

Technical Assistance

TAR: OTH 38615

Technical Assistance for Developing and Implementing the Pacific Plan for Strengthening Regional Cooperation and Integration (Financed by the Japan Special Fund)

January 2005

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CROP	–	Council of Regional Organizations of the Pacific
EC	–	European Commission
FFA	–	Forum Fisheries Agency
ForumSec	–	Pacific Islands Forum Secretariat
NSA	–	non-state actors
PDMC	–	Pacific developing member country
PIC	–	Pacific island countries
PIF	–	Pacific Islands Forum
PPO	–	Pacific Plan Office
PPTF	–	Pacific Plan Task Force
RPG	–	regional public good
SPC	–	Secretariat of the Pacific Community
TA	–	technical assistance
USP	–	University of the South Pacific

TA CLASSIFICATION

Poverty Classification	–	Other
Sector	–	Law, economic management, and public policy
Subsector	–	Economic management
Theme	–	Regional cooperation

NOTE

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

This report was prepared by G. Capannelli, Pacific Department.
--

I. INTRODUCTION

1. Recognizing the limits to development imposed by their smallness and remoteness, Pacific island countries (PICs) have a long history of efforts for regional cooperation and initiatives to provide public goods at the regional level. An extensive network of regional and sub-regional organizations exists in support of regional cooperation and integration in the Pacific.¹ Regional institutions such as the Pacific Islands Forum Secretariat (ForumSec) and the Secretariat of the Pacific Community (SPC) follow a wide approach in support of regional cooperation and integration.² PICs, however, are yet to effectively use regionalism to establish, monitor, and enforce regulatory frameworks in a forward-looking and structured way.³

2. To implement their enhanced vision for regional development, Pacific Islands Forum (PIF) leaders recently agreed to create a Pacific Plan for Strengthening Regional Cooperation and Integration, which aims to deepen and broaden regional cooperation by pooling regional resources. The vision of the Pacific Plan is included in the Leaders' Declaration adopted during a special retreat in Auckland in April 2004. A task force comprising PIC senior officials and representatives of regional organizations was formed by the PIF leaders to draft the Pacific Plan under the management and guidance of the Forum Secretary General.

3. During a discussion at the Tokyo Forum on the Operational Dimensions of Supplying Regional Public Goods through Regional Development Assistance, the ForumSec Deputy Secretary General, Mr. Iosefa Maiava, requested support from ADB for developing and implementing the Pacific Plan. In particular, Mr. Maiava stressed that member states, the ForumSec, and the Task Force needed assistance to increase their capacity to assess possible rationales, principles, and approaches underlying Pacific regionalism, including suitable institutional arrangements and their implementation processes. Given the limited availability of budget resources and skilled personnel, it was suggested that assistance was needed to help policy makers appreciate the benefits and costs generated by regional cooperation and integration for each country, and the opportunity costs of nonintegration for the overall region. In addition, Mr. Maiava explained that introducing a study program on regional cooperation and integration in a regional academic institution such as the University of the South Pacific (USP) will greatly help future leaders and policy makers develop awareness of conceptual, analytical, and practical tools relating to regionalism.

¹ In this paper, the term "regionalism" refers to both regional cooperation and regional integration. Implying action and initiative undertaken by regional and subregional agencies, regional cooperation defines a cooperative effort to achieve an outcome affecting two or more countries in the same region. Regional integration, on the other hand, can be intended as the outcome of either regional cooperation or spontaneous market forces toward an increased level of interaction at the regional level, such as the adoption of uniform standards, the formation of single markets, or the consolidation of national systems into regional ones.

² There are notable examples in the Pacific of regional public goods such as higher education, fisheries management, and aviation safety provided through cooperation among PICs, respectively, the University of the South Pacific (USP), the Forum Fisheries Agency (FFA), and the Pacific Aviation Safety Office. ForumSec, SPC, FFA, and USP are part of the Council of Regional Organizations of the Pacific (CROP), which gathers 10 members and is permanently chaired by the ForumSec Secretary-General. The other CROP agencies are (i) the Fiji School of Medicine, (ii) the Pacific Islands Development Programme, (iii) the South Pacific Board for Educational Assessment, (iv) the South Pacific Regional Environment Programme, (v) the South Pacific Applied Geoscience Commission, and (vi) the South Pacific Tourism Organization.

³ Recently, steps have also been taken toward greater regional economic integration through the Pacific Agreement on Closer Economic Relations (PACER), and in the area of trade through the Pacific Island Countries Trade Agreement (PICTA).

II. ISSUES

4. A conceptual framework for Pacific regionalism may be structured into three main dimensions: (i) rationale for regional cooperation and integration, (ii) principles and approaches to be followed, and (iii) institutional arrangements set up by the member countries. Effective regionalism also greatly depends on the process chosen for implementing it.

5. Reasons for cooperation and integration at a regional level include capturing the benefits of economies of scale and scope, providing regional public goods (RPGs) in cases of market failure, and creating solid regional groups to (a) offer protection against external threats, and (b) create a collective voice pushing for greater consideration of regional issues at the global level. Securing the benefits of social and/or economic integration, and sharing relevant knowledge and experience provide additional reasons for regionalism. Regional market failures justify common initiatives among countries to pool resources and move towards the provision of RPGs. Another driver for RPGs creation is the need to address transboundary issues and challenges, such as pollution, communicable diseases, international terrorism, and other regional public "bads." For instance, collective regional response to the threat resulting from global climate change has proven to be a powerful tool for bringing together PICs. An additional rationale for providing RPGs in the Pacific is to address a specific type of governance failure: the limited capacity of small nations to deliver relevant public goods at the national level.

6. Regional institutions, development agencies, and national governments may promote regional cooperation and integration projects. Economic and social costs and benefits, as well as the return on investment are important factors to determine the viability of such projects. As national governments face budget constraints, they should be convinced that the regional solution does not divert resources from their national priorities but creates additional benefits, which would not otherwise be captured. The justification for enhanced regional cooperation and integration requires, therefore, a comprehensive cost-benefit analysis to show the impact of regionalism on the budget of each national government.⁴ While such analysis has been attempted in the past for specific sectors in the Pacific, a broader approach is required to show the opportunity cost of nonintegration for the overall region in aggregate terms.

7. Countries may pursue regionalism through intergovernmental cooperation or by creating common institutions that are charged to deliberate on behalf of member countries in certain defined areas. The spectrum of possible institutional structures is very wide, from loose consultative arrangements, to formal cooperation among national bodies, to the establishment of common regional organizations. The chosen structures and rules to govern, promote, and implement regionalism assume fundamental importance in determining the pace, scope, and extent of the emergence of the region as a cohesive group of countries. In general, participation in a regional group entails an implicit decision on the amount of national sovereignty that each country is ready to surrender in view of the benefits that the group can generate. Especially in the presence of common institutions, the regional solution presents a trade-off with national sovereignty and member countries are requested to define the amount and the areas where they are ready to substitute regional for national sovereignty.

8. Long and complex processes are involved in strengthening regional cooperation. There is no guarantee at the outset that regional initiatives will lead to agreements among prospective members, or produce outcomes acceptable to all parties. However, the presence of a carefully

⁴ While the theory and literature on cost-benefit analysis of projects is fairly advanced and typically focuses on the allocative efficiency and income distribution effects of national projects, a multicountry framework for cost-benefit analysis with emphasis on regional cooperation is still to be properly developed. An initial attempt to rationalize this issue is proposed in Adhikari, R. and J. Weiss: ADB. 1999. *Economic Analysis of Subregional Projects*. Manila.

thought-out process for implementing issues with a regional dimension will likely maximize the prospects for a beneficial outcome. Agreement on a common challenge may lead participants to one of the following decisions: (i) no commitment, (ii) commitment to pursue individual action, or (iii) commitment to pursue regional collective action. The latter may result in consideration of the rationale, principles, approaches, and institutional arrangements. Cost-benefit analysis for all countries and the region as a whole is critical and could effectively be followed by an agreement on the need for any differential treatment among members. While de facto regional integration may develop through the spontaneous action of market forces, outcomes of planned regional cooperation may range from informal agreements, to loose consultations, to the creation of pure RPGs or fully excludable "club goods."

III. THE TECHNICAL ASSISTANCE

A. Purpose and Outputs

9. The technical assistance (TA) will support all 13 Pacific developing member countries (PDMCs)⁵ that are PIF members. The goal of the TA is to assist the ForumSec in enhancing Pacific regionalism through the Pacific Plan. As such, all activities carried out under the TA will be fully coordinated with those of the Pacific Plan Task Force (PPTF) through the ForumSec and in compliance with the aim and objectives of the Pacific Plan. Aiming to increase participation, ownership, and regional collective action, the TA will help in particular the PPTF and member states increase their appreciation of regionalism, including issues related to the costs and benefits of Pacific regional cooperation and integration. The TA also aims to facilitate the inclusion of the Pacific Plan resolutions on regional initiatives in the PICs' national development strategies. With a longer-term view, introduction of one or more courses on regionalism to the academic program at USP can be induced through spillover effects generated by this TA. The TA's goals, purpose, and scope are summarized in the TA framework (Appendix 1).⁶

10. The main outputs of the TA are: (i) enhanced capacity of the members of the PPTF and the ForumSec to recommend a Pacific Plan underpinned by a clear rationale, including an analytical framework for cost-benefit analysis of regional programs; and (ii) increased PDMC capacity to analyze the Pacific Plan recommendations and to frame appropriate responses and follow-up action, based on improved understanding of the costs and benefits of regional programs and options.

B. Methodology and Key Activities

11. The TA consultants' team will be an integral part of the recently established Pacific Plan Office (PPO) at the ForumSec, and will receive secretarial and logistic support from PPO staff. PPO has been created to facilitate the Pacific Plan development and implementation. The ForumSec Deputy Secretary General will: (i) provide support and advice to the consultants' team on the rationale and dynamics involved in the Pacific Plan preparations, the PPTF, and the ForumSec; (ii) liaise between the ForumSec, the PPTF, and ADB through the South Pacific Subregional Office; and (iii) coordinate the inputs and activities of the TA consultants' team with the PPTF and ADB. All TA activities need to be timely and applicable to Pacific circumstances.

⁵ Cook Islands, Fiji Islands, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Palau, Papua New Guinea, Samoa, Solomon, Tonga, Tuvalu, and Vanuatu.

⁶ The TA first appeared in *ADB Business Opportunities* (Internet edition) on 5 November 2004 under the name Developing an Analytical Framework for the Pacific Plan.

12. Key TA activities are as follows:

- (i) establishment of a project consultants' team at the ForumSec's PPO to support the work of the PPTF and preparation of the Pacific Plan;
- (ii) provision of policy and technical support (both advisory and written) to the PPTF through the ForumSec's PPO, toward preparation of the Pacific Plan report and recommendations, including national consultations;
- (iii) organization of three subregional seminars in 2005 (preferably one in each of the three sub-groups of Melanesia, Micronesia, and Polynesia) for members of the PPTF, politicians, senior government officials, and PICs' non-state actors representatives to (a) consider the draft Pacific Plan based on outcomes of the national consultations; (b) discuss the concept and rationale for Pacific regionalism, including the cost-benefit analytical framework; and (c) facilitate the inclusion of Pacific Plan resolutions in individual PICs' national development strategies and planning (and budgeting);
- (iv) publication—*Enhancing Pacific Regionalism*—designed for use as a practical reference tool for officials from PICs and Pacific regional institutions to assess regional cooperation and integration issues, summarizing the contributions from the various TA consultants; and
- (v) design of an academic course on Pacific regionalism to be introduced at USP, including support for postgraduate research activity.

C. Cost and Financing

13. The TA is estimated to cost \$500,000 to be entirely financed by ADB on a grant basis from the Japan Special Fund, funded by the Government of Japan. The detailed cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

14. The ForumSec will be the Executing Agency for the TA. All TA activities will be implemented through the PPO, under the guidance and direction of the ForumSec Deputy Secretary General who will ensure full coordination with the PPTF. ADB will be responsible for implementing the TA, in close coordination with the ForumSec as the Executing Agency, under the direction of the ForumSec Deputy Secretary General. A team of five international and domestic consultants will be engaged by ADB to provide 18 person-months of consulting services.⁷ The consultants will be individually selected in consultation with the ForumSec and engaged in accordance with ADB's *Guidelines on the Use of Consultants*. The team will comprise a (i) regional integration specialist/economist-team leader (international, 3 person-months); (ii) a cost-benefit analysis specialist (international, 3 person-months); (iii) a Pacific communications specialist (international, 3 person-months); (iv) a capacity development specialist (international, 3 person-months); and (v) a project assistant (domestic, 6 person-months). The detailed terms of reference are in Appendix 3.

15. The TA will be implemented over 9 months, from 15 February to 15 November 2005. The TA consultants' team will receive directions from the ForumSec Deputy Secretary General, who will liaise with ADB through the South Pacific Sub-regional Office. The consultants' team leader, with the assistance of the project assistant, will be responsible for coordinating the TA outputs. The consultants will contribute to the inception and final reports to be prepared by the project assistant under the guidance of the ForumSec Deputy Secretary General. The TA consultants will also contribute to the publication *Enhancing Pacific Regionalism*.

⁷ Comprising 12 person-months for four international consultants and 6 person-months for a domestic consultant

IV. THE PRESIDENT'S DECISION

16. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis for Developing and Implementing the Pacific Plan for Strengthening Regional Cooperation and Integration, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions
<p>Goal</p> <p>Strengthen the contribution of enhanced Pacific regional cooperation and integration to development outcomes in Pacific developing member countries (PDMCs)</p>	<p>Increased economic benefit to Pacific island countries (PICs) from regional cooperation and integration measures</p> <p>Effective and appropriate delivery of regional public goods and services through regional institutions</p>	<p>Periodic reviews of the Pacific Plan by the Pacific Islands Forum Secretariat (ForumSec) and other independent agencies as they are available</p>	
<p>Purpose</p> <p>Improve the capacity of PICs and members of the Pacific Plan Taskforce (PPTF) to assess and take successful action on enhancing regional cooperation and integration in the Pacific</p>	<p>Progress made by the PPTF in agreeing to and implementing the Pacific Plan by October 2005</p> <p>Inclusion of issues on regionalism in individual countries' development strategies before 2010</p>	<p>Periodic reviews of the Pacific Plan as they are available</p> <p>Individual PDMCs' medium-term development strategies and budget allocations</p>	<p>A clear rationale for Pacific regionalism and framework for cost-benefit analysis positively impact on regional cooperation and integration outcomes</p>
<p>Outputs</p> <p>(i) Enhanced capacity of the members of the PPTF to recommend a Pacific Plan underpinned by a clear rationale, including an analytical framework for cost-benefit analysis of regional options</p> <p>(ii) Increased PDMC capacity to analyze the Pacific Plan recommendations and frame appropriate responses and follow-up action, based on improved understanding of the costs and benefits of regional programs and options</p>	<p>Extent of inclusion in the Pacific Plan of the outputs of the Project</p> <p>Extent of utilization of project-recommended approaches and techniques by the ForumSec and the PPTF</p> <p>Extent of use of project-provided learning by PDMC officials when framing national responses to the draft Pacific Plan and establishing national mechanisms for its implementation</p>	<p>Qualitative comparison of project outputs and the final text of the Pacific Plan report</p> <p>Qualitative assessment of the final Pacific Plan report and the work of the PPTF</p> <p>Project completion survey of PDMCs</p>	<p>Actual capacity to undertake regional collective action</p> <p>Weak capacity by Pacific national governments to effectively implement the Pacific Plan</p> <p>Selection done by Pacific Islands governments of trained officials who will be influential in framing national responses to the Pacific Plan</p>

Continued on next page

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions
<p>Activities</p> <p>(i) Establish project consultants' team at the ForumSec's Pacific Plan Office (PPO) to support the PPTF and the Pacific Plan</p> <p>(ii) Provide policy and technical support (advisory and written) to the PPTF and the ForumSec's PPO, toward preparation of Pacific Plan report and recommendations and national consultations</p> <p>(iii) Conduct three subregional seminars for PDMCs' PPTF members, politicians, senior government officials and non-state actors (NSA) representatives</p> <p>(iv) Publish Enhancing Pacific Regionalism designed for use as practical reference tool for officials from PICs and Pacific regional institutions to assess regional cooperation and integration issues, summarizing contributions from the various TA consultants</p> <p>(v) Design of an academic course on Pacific regionalism to be introduced at the University of South Pacific (USP), including support for postgraduate research activity</p>	<p>Team established at the PPO by March/April 2005 at ForumSec with five consultants on board</p> <p>Analysis prepared by the technical assistance (TA) consultants included in final report of the PPTF by October 2005</p> <p>Project team responsive to requests for advice from the PPTF and ForumSec</p> <p>Seminars, to be organized in 2005, meet identified needs of PPTF members, PDMC's politicians, officials and NSA representatives in their consideration of Pacific Plan recommendations</p> <p>Publication on Enhancing Pacific Regionalism before the end of 2005</p> <p>Course design completed by August 2005, setting out the coverage of issues, reading material, assessment procedures, possible postgraduate research topics, lecturers' profile, and application forms for enrollment and scholarships</p>	<p>Consultants' reports as they are available according to the reports' timetable</p> <p>Pacific Plan final report prepared by PPTF</p> <p>Feedback from ForumSec and PPTF members</p> <p>Project midterm and final reports</p> <p>Seminar evaluation forms prepared on occasion of each subregional seminar</p> <p>Consultants' reports; comments received on the publication</p> <p>Plan for inclusion of course on Pacific regionalism in USP's academic program, and initial response from students</p>	<p>Availability of qualified consultants on a short notice</p> <p>PPTF members unwilling to draw upon external inputs</p> <p>Pressures associated with tight Pacific Plan timetable</p> <p>Matching with the agendas of PICs' politicians and senior government officials</p> <p>Quality of papers produced by the TA consultants</p> <p>Lack of students' demand, lack of qualified lecturers and researchers</p>
<p>Inputs</p> <p>Asian Development Bank regional TA grant</p>	<p>\$500,000</p>		<p>Ability to identify consultants who have the requisite skills and who are available at</p>

Continued on next page

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions
Regional Integration Specialist/Economist Specialist in Cost-Benefit Analysis of Regional Integration Pacific Communications Specialist Capacity Development Specialist Project Assistant	3 person-months 3 person-months 3 person-months 3 person-months 6 person-months		relatively short notice and in accordance with the strict timetable required to finalize the Pacific Plan

COST ESTIMATES AND FINANCING PLAN
(\$)

Item	Total Cost
Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	200,000
ii. Domestic Consultant	25,000
b. Travel	23,000
2. Seminars	150,000
3. Study/Academic Program	50,000
4. Editing and Printing	12,000
5. Contingencies	40,000
Total	500,000

^a Funded from the Japan Special Fund, by the Government of Japan.
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The consultants will ensure that work and outputs delivered under the regional technical assistance (TA) fully comply with all relevant Asian Development Bank (ADB) policies and guidelines. The consultants will report to the Pacific Island Forum Secretariat (ForumSec) Deputy Secretary-General and the Pacific Plan Task Force (PPTF). Timely preparation of the Pacific Plan and responsiveness to the PPTF requirements will be the overriding priority in selecting consultants. All consultants will be selected in consultation with the ForumSec.

2. **Regional Integration Specialist/Economist-Team Leader** (international, 3.0 person-months, intermittent, 2 trips). The regional integration specialist/economist (RIS) will have a strong background and at least 10 years professional experience in theoretical as well as practical issues related to regionalism or economic integration, including its rationale, principles, approaches, institutional arrangements, and implementation processes. The consultant will be familiar with the economies of the Asia-Pacific region and working knowledge of regional institutions such as the Asia-Pacific Economic Cooperation (APEC), Association for Southeast Asian Nations (ASEAN), Asia-Europe Meeting (ASEM), Caribbean Commission Secretariat (CARICOM), European Commission (EC), Pacific Economic Cooperation Conference (PECC), and similar institutions. The RIS will act as the consultants' team leader and will be responsible, in coordination with the Pacific communications specialist and the project assistant for preparing a TA inception report and a TA final report. To ensure a coherent project output, the RIS will closely work with and under the broad guidance of the ForumSec Deputy Secretary General.

3. The RIS will be a member of the Pacific Plan Office (PPO) established at the ForumSec to deliver and implement the Pacific Plan, as described in para. 11 of the TA paper. The RIS will be responsive to requests for advice, written material, and other assistance from the ForumSec Deputy Secretary General or the PPTF, conveyed through PPO. The RIS will carry out, but will not be limited to, the following tasks: (i) develop, in coordination with the other TA consultants and members of the PPO, a conceptual framework for Pacific regionalism and a rationale, including practical implications, for assessing Pacific island countries' (PICs) participation in regional programs and provision of regional public goods by regional agencies; (ii) develop, in coordination with the cost-benefit analysis specialist, a forward-looking approach to assess and evaluate the cost of nonintegration for the overall Pacific region in specific sectors, such as transportation and fisheries, and for the overall economy of the region; (iii) prepare written materials on the conceptual framework and implications of Pacific regionalism for presentation to the PPTF members, national consultations, and subregional seminars. (iv) make presentations to PPTF, national consultations, and subregional seminars; (v) provide advice, written material, and other assistance to the PPTF, as requested through the ForumSec; and (vi) prepare, in coordination with the Pacific communications specialist and the project assistant, a TA inception report and a TA final report; and (vii) write a paper on theoretical and practical issues to develop a conceptual framework for Pacific regionalism, in a format suitable for publication.

4. **Specialist in Cost-Benefit Analysis of Regional Integration** (international, 3.0 person-months, intermittent, 2 trips). The cost-benefit analysis specialist (CBARIS) will have a strong background and at least 10 years professional experience in theoretical as well as practical issues related to the analysis of costs and benefits implied by regional cooperation and integration, from the perspective of both individual countries and the whole regional group. The specialist will be aware of the implications for sovereign nations of allocating resources at the regional level, vis-à-vis their use to sustain national budgets, and be familiar with the impacts of regionalism in terms of resource creation or resource diversion, especially when new areas and

sectors are taken into consideration for regional cooperation and integration. In particular, the CBARIS will focus on the analysis of the current costs of PICs' participation in regional institutions and regional programs, and the benefits from provision of regional public goods and services, as well as other positive feedback and spillovers due to regionalism. The consultant will have working familiarity with the Asia-Pacific region and be knowledgeable in the analysis done by the EC in the late 1980s entitled Cost of Non-Europe. Preferably, the consultant will have worked for one of the main institutions of the European Union, either as staff or consultant.

5. The CBARIS will be a member of the PPO established at the ForumSec to deliver and implement the Pacific Plan, as described in paras. 11–12 of the TA paper. The CBARIS will be responsive to requests for advice, written material, and other assistance from the ForumSec Deputy Secretary General or the PPTF, conveyed through PPO. The CBARIS will carry out, but will not be limited to, the following tasks: (i) develop an analytic framework for a comprehensive cost-benefit analysis of Pacific regionalism showing the current costs of PICs' participation in regional institutions and regional programs and the benefits from provision of regional public goods and services, as well as other positive feedback and spillovers due to regionalism This framework will be used to show the impact of regionalism on the budget of each national government and on the region as a whole; (ii) identify and outline appropriate cost-benefit analysis techniques for the use of the Pacific Plan in assessing and prioritizing various regional cooperation measures; (iii) assist the RIS in developing a forward-looking approach for assessing and evaluating for the Pacific region the costs of nonintegration in specific sectors, such as transportation and fisheries, and for the overall economy of the region; (iv) prepare written materials on approaches to cost-benefit analysis for presentation to the PPTF members, national consultations and subregional seminars; (v) make presentations to PPTF, national consultations, and subregional seminars; (vi) provide advice, written material, and other assistance to the PPTF as requested through the ForumSec, including the conduct of specific cost-benefit analyses for draft PPTF recommendations; and (vii) write a concept paper on the cost-benefit analysis of Pacific regionalism, in a format suitable for publication.

6. **Pacific Communications Specialist** (international, 3.0 person-months, intermittent, 2 trips). The Pacific communications specialist (PCS) will have at least 5 years professional experience as communications and public relations specialist, with excellent writing and editing skills. He/she will be familiar with the Pacific region and have some senior-level experience dealing with politicians, senior officials, and other stakeholders. He/she will also be familiar with the background of and process involved in the Pacific Plan.

7. The PCS will be a member of the PPO established at the ForumSec to deliver and implement the Pacific Plan, as described in paras. 11–12 of the TA paper. The PCS will be responsive to requests for advice, written material and other assistance from the ForumSec Deputy Secretary General, or the PPTF conveyed through PPO. The PCS will carry out, but will not be limited to, the following tasks: (i) advise all TA consultants and other PPO staff on the communications and public relations needs of the Pacific Plan, and assist in the incorporation of effective communications techniques in presentations to the PPTF and national consultations and sub-regional seminars; (ii) develop and finalize the communication strategy for the Pacific Plan and develop materials for its implementation; (iii) support the preparation of the three subregional seminars and present in particular the communication strategy for the Pacific Plan; (iv) edit, based on the work done by the RIS and the CBARIS, written materials on approaches to cost-benefit analysis for presentation to the PPTF members, national consultations, and subregional seminars; (v) make presentations to the PPTF, national consultations, and subregional seminars, and facilitate discussions as appropriate; (vi) advise the ForumSec in finalizing the Pacific digital strategy and establishing the ForumSec's communication and liaison

program; (vii) assist the RIS to prepare, in coordination with the project assistant, a TA inception report and a TA final report, focusing especially on comments and recommendations for further action in communication; and (viii) prepare a paper on a communication and digital strategy in the context of Pacific regionalism, in a format suitable for publication.

8. **Capacity Development Specialist** (international, 3.0 person-months). The capacity development specialist (CDS) will be an academic with a good reputation and at least 10 years professional experience in delivering academic programs and training courses to PIC individuals, preferably in academic institutions based in the Pacific region. The CDS will possess a working knowledge of Pacific regional institutions and a good knowledge of the Pacific region in general. The CDS will be selected following recommendations from the University of the South Pacific (USP), in agreement with the ForumSec.

9. The CDS will be a member of the Pacific Plan Office (PPO) established at ForumSec to deliver and implement the Pacific Plan, as described in paras. 11–12 of the TA paper. The CDS will be responsive to requests for advice, written material, and other assistance from the ForumSec Deputy Secretary General or the PPTF, conveyed through PPO. The CDS will carry out, but will not be limited to, the following tasks: (i) design one or more courses on Pacific regionalism to be included in USP's academic program, including a complete course structure, reading materials, and assessment procedures, lecturers' profile, possible postgraduate research topics and application forms for enrollment and postgraduate scholarship; (ii) assist the RIS, the CBARIS, and the PCS to incorporate Pacific perspectives and practical examples into papers presented at PPTF meetings and national and subregional consultations and seminars; (iii) lead the preparation and presentation of the three subregional seminars for Pacific island politicians and senior officials; (iv) prepare a report to identify and outline options for introducing project generated materials into teaching and research programs at the USP; (v) write a paper summarizing issues and options related to the opportunity to introduce academic courses on Pacific regional cooperation and integration in regional academic institutions, in a format suitable for publication; (vi) be responsible, with support from the project assistant, for overall coordination of the publication of Enhancing Pacific Regionalism by collecting and editing written materials prepared by the project consultants' team.

10. **Project Assistant** (domestic, 6.0 person-months). The project assistant will have at least 5 years professional experience as office administrator with sound working experience in the Pacific region and proven capacity in seminar coordination and management as well as in compilation and production of publications in various formats.

11. Reporting to the ForumSec Deputy Secretary General, the main task of the project assistant will be to provide logistics support and coordination for national consultations, subregional seminars, project reports, and other events as required. Tasks related to the organization of subregional seminars will include, but will not be limited to, arranging venues, invitations, travel, accommodation, compilation and distribution of materials and support to presenters. Tasks related to assistance in report preparation will include, but will not be limited to, compiling, editing, and coordinating publications in appropriate formats.