

ASIAN DEVELOPMENT BANK

TAR: KIR 32567

TECHNICAL ASSISTANCE

TO THE

REPUBLIC OF KIRIBATI

FOR

CAPACITY BUILDING TO SUPPORT THE

OUTER ISLAND DEVELOPMENT PROGRAM

August 2002

CURRENCY EQUIVALENTS

(as of 31 July 2002)

Currency Unit	–	Australian dollar (A\$)
A\$1.00	=	US\$0.5465
US\$1.00	=	A\$1.8298

ABBREVIATIONS

ADB	–	Asian Development Bank
km ²	–	square kilometer
MHARD	–	Ministry of Home Affairs and Rural Development
NGO	–	nongovernment organization
PCD	–	participatory community development
RERF	–	Revenue Equalization Reserve Fund
TA	–	technical assistance

I. INTRODUCTION

1. The people on the outer islands of Kiribati are heavily disadvantaged in terms of income, employment opportunities, and access to basic social services. The Asian Development Bank (ADB) is assisting the Government to improve the living conditions for the people of the outer islands. An outer island development program loan (the Program) is in the 2003 ADB assistance pipeline for Kiribati. In connection with the proposed program loan, technical assistance (TA) is needed to build capacity to support the Program, which would mobilize resources for the development of rural communities.¹

2. The Fact-Finding Mission for this TA visited Kiribati between 24 and 30 April 2002. It reached an understanding with the Government on the purpose, output, methodology, key activities, implementation, financing arrangements, and terms of reference for the TA. The TA framework is in Appendix 1.

II. ISSUES

3. Located in the central Pacific, Kiribati consists of 33 islands with a total land area of 810.5 square kilometers (km²) dispersed over 3.5 million km² of ocean. Nearly 55% of the total population (84,494) is scattered throughout the outer islands. Most of the islands are low-lying coral atolls, consisting of a narrow band of coral sand overlying hard coral pans, fringed by coral reef on the ocean side and often surrounding a lagoon. Kiribati has a small, narrowly based economy in which copra, fisheries, and seaweed feature as the main cash-earning products.

4. Despite its narrow productive base, the financial situation of Kiribati is sound, thanks to external assistance, fishing licenses, remittances, and the accumulating earnings of its national reserve fund, the Revenue Equalization Reserve Fund (RERF). The RERF—established in 1956 by the British administration with an initial sum of A\$550,000 (royalties from mining of the Banaba phosphate deposits), valued at A\$56 million at independence in 1979, and at the end of 2001 valued at A\$635 million (around US\$335 million, equivalent to approximately 10 years of imports of goods and services)—has grown steadily over the years. It has continued to provide a fiscal buffer in the framing of Kiribati budgetary policy, and has acted as a stabilizing influence in helping the Government deal with internal and external variability. Essentially, fiscal policy in Kiribati has involved using domestic taxes and revenues to cover recurrent expenditure, with drawdowns from the RERF to cover shortfalls. However, the value of the reserve has not been translated into strong local development. Several assistance agencies have suggested that the Government could make more use of the RERF to finance priority domestic sectors, e.g., health, education, and public sector asset maintenance. This would be possible and still remain consistent with the RERF's main objective of maintaining its real per capita value.

5. There is a significant disparity in economic and social development opportunities between the main island of South Tarawa and the more remote outer islands. This socioeconomic imbalance results in strong rural to urban migratory pressure from the subsistence economies of the outer islands to the public sector-dominated cash economy of South Tarawa.² This has simultaneously retarded growth in the outer islands and strained the infrastructure and environment of the capital. ADB is providing a loan for improving water

¹ The TA first appeared in the *ADB Business Opportunities* on 15 February 2002 (Internet edition).

² The local government and rural development sector account for only from 4-5% of recurrent expenditure and from 3-8% of development funding.

supply, sewerage, solid waste disposal, and environmental conservation in South Tarawa to counteract some of these pressures.³

6. Outer island development in Kiribati has been a nominal priority of successive governments, but results have been disappointing. Reasons for supporting outer island development include (i) encouraging economic self-sufficiency, (ii) reducing the drift of population to Tarawa (and maintaining critical population size on small islands), and (iii) supporting I-Kiribati cultural identity and aspirations.

7. A consistent approach over recent decades for policies and programs for outer island development has involved increasing local government capacity, investing in island infrastructure and social services, and encouraging cash-generating enterprises. Failure to achieve lasting success has resulted because of a number of factors. A top-down approach has resulted in a lack of local ownership in projects, most of which were determined by government and/or assistance agencies, following lengthy gestation periods. Island capacities and operational resources have proven inadequate, and as a result, most island projects have been allowed to run down through lack of maintenance and care by the island people.

8. To overcome the problems of lack of ownership, local people must determine project priorities and manage projects selected by themselves, but before this can be achieved, significant capacity building of local government is needed. However, through a recent internal review of the effectiveness of the island councils, the Government recognizes the need to improve the situation. The Government will need technical support to assess and implement appropriate strategies.

9. The main objective of the proposed Program is to provide support for the Government's comprehensive agenda for development of the outer islands. It has five major components: (i) reduction of poverty of opportunity through the provision of improved outer island community services and assets; (ii) encouragement and facilitation of the process of local government reform; (iii) provision of a sustainable source of island community development finance; (iv) provision of capacity building assistance for developing an effective institutional framework for island development; and (v) promotion of an improved enabling environment for cash-earning economic production activity undertaken through private enterprise.

10. The Program is being designed to improve the living conditions of disadvantaged island people, by providing greater opportunity for self-reliance and cash generation through the more rapid provision of basic social and economic services, and by building local capacity in support of local development initiatives. The Program will provide sustainable financial resources to support enhanced regional autonomy, foster an enabling environment for island development, deliver needed support services, and promote the development of individual productive enterprises. Under the Program, capacity building will be formulated to assist the Government, island councils, nongovernment organizations (NGOs), and island communities to build local capacity to undertake detailed planning and implementation.

11. A trust fund will provide a sustainable source of revenue for island development. The trust deed will define the criteria for eligibility, provide for the appraisal of project proposals, and provide for the monitoring of implementation and impact. Particular strengths associated with this trust fund include autonomy (ensured in this case through the trust deed and implementing

³ ADB. 1998. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to Kiribati for the Sanitation, Public Health, and Environment Improvement Project*. Manila.

legislation), rapid disbursement, flexibility in responding to demand, and community participation. Island communities will be able to make contributions to the trust fund from their own resources, as will Government and any other assistance agencies.

12. The proposed Program will provide encouragement to the Government to undertake a process of local government reform and to utilize a portion of RERF annual earnings for defined development purposes on an ongoing basis. As has been the case in Tuvalu, the loan together with an equal (and potentially greater) contribution from the Government, and lesser but nevertheless significant equal contributions from the islands themselves, will be invested in a new trust fund, the trust fund for outer island development. Annual returns will be reinvested in the fund so as to maintain its real value, and the balance will be distributed according to the contributions of island communities and other criteria including population to the islands as development grants in accordance with a fairness distribution formula. The islands will use the grants subject to criteria and guidelines laid down to ensure that the money is used to the best effect. However, the actual choice of projects will be that of the islands themselves. The flexibility with which the islands can use the distributed funds for projects that respond to their most immediately felt needs are expected to greatly heighten the sense of ownership felt toward development funding, the lack of which has been a problem in the past.

13. In December 2000, ADB approved a preparatory TA for the program loan.⁴ The TA reviewed the social and economic situation in the outer islands of Kiribati (including the Banaban people of Rabi in the Fiji Islands); identified a possible program loan, including the creation of an outer island trust fund for island development; organized and conducted a series of participatory workshops in selected islands; and assisted the Attorney General's Office with the drafting of the trust fund agreement, legislation, and associate regulations.

14. The TA results indicated the appropriateness of trust fund development and assisted in the drafting of its specific legislation and trust deed. However, the TA also identified the need for capacity building, particularly on the outer islands, as a critical component prior to loan implementation. Lack of funding for projects on the outer islands, along with a focus by island project officers on the village bank scheme, meant that the capacity to plan and implement projects has weakened considerably over the years. In addition, the Government needs more time to comply with the anticipated loan conditionalities of the Program. The TA also identified the need for improved governance structures on the islands to ensure participatory development processes are instituted that are fair, transparent, accountable, gender-balanced, and built on the traditions and individual characteristics of each island.⁵

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

15. The proposed program loan is being designed to create an enabling environment and to provide support services for island development. This will include the improvement of local governance of the island communities; provision of sustainable financial resources to support the enhanced island autonomy; and fostering of an enabling environment for island development, including macroeconomic policy framework, delivery of needed support services, and promotion of business development.

⁴ ADB. 2000. *Technical Assistance to Kiribati for Preparing an Outer Islands Development Program*. Manila.

⁵ The TA consultants will consider the option to link the delivery of the financial resources for the development of the outer islands to real improvement in local governance, namely, the capacity to make proper use of these financial resources.

16. This TA will build on the achievements and outcomes of the Outer Islands Development Program TA (footnote 4). As identified by that TA, capacity building is required to assist the Government, NGOs, and island communities to build local capacity and to undertake participatory community development planning and program implementation. This will be based on decision-making processes that build on tradition and the individual characteristics of each island community. Accordingly, the objective of the TA is to assist the Government to review and upgrade the capacity and structure of local governance to ensure that the island communities are well prepared to undertake their increased responsibilities under the proposed Program.

17. The TA will build capacity in the outer islands to plan and implement development projects through participatory community development processes. The TA will also provide the necessary institutional support for the outer island development program, including the time-use survey on the outer islands for benchmarking the program's outcomes.

B. Methodology and Key Activities

18. The TA is designed to meet its objectives by engaging a team of international and domestic consultants. Together with the support of counterpart staff from the Ministry of Home Affairs and Rural Development (MHARD), other assistance agencies, and NGOs; and through participatory processes, the consultants will prepare for the involvement/engagement of the island communities and supporting institutions in the future program loan.

19. The consultants and counterpart staff will (i) assist the Government with the implementation of a local government reform program, including assistance with the development of local government's human resources in areas where the reforms impact on the program; (ii) conduct a training needs assessment survey of the key agencies responsible for island governance and implementation of the program (MHARD, island councils, NGOs, and island communities), and prepare training programs based on the results of the training needs assessment, including a training program on how to select and set priorities for community projects; and (iii) in consultation with MHARD counterparts, direct public relations and information activities on the implications of the trust fund, the reasons and need for contributions, and the expected benefits and requirements for equitable distribution of benefits.

C. Cost and Financing

20. The total TA cost is US\$440,000 equivalent, including foreign exchange costs of US\$282,000 and local currency costs of US\$158,000 equivalent. ADB will provide US\$350,000 equivalent to cover all of the foreign exchange cost and US\$68,000 equivalent of the local currency cost. The TA will be financed by ADB on a grant basis from ADB-funded TA program. The Government contribution of US\$90,000 equivalent covers the remuneration of counterpart and support staff, their domestic travel costs, and office accommodation and supplies. The cost estimates are shown in Appendix 2.

D. Implementation Arrangements

21. The Executing Agency for the TA will be MHARD. To facilitate the TA, a steering committee, chaired by the permanent secretary of MHARD and comprising senior officials of the Office of the President and of the ministries of finance; environment and social development; information, communication, and transport; and works and energy will be responsible for

direction and policy formulation under the TA. The steering committee and MHARD will consult with local governments and NGOs. The secretary of MHARD will act as the focal point for the consulting team and coordinate with the Government, its agencies, NGOs, and the consultants. MHARD counterpart staff will assist the consultants and become fully familiar with TA details.

22. The TA will be carried out by a team of international and domestic consultants to be selected through a firm using direct selection of consultants, in accordance with ADB's *Guidelines on the Use of Consultants*. The preparatory TA consultants, familiar with ADB processes and requirements, (i) are already engaged with the Program, having successfully completed the preparation phase; (ii) have recently visited a representative sample (nine) of the outer islands in the Gilbert group, and have a good understanding of the issues that must be addressed in the capacity building phase of the program; and (iii) have a good working relationship with MHARD, the Ministry of Finance and Economic Planning, and the Implementing Agency. The consultants are expected to have extensive experience in the field of rural development, community development, social trust funds, and project management. The international consultants will be engaged for a total of 9 person-months, with up to 8 person-months of domestic consulting services for facilitating community inclusion and participation. The procurement of computers and office equipment will be carried out in accordance with *ADB Guidelines for Procurement* or other arrangements acceptable to ADB.

23. The TA is expected to commence in October 2002 and completed in October 2003. The detailed terms of reference are given in Appendix 3. The consultant will submit brief monthly reports, an inception report at the end of the first month after mobilization, a draft final report, and a final report on completion. The draft final report will be discussed in a tripartite meeting to be attended by the consultants, MHARD, and ADB. The final report, taking into account comments of the Government and ADB, will be submitted within 1 month of receipt of the comments.

IV. THE PRESIDENT'S DECISION

24. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$350,000 on a grant basis to the Government of Kiribati for Capacity Building to Support the Outer Island Development Program, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal</p> <p>To enhance sustainable growth and poverty reduction in Kiribati's outer islands through an effective outer island development program</p>	<ul style="list-style-type: none"> • Reduction in outer island poverty incidence • Improved social and economic enabling infrastructure on the islands to improve opportunities for cash-generating private enterprise 	<ul style="list-style-type: none"> • National and island statistics • Government, nongovernment organization (NGO), and external organization reports and assessments 	<ul style="list-style-type: none"> • Favorable political and macroeconomic environment
<p>Purpose</p> <p>To prepare the enabling environment and institutions for the outer island development program</p>	<ul style="list-style-type: none"> • Most islands support the trust fund as shown by their support for the program and willingness to invest 	<ul style="list-style-type: none"> • Regular meetings of the steering committee • Consultation with NGOs, assistance agencies, and other stakeholders • Pledges received from each island 	<ul style="list-style-type: none"> • Strong ownership of the Program by the island communities based on an understanding of the benefits and responsibilities the fund mechanisms confer
<p>Outputs</p> <p>1. To build capacity in the islands to plan and implement island development through participatory community development (PCD) processes</p>	<ul style="list-style-type: none"> • Capacity building operational plan developed • PCD task force trained in participatory processes • All islands have councils, staff, NGOs, and community participants trained in PCD 	<ul style="list-style-type: none"> • Plan report completed satisfactorily • Task force members complete training program • Each island has produced an island development strategy statement and set priorities for projects according to PCD principles 	<ul style="list-style-type: none"> • Island councils, staff, NGOs, and community participants are able to cooperate at the island level.

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>2. To provide the necessary institutional support for the Program</p> <p>a. Training program prepared</p> <p>b. Time use survey organized</p> <p>c. Trust fund secretariat established</p>	<ul style="list-style-type: none"> • All outer islands have essential office facilities to successfully undertake PCD • Staff recruited • 5 staff trained • Time use survey designed • 10 interviewers trained • Time use survey completed • Video and publicity material completed • Fund secretariat officer appointed 	<ul style="list-style-type: none"> • An assessment report is provided for each island specifying essential facilities • Staff in place • Training manual completed • Staff attendance, completion of case study assignments • Ministry of Home Affairs and Rural Development statistics • Survey manual completed • Pilot survey satisfactorily completed • Survey analysis report satisfactory • All island communities, government agencies, NGOs, and assistance agencies receive video and other publicity materials • Officer in place by date 	<ul style="list-style-type: none"> • Island expectations may exceed the available budget.. • Suitably qualified and experienced people are able to be attracted to available positions. • Staff are able to attend regularly and complete assignments. • Staff able to undertake pilot survey • Correct or complete forms returned • Suitable person available
<p>Activities Inception report</p>	<ul style="list-style-type: none"> • Provides an update on the readiness of the technical assistance (TA), revised TA milestones, 	<ul style="list-style-type: none"> • Comments from the Asian Development Bank and Government on the inception report, monthly report, and draft final report 	<ul style="list-style-type: none"> • Effective support, cooperation, and access to necessary information and people in Government, local government, and island communities

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Monthly reports</p> <p>Draft final report</p>	<p>time-bound outputs, and recommendations on the direction of the TA</p> <ul style="list-style-type: none"> • Summaries of progress, major findings, notation of problem areas • Addresses progress under the TA, problems encountered and resolved, and future work plans for loan implementation 	<ul style="list-style-type: none"> • Tripartite meeting of draft final report 	<ul style="list-style-type: none"> • Effective consultation with stakeholders
<p>Preparation of reports</p>	<ul style="list-style-type: none"> • 5 person-months of international rural development capacity building expert • 4 person-months of international participatory community planner • 8 person-months of PCD planner 	<ul style="list-style-type: none"> • Inception report within 4 weeks of commencement of services, brief monthly reports, draft final report 2 months before the end of the TA, tripartite review of draft final report, final report incorporating comments and views on the draft 	<ul style="list-style-type: none"> • Effective support, cooperation, and access to necessary information and people in Government, local government, and island communities • Effective consultation with stakeholders

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	216.0	0.0	216.0
ii. Domestic Consultants	0.0	32.0	32.0
b. International and Local Travel	20.0	14.0	34.0
c. Reports and Communications	3.0	0.0	3.0
2. Equipment ^b	5.0	0.0	5.0
3. Task Force Expenses ^c	0.0	7.0	7.0
4. Training and Materials	0.0	4.0	4.0
5. PR Materials and Campaign	0.0	4.0	4.0
6. Representative for Contract Negotiations	5.0	0.0	5.0
7. Contingencies	33.0	7.0	40.0
Subtotal (A)	282.0	68.0	350.0
B. Government Financing			
1. Remuneration and Per Diem of Counterpart and Support Staff	0.0	45.0	45.0
2. Office Accommodation and Transport	0.0	20.0	20.0
3. Establishment of Secretariat & Trust Deed	0.0	5.0	5.0
4. Office Supplies and Equipment	0.0	10.0	10.0
5. Contingencies	0.0	10.0	10.0
Subtotal (B)	0.0	90.0	90.0
Total	282.0	158.0	440.0

PR = public relations.

^a Financed by the Technical Assistance Special Fund.

^b Equipment to be purchased will include one personal computer, one printer, and supplies.

^c The participatory community development task force costs will cover local travel, remuneration, and miscellaneous expenses.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Objective

1. The objective of the technical assistance (TA) is to assist the Government of Kiribati to review and upgrade the capacity and structure of local governance and to instigate the trust fund component of the outer island development program. The TA will be carried out by a team of international and domestic consultants with recent experience in all aspects of the specified work.

2. The TA will finance a total of 9 person-months of international consulting services over a 12-month period and up to 8 person-months of domestic consulting services. A team leader with expertise in human resource and rural development will be recruited to oversee the program, assisted by a consultant with expertise in participatory community planning. A domestic consultant with expertise in participatory community development will also be recruited. The consultant will be recruited in accordance with the Asian Development Bank (ADB) *Guidelines on the Use of Consultants*.

B. Reporting Requirements

3. The following reports will be prepared by the consultants and submitted simultaneously to the Government and ADB:

- (i) an inception report 4 weeks from the commencement of services up-dating the state of readiness of the program, revised program milestones, and time-bound outputs as agreed with the Government, and any recommendations concerning the future direction of the TA;
- (ii) brief monthly reports summarizing the progress of work, major findings, and notation of problem areas such as lack of data and other impediments that could hamper the TA;
- (iii) a draft final report 2 months before the end of the TA that will be the subject of a tripartite review meeting attended by the consultant, the Government, and ADB, to address progress under the TA, problems encountered and resolved, and future work plans for phase 2.
- (iv) a final phase 2 report, based on the draft final report, incorporating the comments and views received on the draft.

C. Specific Terms of Reference of the Consultants.

1. Rural Development Capacity Building Expert (Team Leader)

4. The team leader will be engaged for a total of 5 months and will have the following responsibilities:

- (i) Oversee, facilitate, and utilize to best advantage, the services of all consultants and contractors employed under this TA, in accordance with agreed time lines.
- (ii) Consider key policy platforms, and ensure that options identified under the TA incorporate measures to take account of key strategic initiatives of ADB, such as poverty reduction, women and youth in development, participatory development, development of a private enterprise enabling environment, sound investment

- allocation practices, environmental improvement, transparency, and public accountability in governance.
- (iii) Work under the supervision of the secretary of the Ministry of Home Affairs and Rural Development (MHARD) and liaise closely with other Government agencies, other assistance agencies, NGOs, and community organizations in carrying out the terms of reference. The consultant will be expected to become a member of other policy committees and coordinating groups necessary for the performance of the duties. These tasks should be delegated to the counterpart as soon as practicable.
 - (iv) Assist the Government with the implementation of any agreed local government reform program, including assistance with the development of local government's human resources in areas where the reforms impact on the Program.
 - (v) Facilitate and monitor compliance by the Government with the agreed policies of the program matrix.
 - (vi) Revise the draft Report and Recommendation to the President prepared under the Preparing the Outer Island Development Program TA in accordance with the findings of this TA, and finalize the document consistently with ADB's country strategy and program update for Kiribati, the country National Development Strategy, and ADB's overarching objective of poverty reduction.
 - (vii) Facilitate processes at ADB headquarters with the TA, and undertake any reasonable requests made by ADB in association with the TA.
 - (viii) Prepare the rural development sector roadmap in accordance with the Business Processes for the Reorganized ADB.
 - (ix) Maintain liaison between ADB and the Government, including informing ADB of any social and economic events that could impact on ADB's assistance and assisting ADB missions to Kiribati.
 - (x) Conduct a training needs assessment survey of the key agencies responsible for island governance and implementation of the Program (MHARD, island councils, NGOs, and island communities). Prepare training programs based on the results of the training needs assessment.
 - (xi) Consistent with ADB's policies on indigenous peoples, implement culturally appropriate training programs using resources from MHARD, the other consultants, national agencies, and overseas as available and needed.
 - (xii) Oversee and assist the participatory community planner (PCP) and domestic consultant with the development and training of the participatory community development (PCD) task forces in preparation for their visit to all islands, to explain the concepts and requirements of the trust fund, and to develop the required community capacity to responsibly manage the equitable distribution of benefits.
 - (xiii) Support the PCD task force teams on their first island visit and at other times throughout the community training period, to observe performance and situation factors in order to refine participatory techniques as appropriate and to maintain quality control.
 - (xiv) In consultation with the domestic consultant and MHARD counterparts, direct public relations and information activities on the implications of the TF, the reasons and need for contributions, and the expected benefits and requirements for equitable distribution of benefits. This will include the production of information materials and, if possible, a locally produced cost-effective video in support of the task force activities and ongoing publicity such as Radio Kiribati broadcasts and regular distribution of information materials to key stakeholders.

2. Participatory Community Planner

5. The consultant will be engaged for a total of 4 person-months to assist in the development, organization, and readiness of the island communities for the trust fund implementation, as follows:

- (i) Organize the PCD task force visits to each island and provide members with training in the community participatory development planning techniques to be used in relation to developing island community groups and personnel to manage the needs of the TF program at the island level.
- (ii) Design a survey to gain a clear, gender-specific picture of the time use by the household components. The survey forms should be designed so that a follow-up survey to be undertaken at the end of the TA can address the same questions and monitor progress.
- (iii) Train gender-balanced task force interviewers to implement the first survey, to collect baseline data during the first visits to the islands.
- (iv) Evaluate the stratified sample necessary to extrapolate the information to the whole household universe of the Kiribati outer islands.
- (v) Accompany and support the PCD task force teams on their first island visit and at other times throughout the community training period, to observe performance and situation factors in order to refine participatory techniques as appropriate and to maintain quality control.
- (vi) Implement culturally appropriate training programs using resources from MHARD, the other consultants, national agencies, and overseas as available and needed.
- (vii) Assist task force interviewers to implement the first survey, to collect baseline data during the first visits to the islands and evaluate the answers reported in the surveys, incorporating any necessary improvements to the survey structure and to the Program.

3. Domestic Consultant

6. The domestic consultant will be engaged for a total of 8 person-months to assist the team leader and PCP in the preparation and execution of their duties:

- (i) Assist the PCP with PCD task force development and training, including accompanying the task force teams on their first island visit and at other times, separately to the PCP, to observe performance and situational factors.
- (ii) Assist the PCP and the PCD task force to refine participatory techniques as appropriate and to maintain quality control.
- (iii) Accompany and support the PCD task force teams on their first island visit and at other times throughout the community training period, to observe performance and situation factors in order to refine participatory techniques as appropriate and to maintain quality control.
- (iv) Under the direction of the team leader, organize all publicity, including video and written materials.
- (v) Facilitate communication between central Government agencies, local government, NGOs, local communities, and the consulting team.