

ASIAN DEVELOPMENT BANK

TAR:OTH 37034

TECHNICAL ASSISTANCE

FOR

CAPACITY BUILDING FOR REGIONAL COOPERATION IN CENTRAL ASIA

December 2003

ABBREVIATIONS

ADB	–	Asian Development Bank
CAREC	–	Central Asia Regional Economic Cooperation
CARECU	–	Central Asia Regional Economic Cooperation Unit
EBRD	–	European Bank for Reconstruction and Development
IMF	–	International Monetary Fund
IsDB	–	Islamic Development Bank
NFP	–	national focal point
OIF	–	overall institutional framework
SCC	–	sector coordinating committee
TA	–	technical assistance
UNDP	–	United Nations Development Programme

NOTE

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

This report was prepared by C. J. Kim, Operations Coordination Division,
East and Central Asia Department.

I. INTRODUCTION

1. The partnership between the Asian Development Bank (ADB) and Azerbaijan, People's Republic of China, Mongolia, and countries in Central Asia (the Region) to promote regional cooperation has entered into a new phase with the establishment of a formal overall institutional framework (OIF) in 2002. The purpose of the OIF was to strengthen the overall planning, implementation, and coordination of regional economic cooperation initiative supported by ADB, as it was developing into a full-fledged program (the Central Asia Regional Economic Cooperation program—CAREC).¹ The first ministerial conference under the OIF was held in March 2002. The conference endorsed ADB's regional cooperation program, and requested ADB to marshal resources and expertise for regional cooperation activities. In May 2003, multilateral institutions—ADB, European Bank for Reconstruction and Development (EBRD), International Monetary Fund (IMF), Islamic Development Bank (IsDB), United Nations Development Programme (UNDP) and World Bank—agreed to work together to use the OIF as a platform for pursuing cooperation in the Region. A joint working group was established to prepare the second ministerial conference, which was held in November 2003. During the conference, the ministers stressed the need for the OIF to guide the CAREC program. They emphasized the importance of strengthening the OIF and building capacity for regional cooperation at the country level, thereby enhancing countries' ownership and rendering the OIF more effective and sustainable. In response to this request, ADB proposes a new regional technical assistance (TA) aimed at strengthening capacity for regional cooperation under the OIF. The TA framework is in Appendix 1.²

II. ISSUES

2. The Region's geographical isolation, relatively small internal markets, and need to use its natural resources in a sustainable manner render cooperation among the countries a necessity for sustained economic growth and alleviating poverty. To achieve cooperation at its full potential, the Region has daunting challenges. In particular, the Region needs to (i) strengthen understanding and mutual trust, (ii) raise awareness of the benefits of regional cooperation viz. the pursuit of self-sufficiency, (iii) better design and coordinate regional cooperation efforts and arrangements to account for growing divergence among the countries in terms of economic policies and performance, and (iv) strengthen relatively weak institutional and management capacities of national governments in terms of regional cooperation.

3. The OIF has been established to help address these challenges, which reflects both country ownership and a shared understanding among the participating countries to work together to achieve stability and prosperity in the Region. Toward these ends, the OIF provides (i) a forum that is strengthening mutual trust and contributing to increased awareness of the "win-win" outcomes of regional cooperation; and (ii) a mechanism for policy dialogue, better planning, and implementation of regional cooperation efforts and activities.³

¹ The program has seven participants: Azerbaijan, Kazakhstan, the Kyrgyz Republic, Mongolia, Tajikistan, Uzbekistan, and the Xinjiang Uygur Autonomous Region of the People's Republic of China (PRC).

² The TA first appeared in *ADB Business Opportunities* (Internet edition) on 5 July 2003.

³ The OIF consists of an annual ministerial conference that provides overall guidance and makes policy and directional decisions, and sector coordinating committees (SCCs) at the operational level that coordinate sectorwide issues and implementation. Working groups are set up at the project level, as needed, under the SCCs. The senior officials meeting is designed to coordinate cross-sectoral issues and prepare for the ministerial conference. A national focal point appointed in each country serves as a national coordinating mechanism to ensure effective coordination among concerned governments agencies and other interested parties in matters related to regional cooperation. ADB provides central secretariat support to the OIF.

4. Given the challenges regional cooperation is facing, the OIF has proven to be successful over the last 2 years since it was established. The ministerial conferences provided leadership and strategic guidance to the cooperation process, creating better understanding of regional priorities, and an appropriate agenda for cooperation. The sector coordinating committees (SCCs) have been effective in instigating key regional initiatives. The Customs Cooperation Committee, for example, has met seven times and developed a mutually agreed action program for harmonizing customs procedures and facilitating trade. Under the auspices of the energy SCC, the ADB-supported Regional Power Transmission Modernization Project was prepared to promote power trade in the Region. The transport SCC was instrumental in the preparation and implementation of regional projects, such as the Kyrgyz Transport Corridor Project and in developing economically viable transport corridors from Central Asia to the warm water ports in the south. In 2002, ADB alone approved \$115 million for regional cooperation projects. ADB, EBRD, IMF, IsDB, UNDP, and World Bank have together programmed a total of about \$1 billion for regional cooperation loans and about \$21 million in TA over the 2004–2006 period.

5. As the CAREC program develops into a full-fledged widely accepted and properly resourced regional initiative, demands for institutional support for addressing important regional issues through the OIF are also increasing.⁴ This involves in particular increasing requirements for the participating countries in terms of their overall capacity in planning, coordinating, and implementing regional initiative and projects. Lessons learned from ADB's earlier regional TAs focusing on increasing understating and raising awareness of benefits of regional cooperation clearly show that (i) regional cooperation requires a deeper and more sustained commitment than is typically called for in national development programs; (ii) preparation of inter-country projects and programs requires a multicountry perspective; (iii) regional cooperation involves a process of balancing interests among participating countries through consensus building and consensus maintenance; and (iv) thus, the regional cooperation effort always requires a high level of regular communication within and across participating countries.

6. Another lesson learned is that for regional cooperation initiatives to succeed they need to be properly resourced. In this regard, targeted capacity building programs that enhance the country's ability to respond effectively to opportunities for regional cooperation have to be provided. First, strengthening sector expertise in areas such as assessing the benefits and costs of regional cooperation projects would be instrumental in convincing key decision makers in pursuing regional programs more proactively. Second, regular high-level forums to discuss regional cooperation will be important in fostering dialogue and generating trust provided the forums are properly prepared.⁵ Third, a key constraint to regional cooperation has been a lack of capacity to identify and address policy issues and integrate these into the domestic development planning cycle and documents. This is manifested in the absence of a well-crafted government strategy on regional cooperation in some countries. A strategy laying out visions, objectives, priorities, steps and measures, and resource implications is necessary for realizing national development aspirations through regional cooperation. Fourth, given that the national focal points (NFPs) are vital in moving the regional cooperation agenda within the administrations, they need to be given targeted and individually tailored training; access to specific expertise to address issues as they emerge; and resources to convene meetings,

⁴ For example, during the second ministerial conference held in November 2003, the ministers endorsed the establishment of (i) a SCC on trade policy to promote trade in the Region, and (ii) a working group on energy and water resources under the existing energy SCC to address the issue of energy trading and careful water resources management. In addition, a multilateral institution coordinating group has been established to facilitate coordination in support of regional cooperation.

⁵ According to a minister and ex-ADB governor, providing opportunities for high-level contact among the countries is "very much needed and highly appreciated."

coordinate within the government, across governments, and with the private sector, academia and nongovernment organizations. Finally, efficient information and knowledge sharing among countries is vital for regional initiatives to succeed as is learning from experience in regional cooperation elsewhere. Improved information and knowledge flows provide a basis for more informed decision making at the political and technical levels, and it contributes to consensus and trust building.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

7. The purpose of the TA is to strengthen the capacity for regional cooperation under the OIF so that participating countries can assume greater roles and responsibilities in planning, implementing, and coordinating the CAREC program. The main outputs envisaged from the TA are (i) a capacity-building assessment plan; (ii) enhancement of understanding on regional cooperation at a higher level and policy-making capacity; (iii) set up and functioning of a regional cooperation support unit within each government; (iv) trained national officials involved in regional cooperation; and (v) enhanced information, experience, and knowledge exchange on regional cooperation.

B. Methodology and Key Activities

8. Capacity building is a long-term process and requires strong commitments over an equally long term. The TA is the first such focused support for this regional cooperation initiative. The TA covers seven countries with varied capacities for regional cooperation. This merits, in particular, (i) a flexible approach, which will necessitate adjustments and minor changes in the scope, activities, and arrangements during the 2.5 years of implementation; and (ii) a two-stage approach, which emphasizes governments' endorsement and other stakeholders' consultation at the first stage to ensure country ownership and effective implementation at the second stage.

9. **Assessing Capacity and Developing a Plan.** The TA will develop a comprehensive capacity-building assessment plan to strengthen the OIF. Focusing on institutional strengthening and needs assessment, the plan will consist of (i) identification and analysis of constraints and weaknesses in the government structures for regional cooperation; (ii) detailed needs assessment for capacity-building interventions to address constraints and weaknesses; and (iii) recommendations of time-bound steps needed to develop clear mandates, detailed terms of reference, adequate staffing, work procedures, and an operating budget. In addition, for training needs, the plan will specify (i) intended participants or beneficiaries, the criteria and process for their selection with consideration to their continuing involvement in the CAREC program and regional cooperation; (ii) coordination with other relevant training programs that are supported by bilateral and multilateral organizations; (iii) topics and content of training programs; and (iv) identification of resource persons, trainers and/or training institutions in and out of the region to conduct the training programs.

10. **Sustaining High-Level Commitment.** The TA will support a high-level forum on regional cooperation. The forum will provide an opportunity for decision-makers to exchange views and discuss regional cooperation in general and important policy issues in particular. Specific policy issues and/or topics as themes of the forum will be agreed upon by the governments. This will contribute to promoting understanding and trust, and strengthening political will. In addition, the TA will assist the governments on a pilot basis to strengthen policy-

making capacity by improving and developing their strategies on regional cooperation and related policy issues. For this purpose, the TA will provide, as needed, consulting and advisory services.

11. **Institutionalizing Regional Cooperation.** To strengthen the NFPs as an institution, a regional cooperation support unit will be established under the NFP in each country. For this purpose, the TA will provide advisory services and equipment, if necessary, for the initial operations of the unit. The advisory services may involve placing a local regional cooperation specialist in the unit in each country. The specialist will help implement the plan and develop information channeling within and across the countries, and provide support for preparing reports and organizing meetings. Over the long term, the regional cooperation support unit is expected to evolve as a national CAREC secretariat within the government structure to ensure effective participation in the regional cooperation initiative and its long-term sustainability.

12. **Building Capacity.** The TA will provide targeted training for officials involved in regional cooperation, including line ministries and other relevant government agencies (especially NFPs and SCCs). Based on the needs assessment, the TA will develop more structured topic-oriented training modules and programs. Training areas will include, but not limited to, (i) planning, implementation, and monitoring of regional program and projects; (ii) impact evaluation of subregional projects; and (iii) case studies of successful regional cooperation initiatives and projects. At least two training courses (with about 10 people per country) will be provided in regional training institutes or universities to be identified, in cooperation with other development partners. To improve the effectiveness of the training, the participants may be tasked to formulate a few regional projects for consideration by ADB and governments. Depending on recommendations in the plan, other sector-specific training will be provided, as necessary.

13. **Sharing and Creating Knowledge.** The TA will support activities aimed to facilitate exchange of information, experience, and knowledge on regional cooperation. These activities include (i) semi-annual NFP meetings; (ii) regular meetings of SCCs; (iii) in-country roundtable meetings to be attended by government officials, nongovernment organizations, the business community, and academia to raise awareness of and exchange views on regional cooperation; and (iv) creation and maintenance of a regional web site as a focal point for information exchange.⁶

C. Cost and Financing

14. The TA is estimated to cost \$1 million equivalent. ADB will finance \$950,000 equivalent on a grant basis by ADB's TA funding program. The participating governments will provide remaining \$50,000 equivalent, equal to the imputed value of staff time and use of government facilities conducting activities under the TA. The TA will mainly support the provision of consulting services and expertise, training at the regional level, and in-country roundtable meetings. The detailed cost estimates and financing plan are provided in Appendix 2.

D. Implementation Arrangements

15. The TA will be implemented during 30 months, from February 2004 to July 2006, and in a phased manner. For the first stage, from February 2004 to August 2004, the TA will be devoted to developing a capacity-building assessment plan, which will be reported to and

⁶ Given the evolving nature of capacity building interventions in regional cooperation, the activities under this component need to be flexible to accommodate the requirements that emerge.

guided by the senior officials meeting and the ministerial conference under the OIF to ensure country ownership. Subject to the endorsement and commitments from the participating governments, the TA will move to the next stage (September 2004–July 2006).

16. The TA will cover seven participating countries of the CAREC program.⁷ The Central Asia Regional Economic Cooperation Unit (CARECU), East and Central Asia Department of ADB, will be the Executing Agency for the TA under the general supervision of the director of the Operations Coordinating Division, East and Central Asia Department. The office of the NFP in each country will serve as the counterpart agency for coordinating TA implementation.

17. The services of individual international consultants (5 person-months) and individual domestic consultants (89 person-months) will be engaged. The consultants will provide advisory and technical services as specified in their terms of reference. Outline terms of reference of consultants are presented in Appendix 3. International and domestic consultants will be selected in accordance with the *ADB Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the recruitment of domestic consultants. Given the importance of fulfilling the TA objective, local regional cooperation specialists will be engaged on a quarterly basis in close collaboration with the governments, ADB resident missions and CARECU with the help of the international consultants. Their evaluation of the specialists' performance will be the basis of further engagement. Office equipment for this TA will be procured by the consultants in accordance with *ADB's Guidelines for Procurement* and will be transferred to counterpart agencies upon completion of the TA.

IV. THE PRESIDENT'S DECISION

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$950,000 on a grant basis for Capacity Building for Regional Cooperation in Central Asia, and hereby reports this action to the Board.

⁷ Azerbaijan, PRC, Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, and Uzbekistan.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions And Risks
<p>Goal Improved economic growth and rising incomes through enhanced regional cooperation</p>	<ul style="list-style-type: none"> • Rising per capita incomes • Increased regional cooperation activities 	<ul style="list-style-type: none"> • Per capita income data • Poverty index 	
<p>Purpose Strengthen capacity for regional cooperation under the overall institutional framework</p>	<ul style="list-style-type: none"> • Capacity-building assessment plan, including institutional strengthening and training needs assessment developed (first half of 2004) • High-level forum convened (starting in 2005) • Regional cooperation support unit established (early 2005) • Training conducted (starting early 2005) • NFP and SCC meetings convened (starting second half of 2004) • Other knowledge management activities (web site, in-country roundtables, etc.) conducted (starting second half of 2004) 	<ul style="list-style-type: none"> • Consultant reports • Reports on high-level forum • Report on regional cooperation support unit • Reports on national focal point (NFP) and sector coordinating committee (SCC) meetings • Feedback on training • Evaluation reports on knowledge management activities 	<ul style="list-style-type: none"> • Political commitment and support to regional cooperation • Major negative external shock to economy • Major setback in reform and restructuring
<p>Outputs/Outcomes</p> <p>1. Capacity-building assessment plan</p> <p>2. At the policy level a. Enhancement of mutual understanding on regional cooperation at higher level</p>	<ul style="list-style-type: none"> • Report on capacity-building assessment plan • Countries' endorsement and commitment on implement the plan • High-level forum held (starting in 2005) • Participation of high-level officials 	<ul style="list-style-type: none"> • Consultant's report • Asian Development Bank (ADB) progress/mission reports • Governments' feedback • Reports on the forum • Feedback from participants 	<ul style="list-style-type: none"> • Willingness and preparedness of countries for capacity building for regional cooperation • Frequent reshuffling of high-level government officials in charge of regional cooperation

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions And Risks
<p>b. Enhancement of policy-making capacity</p> <p>3. At the operational level a. Regional cooperation support unit</p> <p>b. Trained national officials involved in regional cooperation</p> <p>c. Enhanced information, experience and knowledge exchange</p>	<ul style="list-style-type: none"> • Improvement/preparation of government strategy on regional cooperation and related policy issues (piloting in People's Republic of China and Kyrgyz Republic) (starting at the end of 2004) • Set up regional cooperation support unit attached to the governments (early in 2005) • Well functioning regional cooperation support units • Local regional cooperation specialists operational (second half of 2004) • Development of specific training modules/programs (end of 2004) • Conduct of two training courses on (i) regional project identification, (ii) regional project implementation, and (iii) case studies on other regional initiatives (starting in early 2005) • About 10 officials per country to be trained • Other trainings recommended by the assessment • Semi-annual meetings of NFPs (starting second half of 2004) 	<ul style="list-style-type: none"> • Consultant's reports • ADB progress and mission reports • Governments' strategies on regional cooperation • Units' regular reports • ADB progress and mission reports • Regular reports by regional cooperation specialists to ADB • Governments' feedback to ADB • Reports on training modules/programs • Feedback on the effectiveness of training • Reports on NFP/SCC meetings • ADB mission reports 	<ul style="list-style-type: none"> • Governments' willingness to enhance higher-level capacity and to cooperate • Governments' commitment to establishing the unit • Uneven institutional mandates, capacities, and resources dedicated to regional cooperation • Varying needs for training among the countries • High rate of turn over of officials • Continued governments' support to meetings, roundtable, study tour, and regional web site

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions And Risks
	<ul style="list-style-type: none"> • Regular meetings of SCCs (at least one per year) • In-country roundtable meetings with 20 participants: officials, nongovernment organizations, business community and academia (starting in the second half of 2004) • Creation and maintenance of regional web site (mid-2005). 	<ul style="list-style-type: none"> • Feedback from participants in the roundtable meetings • Information posted on the web site and web site statistics (users, access) 	
<p>Activities</p> <ul style="list-style-type: none"> • Conducting and supporting studies • Provision of services and training • Conferences/meetings • Other knowledge management activities 	<ul style="list-style-type: none"> • Capacity-building assessment plan • Governments' strategies on regional cooperation • Placing a regional cooperation specialist in each country • Equipment: hardware, software, and peripherals • At least two training courses • High-level forum • Semi-annual NFP meetings • Regular SCCs meetings • In-country roundtable meetings • Web site 	<ul style="list-style-type: none"> • Consultants' report • ADB progress/mission reports • Training session reports • Forum/roundtable reports 	<ul style="list-style-type: none"> • Timely preparation of reports by consultants • Proper preparation of training, forums, and workshops • Active participation of governments
<p>Inputs</p> <ul style="list-style-type: none"> • Consulting Services: 5 person-months of international and 89 person-months of domestic • Resource persons and experts • ADB staff time 	<p>ADB will finance \$ 950,000 equivalent, and the Governments will finance \$50,000 equivalent</p>		<ul style="list-style-type: none"> • Recruitment of qualified consultants • ADB's adequate supervision

COST ESTIMATES AND FINANCING PLAN

Item	Cost
A. Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants (5 person-months)	106,000
ii. Domestic Consultants (89 person-months)	190,000
b. International and Local Travel	12,000
c. Reports and Communications	10,000
2. Equipment ^b	70,000
3. Expertise/Resource Persons	70,000
4. High-Level Forum/Meetings	125,000
5. Training	
a. Facilitators	26,000
b. Participants (10 per country, 5 days)	151,000
6. In-Country Roundtable Meetings (one per country)	
a. Facilitators	60,000
b. Participants (20 per country)	10,000
7. Regional Web Site Development and Maintenance	10,000
8. Miscellaneous Administration and Support Costs	10,000
9. Contingencies	100,000
Subtotal (A)	950,000
B. Governments Financing	
1. Office Accommodation and Transport	20,000
2. Remuneration and Per Diem of Counterpart Staff	20,000
3. Communications and Others	10,000
Subtotal (B)	50,000
Total	1,000,000

^a Financed by ADB's technical assistance funding program.

^b Each country has been allocated a budget of \$10,000 to purchase two desktop computers, one printer, one facsimile machine, a Liquefied Crystal Display projector, and one-year subscription to the Internet.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A team of international and domestic consultants, under the supervision of the director of the Operations Coordination Division, East and Central Asia Department, will be engaged to provide advisory and technical services for the regional technical assistance (TA). The purpose of these advisory services is to strengthen regional cooperation through building effective institutional capacity. The TA will require 5 person-months of international, and 89 person-months of domestic consulting services.

2. Given that the TA will support a range of activities to strengthen the overall institutional framework (OIF), some of which are being planned, terms of references for specific tasks may be revised and supplemented at a later stage.

A. Team Leader and Capacity Building Specialist (international consultant, 3 person-months)

3. The role of the team leader is to oversee the TA implementation and develop a comprehensive and strategic capacity-building assessment plan for national institutions and officials involved in regional cooperation activities. The capacity-building assessment plan should include the institutional strengthening of national institutions that support the OIF and training needs assessment for national officials concerned.

4. The team leader will work closely with the Central Asia Regional Economic Cooperation Unit (CARECU), the national focal points (NFPs) and sector coordinators of the participating governments under the OIF. The specific responsibilities of the specialist will include the following:

- (i) Provide overall guidance and direction for TA implementation, and help coordinate, integrate, and monitor the various activities under the TA.
- (ii) Collect information, data, and perspectives concerning the current state of functioning of the national institutions in each country that support the OIF.
- (iii) Conduct a diagnostic analysis, focusing on strengths, weaknesses, and principal reasons for insufficient functioning, such as lack of staff, financial resources, and clear mandate, taking into account government structures.
- (iv) Develop a detailed institutional strengthening plan to recommend appropriate corrective measures in a time-bound manner, with the long-term goal of establishing a national secretariat dedicated exclusively to regional cooperation. The plan should recommend relevant measures especially in the areas of policy coordination, organization structures (staff, budget, mandate, etc.), technology and equipment procurement, and enhancement of information and communication.
- (v) Supervise and guide the work of the training specialist for the training needs assessment.
- (vi) Prepare a comprehensive capacity-building assessment plan, including the training needs assessment, which will be presented to the regional meeting (the senior officials meeting and/or ministerial conference), for consultation and endorsement.
- (vii) Develop a monitoring and evaluation framework with intermediate performance benchmarks to assess the implementation of the capacity building plan.
- (viii) Conduct work on reporting and consultation with the governments, as required.

- (ix) Formulate the terms of reference for the local regional cooperation specialists who will be engaged under the regional cooperation support unit to assist the governments in their operations for the initial period.
- (x) Help design a high-level forum, NFP meetings, and in-country roundtable meetings.

B. Training Specialist (international consultant, 2 person-months)

5. The training specialist will be responsible, in close cooperation with the capacity-building specialist, for developing the training needs assessment, which is an integral part of the capacity-building assessment plan. The specific responsibilities of the specialist will include the following:

- (i) Collect information, data, and perspectives on and assess the current state of human resources skills involved in regional cooperation activities in each country.
- (ii) Analyze the training needs of national officials concerned in terms of skill mix required.
- (iii) Identify target participants and beneficiaries, and formulate criteria and process for selecting participants for the training program, with giving consideration to their continuing involvement in the Central Asia Regional Economic Cooperation program and regional cooperation.
- (iv) Identify incentives and other organizational factors that will likely affect motivation and performance of trainees.
- (v) Identify, and coordinate with, other relevant training programs that are supported by bilateral and multilateral organizations.
- (vi) Develop topics and contents of training programs for effective regional cooperation, such as project identification, cost/benefit evaluation, negotiation, and implementation, and case studies on successful regional initiatives and projects.
- (vii) Identify training institutions in and out of the region that could conduct training courses, and identify resource persons and trainers.
- (viii) Prepare a report on training needs assessment, which will be an integral part of the capacity-building assessment plan.
- (ix) Develop specific training modules/programs to be used in training courses, in collaboration with resource persons/trainers.
- (x) Prescribe the process to be followed in monitoring and evaluation, including the responsibilities of concerned government agencies, the consulting team, and ADB.

C. Web Site Development Specialist (domestic consultant, 5 person-months)

6. The specific responsibilities of the specialist will include the following:

- (i) Assess country situations with respect to web site development for the Central Asia Regional Economic Cooperation program.
- (ii) Define specifications for equipment hardware and software as appropriate for ensuring networking access and compatibility.
- (iii) Help select and purchase equipment.
- (iv) Develop the common portal and individual country page of the web site in collaboration with NFPs and local regional cooperation specialists.

- (v) Develop a strategy for uploading and disseminating of information on regional cooperation initiatives.
- (vi) Establish procedures and mechanisms for accessing and managing data bases, updating information, and other technical matters pertaining to web site development and maintenance.
- (vii) Submit progress and final reports on the development of the web site.

D. Regional Cooperation Specialists (seven domestic consultants, 12 person-months for each country)

7. The local regional cooperation specialists will be placed in the regional cooperation support unit (or similar unit) in each of the seven countries to help carry out regional cooperation activities. The detailed terms of reference will be drafted by the capacity-building specialist. Their responsibilities will include the following:

- (i) Help implement a comprehensive capacity-building assessment plan.
- (ii) Help develop channels of communication necessary for the routine functioning of the national coordinators and to this end, regularly contact sector coordinators to ensure timely channeling of information on regional cooperation.
- (iii) Help develop regional web site and maintain country web pages by updating information.
- (iv) Help prepare regional conferences and meetings, and supporting materials such as position papers, speeches, etc.
- (v) Prepare a quarterly report summarizing developments of regional activities within each country for wide circulation.
- (vi) Provide support, as required, for the effective implementation of ongoing TAs in priority areas.
- (vii) Toward the end of the TA, provide an evaluation report.

E. Trainers (international and local consultants)

8. The trainers will be responsible primarily for (i) helping to develop training modules to be used in the training courses; (ii) conducting training; and (iii) being resource persons at country roundtable meetings.