

The logo for the Asian Development Bank (ADB), consisting of the letters 'ADB' in a white, serif font inside a solid black square.

ADB

Regional Operations Business Plan

October 2013

Pacific
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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
ICT	–	information and communication technology
ROBP	–	regional operations business plan

NOTE

In this report, “\$” refers to US dollars unless otherwise stated.

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I. CONSISTENCY OF THE BUSINESS PLAN WITH THE PACIFIC APPROACH

1. The Pacific Approach 2010–2014 guides Asian Development Bank (ADB) in providing its support in the Pacific at regional level.¹ In turn, the Pacific Approach takes its direction from ADB's Strategy 2020² and the Pacific region's own Pacific Plan.³ The Pacific Approach therefore presents an agenda aimed at fostering connectivity, consensus, and a greater sense of Pacific community through (i) inclusive and environmentally sustainable growth, (ii) good governance, and (iii) regional cooperation and integration.⁴
2. The ongoing midterm review of the Pacific Approach has identified the following needs:
 - (i) Continue the present focus on greater connectivity within and across the developing member countries (DMCs). Connectivity stands out as the driver of growth across the region. Connectivity encompasses physical connections (transport and communications), as well as economic connections through trade in goods and services (including tourism) and via labor and capital flows.
 - (ii) Ensure that planning and provision of integrated regional infrastructure for improved connectivity is anchored in strategic, cross-country transport and communication networks that benefit the region as a whole and not just individual countries.
 - (iii) Leverage the benefits from connectivity through capacity development, especially human resource development and public financial management, to create a policy and business environment that encourages innovation.
 - (iv) Build on success by considering successful projects, reforms, and capacity building in one location for replication elsewhere or for scaling up in the places of their origin. The same holds for successful modalities. This is not to advocate a cookie-cutter approach in the Pacific, but rather to promote judicious use of resources and the integration of existing knowledge and experience into future activities.
3. Most of ADB's Pacific DMCs exhibit the characteristics of fragile situations. Following ADB Management's approval of the Operational Plan for Enhancing ADB's Effectiveness in Fragile and Conflict-Affected Situations (April 2013) and a successful Australian Agency for International Development (AusAID) cofinanced high-level forum on Building Resilience to Fragility in Asia and the Pacific (June 2013), the Pacific Department will focus on training staff to support the plan's implementation, as well as to mapping key fragilities in the countries in fragile and conflict-affected situations to inform future operations. ADB has a field presence in all but two of the 14 Pacific DMCs, and this is integral to effective operations. A planned review of the nine development coordination offices will offer recommendations to further strengthen these.
4. Development priorities defined in the regional operations business plan (ROBP) build on existing engagement in the region and reinforce country level operations. Regional operations also offer an administratively efficient means by which to deliver similar support across Pacific DMCs. Close coordination with other development partners in the Pacific remains a priority, and this is occurring on several levels. An updated regional business plan results framework is in Appendix 1.

¹ ADB. 2009. *ADB's Pacific Approach 2010–2014*. Manila (see list of linked documents in Appendix 2).

² ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila (see list of linked documents in Appendix 2).

³ Pacific Islands Forum Secretariat. 2005. *The Pacific Plan*. Suva, Fiji. (see list of linked documents in Appendix 2). The Pacific Plan is undergoing an independent review, the report from which will be considered at the Pacific Islands Forum Leaders meeting in Majuro, Republic of the Marshall Islands in September 2013. The outcome of this review will guide development of the successor document to the Pacific Approach.

⁴ The Pacific Approach has as its operational priorities transport, information and communication technology (ICT), energy, urban development, water and sanitation, and education. Six drivers of change are identified: improved private sector environment, public sector management, capacity development, climate change adaptation and mitigation, development partnerships, and gender mainstreaming.

II. INDICATIVE RESOURCE PARAMETERS

5. **Lending program.** Regional lending has been limited in the Pacific by geographic isolation of the Pacific DMCs. Improved information and communication technology (ICT) is changing this situation, and the ROBP supports improved regional connectivity through submarine fiber-optic cable investments. Implementation of the 2012 Higher Education in the Pacific Investment Program with the University of the South Pacific continues through the multitranche financing facility, with subsequent tranches programmed for 2014 and 2015. Regional set-aside resources of Asian Development Fund are being used to support these investments and are critical to those investments' success. Lending from ADB's Asian Development Fund and ordinary capital resources for regional projects is expected to average \$19.0 million annually over 2014–2016, and there is considerable potential for this to increase as several of the country operations business plans contain projects with significant regional benefits.⁵

6. **Nonlending program.** Technical assistance is the predominant form of ADB support for the region. This is expected to average \$11.0 million annually, with almost two-thirds of this from cofinancing. The nonlending program emphasizes building linkages to outside the region and strengthening networks within the region. Support is also being provided to enhance governments' undertaking of core services, including through such regional bodies as the Pacific Regional Audit Initiative, Pacific Financial Technical Assistance Centre, and Secretariat of the Pacific Community (statistics). National priorities in renewable energy, education and skills development, and climate change are further supported at the regional level. Areas of ongoing regional assistance, such as the Private Sector Development Initiative and the Pacific Economic Management Technical Assistance, will continue striving to build on past success.

7. ADB's implementation of its Trade Finance Program in the Pacific region will occur in 2014 having been delayed from 2013. The Trade Finance Program fills private sector market gaps for trade finance by providing guarantees and loans through banks to support trade, thereby promoting economic growth and job creation.

8. ADB is a leading provider of knowledge-driven development solutions in the Pacific. Ongoing research programs in private sector development, economic linkages, and climate change will ensure that quality support continues to be provided to the Pacific. This research further supports the partnerships critical to ADB's operations in the Pacific.

III. SUMMARY OF CHANGES IN LENDING AND NONLENDING PROGRAMS

9. The assistance pipeline for 2014–2016 is detailed in Appendix 3 and that for 2013 in Appendix 4. The lending program presented in the ROBP 2013–2015 has been adjusted to reflect delays in tranches 2 and 3 of the Higher Education in the Pacific Investment Program.⁶ Internal resources available for the nonlending program are limited, and therefore the pipeline in the ROBP 2013–2015 has been streamlined. Standalone support for gender analysis has been dropped, given the emphasis on mainstreaming gender concerns, as has regional support for solid waste management and the Pacific Aviation Safety Office. Support for the education sector has been phased, reflecting available skills within the Pacific Department, while the ICT pipeline has been consolidated at the regional level to support ease of administration. Although support for public sector management remains a regional priority, it has been delayed until 2015 while financing options are assessed.

⁵ The submarine fiber-optic cable project included in the Samoa country operations business plan will also have regional integration benefits but is not duplicated in this pipeline. Similarly, as appropriate, regional Asian Development Fund financing will be sought for national ports (as has been done successfully for the proposed Pohnpei Port Project) and airport projects as set out in country operations business plans.

⁶ ADB. 2012. *Proposed Multitranche Financing Facility: Higher Education in the Pacific Investment Program*. Manila.

UPDATED REGIONAL BUSINESS PLAN RESULTS FRAMEWORK, 2014–2016

(Board endorsement of the Pacific Approach: 2009; Regional Operations Business Plan: September 2013)

Pacific Plan Development Goals				Changes from Last ROBP
In accordance with the leaders' vision and other decisions relating to its implementation, the Pacific Plan has the goal of enhancing and stimulating economic growth, sustainable development, good governance, and security for the Pacific countries through regionalism. To meet this goal, the strategic objectives of the Pacific Plan are (i) economic growth, (ii) sustainable development, (iii) good governance, and (iv) improved political and social conditions for stability and safety.				
Sectors Selected by ADB				
Regional Objectives	Sector Outcomes that ADB Contributes to and Indicators	ADB Areas of Intervention	ADB Indicative Resource Allocation in the Next Pipeline and Thematic Priorities	Changes from Last ROBP
1. Transport and ICT (Strategy 2020 Core Area 1: Infrastructure)				
Improved efficiency and effectiveness of infrastructure development and associated service delivery	<p>Investment and knowledge support for better transport and ICT development and service delivery made widely available to Pacific DMC stakeholders (indicator: PRIF/PIAC, and PASO provide high-quality technical and policy advice)</p> <p>Improved domestic and international access for rural produce and commodities and low-cost reliable communications (indicator: additional transport and communication system connections in the Pacific, as measured by roads built or upgraded, wharves built or upgraded, decrease in communication service cost, and beneficiaries from projects)</p>	<p>PRIF</p> <p>Micronesia Fiber Optic Cable Project</p> <p>ICT for Better Social Services</p> <p>Trade and Transport Facilitation in the Pacific</p> <p>Strengthening Regulatory Capacity for ICT Development in the Pacific</p> <p>ICT Investment Planning and Capacity Development</p>	<p>\$52.4 million, 36.9% of total ROBP projected financing, of which</p> <p>ENV: 20%</p> <p>RCI: 100%</p> <p>GEN+EGM: 0%</p> <p>PSD: 50%</p> <p>\$9.1 million approved by end of 2013, 6.4% of total ROBP projected financing, of which</p> <p>ENV: 100%</p> <p>RCI: 100%</p> <p>GEN+EGM: 0%</p> <p>PSD: 50%</p>	ICT for Better Social Services (for 2013 approval) has become focused solely on Solomon Islands and is reflected in the COBP.
2. Public Sector Management (Strategy 2020 Drivers of Change 2: Good Governance and Capacity Development)				
<p>Improved transparency and accountability in managing and using public resources</p> <p>Strengthened capacity to manage for inclusive economic growth,</p>	<p>Public accounts of participating countries audited in a timely manner to maintain uniformly high standards, with enhanced audit impact and improved audit capability</p> <p>Improved economic policies adopted as recorded in annual CPA ratings</p> <p>Increased incidence of public–</p>	<p>Pacific Regional Audit Initiative, PEM, PFTAC</p> <p>Public Sector Management</p> <p>Strengthening Public Financial Management</p> <p>Building Capacity for Statistics</p> <p>Enhancing Engagement with</p>	<p>\$26.2 million, 18.5% of total ROBP projected financing, of which</p> <p>ENV: 0%</p> <p>RCI: 100%</p> <p>GEN+EGM: 0%</p> <p>PSD: 10%</p> <p>\$3.6 million approved by end of 2013, 2.4% of total ROBP projected financing, of which</p> <p>ENV: 0%</p>	<p>Public Sector Management Technical Assistance delayed until 2015</p> <p>Results-Based Project Management dropped</p>

Regional Objectives	Sector Outcomes that ADB Contributes to and Indicators	ADB Areas of Intervention	ADB Indicative Resource Allocation in the Next Pipeline and Thematic Priorities	Changes from Last ROBP
improve public sector economic and fiscal management and regulation, and formulate and analyze policy	community partnerships in delivery of public services	Pacific DMCs	RCI: 100% GEN+EGM: 0% PSD: 10%	
3. Gender Equity (Strategy 2020 Drivers of Change 2: Gender Equity)				
Improved gender equality and women's empowerment	Improved enabling environment for gender mainstreaming as recorded in annual CPAs Improved technical capacity for gender analysis and policy development		No new financing proposed; administration of ongoing portfolio continues	No new standalone operations planned
4. Energy (Strategy 2020 Core Area 1: Infrastructure)				
Increased efficiency of energy use, increased access to renewable energy, and improvements in demand-side energy management practices	Improved energy security (proportion of energy imported), increased deployment of renewable energy, greater affordability of energy services (power tariffs, \$/kWh), and reduced greenhouse gas emissions from the power sector (tCO ₂ /MWh)	PRIF Increasing Access to Renewable Energy	\$7.0 million, 4.9% of total ROBP projected financing, of which ENV: 50% RCI: 50% GEN+EGM: 0% PSD: 10% \$6.0 million, approved by end of 2013, 4.0% of total ROBP projected financing, of which ENV: 50% RCI: 50% GEN+EGM: 0% PSD: 10%	
5. Environmental Sustainability (Strategy 2020 Core Area 2: Environment)				
Reduced vulnerability of Pacific DMCs to risks and impact of global climate change	Continued economic growth in the face of global climate change Increased resilience in the face of natural disasters	Strengthening the Capacity of Pacific Developing Member Countries to Respond to Climate Change Nationally Appropriate Mitigation Action Readiness Project	\$5.6 million, 0.4% of total ROBP projected financing, of which ENV: 100% RCI: 50% GEN+EGM: 0% PSD: 0% \$3.7 million, approved by end of 2013, 2.6% of total ROBP projected financing, of which	Adaptation to Climate Change in the Coral Triangle in the Pacific dropped Solid Waste Management dropped

Regional Objectives	Sector Outcomes that ADB Contributes to and Indicators	ADB Areas of Intervention	ADB Indicative Resource Allocation in the Next Pipeline and Thematic Priorities	Changes from Last ROBP
			ENV: 100% RCI: 50% GEN+EGM: 0% PSD: 0%	
6. Private Sector Development (Strategy 2020 Drivers of Change 2: Private Sector Development and Private Sector Operations)				
Increased private sector participation in, and contribution to, development	Measurable improvement in the business environment as demonstrated by selected indicators corresponding to PSDI activities in Pacific DMCs	PSDI (Phase 3) Trade and Transport Facilitation in the Pacific	\$30.5 million, 21.4% of total ROBP projected financing, of which ENV: 0% RCI: 20% GEN+EGM: 30% PSD: 100% \$30.5 million, approved by end of 2013, 21.4% of total ROBP projected financing, of which ENV: 0% RCI: 20% GEN+EGM: 30% PSD: 100%	
7. Education (Strategy 2020 Core Area 5: Education)				
Improved access to, and quality of, education	Improved education, infrastructure, learning materials, and school management	Higher Education Skills Strategy and Labor Market Analysis National Education Strategy and Planning (formerly Quality Primary Education)	\$19.3 million, 13.6% of total ROBP projected financing, of which ENV: 0% RCI: 100% GEN+EGM: 0% PSD: 0% \$0.8 million, approved by end of 2013, 0.1% of total ROBP projected financing, of which ENV: 0% RCI: 100% GEN+EGM: 0% PSD: 0%	Higher education project with the University of the South Pacific second tranche delayed until 2014

ADB = Asian Development Bank, COBP = country operations business plan, CPA = country performance assessment, DMC = developing member country, EGM = effective gender mainstreaming, ENV = environment, GEN = gender, ICT = information and communication technology, kWh = kilowatt-hour, MWh = megawatt-hour, PASO = Pacific Aviation Safety Office, PEM = Pacific Economic Management, PFTAC = Pacific Financial Technical Assistance Centre, PIAC = Pacific Infrastructure Advisory Center, PRIF = Pacific Region Infrastructure Facility, PSD = private sector development, PSDI = Private Sector Development Initiative, RCI = regional cooperation and integration, ROBP = regional operations business plan, tCO₂ = total carbon dioxide.

Source: ADB.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/ROBP/?id=Pacific-2014>

1. ADB's Pacific Approach 2010–2014
2. Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020
3. The Pacific Plan, Pacific Islands Forum Secretariat

INDICATIVE ASSISTANCE PIPELINE

Table A3.1: Lending Products, 2014–2016

Project/Program Name	Sector	Targeting Classification	Primary Theme	Division	Year of PPTA	Cost (\$ million)						
						Total	ADB				Gov't	Co-finance
							OCR	ADF		Total		
								Loans	Grants			
2014 Firm												
Higher Education in the Pacific Investment Program (MFF, Tranche 2)	EDU	GI	SOD	PAUS	2013	13.55	0.00	13.55	0.00	13.55	0.00	0.00
Micronesia Fiber Optic Cable Project (FSM and PAL)	TCT	TI-M	SOD	PAUS	2013	39.00	12.00	2.00	0.00	14.00	0.00	25.00
Total						52.55	12.00	15.55	0.00	27.55	0.00	25.00
2015 Firm												
Higher Education in the Pacific Investment Program (MFF, Tranche 3)	EDU	GI	SOD	PAUS	2013	2.85	0.00	2.85	0.00	2.85	0.00	0.00
Total						2.85	0.00	2.85	0.00	2.85	0.00	0.00
2016 Firm												
None						0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total						0.00	0.00	0.00	0.00	0.00	0.00	0.00

ADB = Asian Development Bank; ADF = Asian Development Fund; EDU = education; FSM = Federated States of Micronesia; GI = general intervention; Gov't = government; MFF = multitranches financing facility; OCR = ordinary capital resources; PAL = Palau; PAUS = Urban, Social Development and Public Management Division; PPTA = project preparatory technical assistance; SOD = social development; TCT = transport and information and communication technology; TI-M = targeted intervention–Millennium Development Goals.

Source: ADB.

Table A3.2: Nonlending Products and Services, 2014–2016

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
2014								
National Education Sector Support and Development (additional financing)	EDU	PAUS	CDTA			TBD	700	700
Skills Strategy and Labor Market Analysis	EDU	PAUS	RDTA	TASF	700			700
Nationally Appropriate Mitigation Action Readiness Project	MUL	PATE	CDTA	TASF	200	TBD	750	950
Strengthening Country Financial, Procurement and Safeguard Systems	MUL	PAOD	CDTA	TASF	500			500
Business Development Services	FIN	PLCO	PATA	TASF	1,500			1,500
Pacific Economic Management, Phase 2	PSM	PAOD	CDTA	TASF	1,000	TBD	1,000	2,000
Pacific Financial Technical Assistance Centre 2015–2016	PSM	SPSO	CDTA	TASF	670			670
Total					4,570		2,450	7,020
2015								
Increasing Access to Renewable Energy	ENE	PATE	PATA	TASF	1,000			1,000
Strengthening the Capacity of Pacific DMCs to Respond to Climate Change, Phase 2	MUL	PATE	CDTA	TASF	1,000	TBD	1,000	2,000
Enhancing Engagement in Pacific DMCs, Phase 3	PSM	PAOD	CDTA	TASF	500	TBD	2,000	2,500
Evolving Linkages of the Pacific Economies, Phase 2	MUL	PAOD	RDTA	TASF	500	TBD	1,000	1,500
Building Capacity for Statistics in the Pacific, Phase 2	PSM	PAUS	CDTA	Trust Fund	1,000			1,000
Public Sector Management, Phase 1	PSM	PAUS	CDTA	TASF	500	TBD	8,000	8,500
ICT for Better Social Services in the Pacific	TCT	PAUS	CDTA	TASF	500	TBD	1,500	2,000
Strengthening Regulatory Capacity for ICT Development in the Pacific, Phase 2	TCT	PAUS	CDTA	Trust Fund	800			800
Total					5,800		13,500	19,300
2016								
Pacific Economic and Social Analysis	PSM	PAOD	RDTA	TASF	200	TBD	1,000	1,200
Pacific Economic Management, Phase 2	PSM	PAOD	PATA	TASF	1,000	TBD	2,000	3,000
Pacific Financial Technical Assistance Centre 2017–2021	PSM	SPSO	CDTA	TASF	1,670			1,670
Enhancing ADB's Engagement in Fragile and Conflict-Affected Situations ^a	PSM	PAUS	CDTA	TASF	800			800
Maritime Infrastructure and Services in the Pacific	TCT	PATE	PATA	Trust Fund	1,500			1,500
Total					5,170		3,000	8,170

ADB = Asian Development Bank; CDTA = capacity development technical assistance; DMC = developing member country; EDU = education; ENE = energy; FIN = finance; ICT = information and communication technology; MUL = multisector; PAOD = Office of the Director General, Pacific Department; PATA = policy and advisory technical assistance; PATE = Transport, Energy, and Natural Resources Division; PAUS = Urban, Social Development and Public Management Division; PLCO = Pacific Liaison and Coordination Office; PSM = public sector management; RDTA = research and development technical assistance; SPSO = Pacific Subregional Office; TASF = Technical Assistance Special Fund; TBD = to be determined; TCT = transport and information and communication technology.

^a This technical assistance is financed through a special allocation from SPD and reflects support to all of ADB's countries in fragile and conflict-affected situations, not just those in the Pacific.

Source: ADB.

ASSISTANCE PROGRAM FOR THE CURRENT YEAR

Table A4.1: Lending Products, 2013

Project/Program Name	Sector	Targeting Classifi- cation	Primary Theme	Division	Year of PPTA / PDA	Cost (\$ million)					Co- finance	
						Total	OCR	ADB		Total		Gov't
								ADF				
								Loans	Grants			
Firm												
None												
Total						0.0	0.0	0.0	0.0	0.0	0.0	0.0

ADB = Asian Development Bank; ADF = Asian Development Fund; Gov't = government; OCR = ordinary capital resources; PDA = project design advance; PPTA = project preparatory technical assistance.

Source: ADB.

Table A4.2: Nonlending Products and Services, 2013

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
Evolving Linkages of the Pacific Economies	PSM	PAOD	RDTA			RCIF	500	500
Establishment of the Pacific Regional Infrastructure Facility Coordination Office	MUL	PATE	PATA	TASF	500	AUSG/NZG	11,300	11,800
Implementation of the Strategic Program for Climate Resilience: Pacific Region	MUL	PATE	CDTA			SCF	3,691	3,691
Promoting Access to Renewable Energy in the Pacific (additional financing)	ENE	PATE	CDTA			SCF	100	100
Trade and Transport Facilitation in the Pacific	TCT	PATE	PATA	Trust Fund	2,000			2,000
Enhancing ADB's Engagement in Fragile and Conflict-Affected Situations (additional financing)	MUL	PAUS	CDTA			AUSG	121	121
Implementing the Pacific Regional Audit Initiative	PSM	PAUS	CDTA	JFPR	1,300			1,300
Strengthening Public Sector Management in the North Pacific	PSM	PAUS	PATA	TASF	1,500			1,500
ICT Investment Planning and Capacity Development	TCT	PAUS	CDTA	TASF	400			400
National Education Sector Support and Development	EDU	PAUS	CDTA	TASF	600			600
Pacific Private Sector Development Initiative, Phase 3	MUL	PLCO	PATA	TASF	2,000	AUSG/NZG	28,500	30,500
Preparing the Higher Education Investment Program	EDU	PAUS	S-PPTA	TASF	225			225
Pacific Regional Information and Communications Technology Connectivity Project, Phase 2 (additional financing)	TCT	PAUS	PPTA	TASF	700			700
Total					9,225		44,212	53,437

ADB = Asian Development Bank; AUSG = Australian Government; CDTA = capacity development technical assistance; EDU = education; ENE = energy; ICT = information and communication technology; JFPR = Japan Fund for Poverty Reduction; KOR = Korea; MUL = multisector; NZG = New Zealand Government; PAOD = Office of the Director General, Pacific Department; PATA = policy and advisory technical assistance; PATE = Transport, Energy, and Natural Resources Division; PAUS = Urban, Social Development and Public Management Division; PLCO = Pacific Liaison and Coordination Office; PSM = public sector management; RCIF = Regional Cooperation and Integration Fund; RDTA = research and development technical assistance, SCF = Strategic Climate Fund; S-PPTA = small-scale project preparatory technical assistance; TASF = Technical Assistance Special Fund; TCT = transport and information and communication technology.

Source: ADB.