Training to NSS staff (Q3 2019–Q4 2021)

Output 2: Online course on the use of software to digitize sampling frames developed.
2.1 Preparation of the online course (Q1 2021–Q2 2022)
2.2 Launch of the online course (Q2 2022)

Key Activities with Milestones
National Accounts and Statistical Infrastructure
Output 3: Capacity in compiling the System of National Accounts enhanced.
3.1 Training to participating DMCs on the SNA, input–output analysis, and SBRs (Q1 2019–Q4 2019)
3.2 Development of at least one account of SNA 2008, reports, and online courses (Q3 2019–Q4 2021)

Output 4: Statistical business register system installed and operationalized.
4.1 Deployment, and operationalization of the ADB–SBR system in the DMCs (Q3 2019–Q2 2020)
4.2 Training on the ADB–SBR system, online courses, and training manuals (Q1 2020–Q4 2020)

Labor Force Statistics
Output 5: Workshops on latest standards in compiling labor statistics conducted.
5.1 Coordination with ILO and preparation of work program (Q1–Q3 2019)
5.2 Development of training modules and conduct of training workshops (Q3 2019–Q4 2022)

Output 6: Global standards for enhanced compilation of labor force statistics implemented.
6.1 Coordination with ILO and training workshops in preparation for data collection (Q1–Q4 2019)
6.2 Data collection, analysis, validation, drafting, and publishing of country report (Q1 2021–Q4 2022)

Output 7: Administrative data to complement labor force survey data assessed.
7.1 Coordination with ILO and assessment of data sources (Q3 2019–Q2 2020)
7.2 Guidelines on using administrative data and training workshops (Q2 2020–Q4 2022)

Data Visualization, Anonymization, and Exchange
Output 8: Training on data visualization and anonymization conducted.
8.1 Training workshops for implementing data visualization and anonymization (Q4 2019–Q4 2020)

Output 9: Implementation of Statistical Data and Metadata eXchange standards enhanced.
9.1 Coordination with SDMX sponsor organizations and preparation of work program (Q1–Q2 2019)
9.2 Training workshops for implementing SDMX and country report (Q3 2020–Q4 2022)

Output 10: Training on the Statistical Data and Metadata eXchange standards conducted.
10.1 Assessment of participating DMCs' statistical needs and infrastructure (Q2 2019)
10.2 Training workshops and technical report (Q1 2020 – Q4 2022)

Knowledge Sharing to Enhance the Quality of Official Statistics
Output 11: Capacity developed through participation in conferences and workshops.
11.1 Participation of delegates from DMCs in specific conferences and workshops (Q1 2019–Q4 2022)
11.2 Reports or papers by the participants supported by the TA (Q1 2019–Q4 2022)

TA Management Activities
12.1 Identification of DMCs for each output and signing of the no-objection letters (Q1–Q2 2019)
12.2 Inception workshop, meetings with development partners and DMCs (Q1 2019–Q4 2022)
12.3 Midterm assessment with participating DMCs and development partners (Q4 2020)
12.4 TA completion report (Q4 2022)

Inputs
ADB: $2,000,000 (TASF 6)

Assumptions for Partner Financing
Not applicable

ADB = Asian Development Bank, DMC = developing member country, ILO = International Labour Organization, MOOC = massive open online course, NA = not applicable, NSO = national statistics office, NSS = national statistical system, Q = quarter, SBR = statistical business register, SDG = Sustainable Development Goal, SDMX = Statistical Data and Metadata eXchange, SNA = System of National Accounts, TA = technical assistance, TASF = Technical Assistance Special Fund.
Source: ADB.

COST ESTIMATES AND FINANCING PLAN
($'000)

Item	Amount
ADB[a]	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	390.0
ii. National consultants	480.0
b. Out-of-pocket expenditures[b]	
i. International and local travel	60.0
ii. Miscellaneous administration and support costs[c]	20.0
2. Printed external publications[d]	40.0
3. Surveys[e]	100.0
4. Goods[f] (rental or purchase)	170.0
5. Training, seminars, workshops, forum, and conferences	
a. Resource persons and facilitators	100.0
b. Travel cost of ADB staff acting as a resource person	150.0
c. Venue rental and related facilities	200.0
d. Participants[g]	170.0
e. Representation	20.0
6. Contingencies	100.0
Total	**2,000.0**

ADB = Asian Development Bank.

[a] Financed by ADB's Technical Assistance Special Fund (TASF 6).

[b] Includes airfare and miscellaneous travel expenses, and will be implemented in accordance with the ADB (Office of the General Counsel and Strategy, Policy and Review Department). 2013. Travel Expenses of Consultants under Technical Assistance and Government Officials in connection with Nonmember Countries. Memorandum. 29 October (internal).

[c] Includes costs related to supplies, communication, translation, report production and transmittal, and subscriptions.

[d] Includes costs related to copyediting, proofreading, and other publishing-related activities and/or support.

[e] Includes cost of data purchase, field surveys, and other data collection and/or support.

[f] Includes procurement of information technology-related hardware, equipment (e.g., drones, handheld devices, tablets, laptops, and computers), and software acquisition.

[g] The TA will support the involvement of at least 20 officials, researchers, and/or academics from the developing member countries.

Source: ADB estimates.

LIST OF LINKED DOCUMENTS
http://www.adb.org/Documents/LinkedDocs/?id=51193-002-TAReport

1.   Terms of Reference for Consultants