



Technical Assistance Report

Project Number: 42499
Regional Policy and Advisory Technical Assistance (R-PATA)
December 2008

Establishment of the Pacific Infrastructure Advisory Center (Financed by the Government of Australia)

ABBREVIATIONS

ADB	–	Asian Development Bank
IWG	–	infrastructure working group
PIAC	–	Pacific Infrastructure Advisory Center
PIC	–	Pacific island country
PRIF	–	Pacific Region Infrastructure Facility
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Regional policy and advisory technical assistance (R-PATA)
Targeting Classification	–	General intervention
Sectors	–	Multisector (transport and communications; energy, water supply and sanitation and waste management)
Subsectors	–	Multimodal transport and sector development, energy sector development, water supply and sanitation
Themes	–	Sustainable economic growth, private sector development, capacity development
Subthemes	–	Fostering physical infrastructure development, public–private partnerships, institutional development

NOTE

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

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I. INTRODUCTION

1. The Asian Development Bank (ADB) has joined a recently formed partnership with the Australian Agency for International Development, New Zealand Agency for International Development, and World Bank Group to create a Pacific Region Infrastructure Facility (PRIF) for coordination and finance of technical assistance (TA) and investments.¹ The PRIF partners are each contributing financial resources (through country and regional programs) and technical expertise. The Government of Australia will provide about \$80 million in new grant resources over the first 4 years, while ADB and the World Bank Group have each identified pipeline projects and TA that would be suitable for cofinancing through the PRIF. This multi-partner mechanism is a significant new and joint commitment to improving infrastructure services in the region in accordance with the Paris Declaration on Aid Effectiveness.

2. The PRIF will contribute directly to the three strategic objectives of the Pacific strategy.² Two of these objectives include key results areas related to infrastructure provision: (i) enhancing the supply of quality basic social services through increased resources and capacity to deliver; and (ii) supporting a conducive environment for the private sector through improved provision, operation, maintenance, and regulation of infrastructure. The third strategic objective of promoting effective development processes specifies enhanced development partner coordination and harmonization as a key result area.

3. In the initial stage, the PRIF will be open to all Pacific island countries (PICs) that are members of the Pacific Islands Forum—except Papua New Guinea, which is receiving extensive infrastructure funding through different mechanisms; and the Fiji Islands, pending approval of reengagement by all PRIF partners.³

4. The PRIF partners operate through a senior management team and an infrastructure working group (IWG), both of which meet regularly to plan and reach consensus on strategic directions, practical initiatives, and business processes to guide PRIF operations. To date, this work has resulted in (i) the development of a design and peer review process for PRIF advisory and investment support, (ii) joint hosting of an inaugural regional workshop to engage with and involve key government stakeholders,⁴ (iii) prioritization of a pipeline of activities for the first year, and (iv) design of an interim mechanism for provision of TA support. A key outcome of the regional consultations was confirmation from all of the PIC partners that the establishment of a mechanism to support the provision of TA is an immediate priority.⁵ The design and monitoring framework is in Appendix 1.

II. ISSUES

5. Much of the independent analytical work undertaken in recent years has identified institutional weaknesses as constraining infrastructure development in the Pacific, as much if not more than lack of resources for capital investment. In particular, limited capacity (both

¹ The initiative was officially launched in August 2008 at the Pacific Islands Forum in Niue.

² ADB. 2004. *Responding to the Priorities of the Poor: A Pacific Strategy for the Asian Development Bank 2005–2009*. Manila.

³ This means the PRIF will include countries that are not members of particular PRIF partner agencies (e.g., Niue is not an ADB member, and Tuvalu is not a World Bank member) and will exclude certain member countries of PRIF partner agencies, where they are not members of the Pacific Islands Forum (e.g., Timor Leste).

⁴ The PRIF partners jointly hosted a 2-day regional workshop in Brisbane on 12–13 November 2008, aimed at enabling Pacific island government stakeholders to engage with and contribute to the design process for the PRIF. Twelve countries attended, including both finance and infrastructure sector decision makers.

⁵ The TA first appeared in the business opportunities section of ADB's website on 2 December 2008.

technical and managerial) is commonly identified as the greatest constraint. Following extensive analysis of the infrastructure issues confronting PICs, ADB's *Pacific Plan* has called for regional capacity sharing to boost access to technical expertise, the development of common approaches to regulation, and the establishment of an accountable and independent TA mechanism for the region.⁶ Likewise, a joint study of infrastructure in the Pacific suggests that regional cooperation can assist in overcoming common regional challenges.⁷

6. Most recently, ADB regional TA worked with utility managers, government planners, regulators, private sector representatives and other key stakeholders in Pacific countries identified a core set of key issues.⁸ These included (i) inappropriate institutional structures to sustain quality service delivery; (ii) lack of regulatory capacity to protect the public interest and enable a commercial environment; (iii) clear needs for reliable and affordable training; and (iv) lack of expertise at critical stages of sector reform (such as legislative drafting, policy formulation, financial and tariff modelling, and engineering inputs).

7. These findings are both consistent and significant, providing insight into the frequent failure of past infrastructure investments to improve socioeconomic prospects or make a lasting difference to development prospects. Lack of maintenance, inappropriate technology, unaffordable solutions, and distorted priorities are common concerns. Development partners have often been part of the problem rather than the solution by imposing external priorities, overburdening fragile administrative and management systems, and operating competitively in their own interests rather than collaboratively in the country's interest.

8. The PRIF offers PIC governments a new approach to supporting improvements in a broad range of basic infrastructure services including transport, water, sanitation, solid waste management, energy, and communications. It will assist with development and maintenance of infrastructure, and will support both rural and urban areas. Dedicated TA is required to supplement and eventually develop capacity in PICs to participate in the initiative.

III. THE PROPOSED TECHNICAL ASSISTANCE

9. On behalf of the PRIF partners, ADB will establish and manage a Pacific Infrastructure Advisory Center (PIAC) to analyze, plan, and implement PRIF-funded interventions. The PIAC is an interim mechanism pending the design and full mobilization of the PRIF itself, although it is expected that the PIAC will be absorbed within the broader PRIF. In general terms, the PIAC seeks to contribute to improved policy, design, regulation, financing, management, and maintenance of infrastructure; and to encourage private sector participation in PRIF partner countries. Its specific objective during the interim phase is to provide PICs with immediate access to TA support for the key infrastructure sectors.

10. The PIAC will (i) be capable of supporting a range of small to medium-sized proposals from identification to implementation; (ii) allow the PRIF to analyze and promote solutions that improve the efficiency and effectiveness of infrastructure and service delivery, and promote increased private sector participation in PICs; and (iii) offer the potential for cross-country sharing of practical lessons and expertise as well as information.

⁶ Pacific Islands Forum Secretariat. 2005. *Pacific Plan*, Suva.

⁷ World Bank, ADB, and Japan Bank for International Cooperation. 2006. *The Pacific Infrastructure Challenge: A Review of Obstacles and Opportunities for Improving Performance in the Pacific Islands*. Washington, DC.

⁸ ADB. 2007. *Technical Assistance for Improving Delivery of Infrastructure Services*. Manila (TA 6257-REG).

A. Impact and Outcome

11. The expected impact will be to assist PICs to plan and implement appropriate and sustainable infrastructure and services that support achievement of national development goals. The outcome will be high-quality strategies, policies, regulations, and project designs that are suitable for future coordinated and harmonized assistance by PRIF partner agencies and other stakeholders through loans, grants, and private sector participation.

B. Methodology and Key Activities

12. Ready access to TA during the PRIF's design phase offers a flexible delivery mechanism with capacity for genuine responsiveness, incremental implementation to match country readiness, and opportunities to develop and enhance local ownership. Establishment of the PIAC will establish the credibility of the PRIF as a new way of doing business.

13. Key outputs will be clustered in five main categories:

- (i) analytical studies including institutional assessments of government agencies and state-owned enterprises, public expenditure reviews, sector planning and budgeting, and regulatory diagnostics;
- (ii) policy advice for improvement of infrastructure sector frameworks, in support of implementation of the PRIF, including strategies, investment plans, and budgets;
- (iii) short-term rapid response TA including guidance on benchmarking, improvement of asset management practices, and assistance in improving procurement practices;
- (iv) preparation of TA and investment proposals; and
- (v) coordination and harmonization of external assistance provided by PRIF partners and relevant regional organizations.

14. The PRIF expects to support a broad range of TA and capacity development activities over the longer term. However, during the interim phase, the scope of PIAC support will be modest. The focus will be on the following key functions:

- (i) commencing engagement and communication with countries;
- (ii) fielding requests and referring them through the IWG to the appropriate partner agency;
- (iii) providing on-call technical expertise, including a help-desk role;
- (iv) developing a network of the various PRIF partner resources; and
- (v) preparing rolling 6-month work programs for each country that can be supported by staff and technical specialists contracted or assigned to the PIAC.

15. The PIAC will employ a process of progressive engagement, wherein initial support for small-scale TA may be followed by larger or more intensive stages of TA, subject to successful outcomes of earlier stages and continuing high-level support. Priority will be given to supporting institutions that have documented their strategic development directions. When such strategies are incomplete, the PIAC will assist in documenting these as a precursor to other assistance. Provision of support will be demand-driven and rigorously assessed against the agreed PRIF principles.

16. The PIAC will identify and encourage linkages between stakeholders with common interests that enable proper integration of infrastructure plans and proposals with national budgets, based on clear local leadership and commitment to effective processes and sector

performance. The PIAC's primary target partners will be key government agencies in the PICs, including but not restricted to central coordinating agencies, infrastructure ministries, and state-owned enterprises. It will also seek to liaise proactively with nonpublic stakeholders such as utility associations, the private sector, academia, and regional organizations where they are engaged in infrastructure-related activities that will enhance development opportunities and strengthen development effectiveness. This model is based on lessons from previous TA experience within the region and internationally, modified to reflect PIC demands and capacities.⁹

17. Proposals developed by the PIAC for TA and projects are expected to be financed through the PRIF and cofinanced by PRIF partners and other stakeholders through grants, loans, private sector investment, and government resources. Establishment of the PIAC will assist in delivering the lending and nonlending pipelines of all PRIF partners in Pacific island countries, and increase their coordination.

C. Cost and Financing

18. The total cost of the TA is estimated at \$2,400,000. The TA will be financed on a grant basis in the amount of \$1,800,000 by the Government of Australia to be administered by ADB. Participating governments will contribute \$600,000 through in-kind counterpart contributions of counterpart staff salaries, office accommodation, local transport, support services, and facilitation of consultations. The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

19. The TA will be implemented by ADB. The PIAC office will be established in the Pacific Liaison and Coordination Office. The TA will have a term of 18 months and will be implemented from January 2009 to June 2010.

20. The IWG will serve as the project coordinating committee and will be responsible for overall guidance, approval of criteria for activity selection and prioritization, monitoring, and reporting. The IWG will be supported by a secretariat to be established by the PRIF partners that will establish process management and coordination mechanisms. IWG approval of design and implementation arrangements will be required for TA subprojects exceeding \$75,000. Participating PIC governments, the private sector, and other development partners will be consulted as appropriate.

21. The initial PIAC work program, for the first 6 months of implementation, will be jointly prepared by the IWG. Future work programs will be prepared by PIAC staff for approval by the IWG. The PIAC will submit quarterly progress reports to the IWG, covering (i) issues of concern or potential concern; (ii) progress in relation to strategic priorities, including relationship building; (iii) progress of individual TA activities; (iv) management issues (budgeting, expenditure, staffing, etc.); (v) progress toward specified outcomes; and (vi) recommendations for action or for redirection of priorities. Regular joint reviews by PRIF partner agencies will be carried out. PIAC information, reports, and other relevant documentation will normally be published on a dedicated website.¹⁰

⁹ ADB. 2006. *Technical Assistance for Private Sector Development initiative*. Manila (TA 6353-REG); ADB. 2006. *Technical Assistance for Pacific Financial Technical Assistance Centre*. Manila (TA 6281-REG); and footnotes 7 and 8.

¹⁰ When there may be sensitive material involved, consultation with the government and partner institution(s) will determine the appropriate level of public access to the information.

22. Implementation of TA activities will require consulting services. In consultations with the IWG, ADB will recruit a core team of two international consultants (up to 36 person-months) and two national consultants (up to 36 person-months) to support the initial identification, procurement, and mobilization of TA. Outline terms of reference are in Appendix 3.

23. Specialized short-term TA will also be required for specific assignments that result from government demand for analysis, advice, and project preparation in the expected focal subsectors (transport, water, sanitation, solid waste management, energy, and communications). ADB will recruit additional international consultants (up to 18 person-months) and national consultants (up to 18 person-months). Terms of reference for short-term assignments will be prepared by the PIAC core team and submitted for approval by the IWG.

24. The consultants will be recruited on an individual basis as (i) the two professional-level specialists will fill complex and sensitive roles that require direct control over selection, (ii) there are only two professional level staff to be recruited on a full-time basis, (iii) it is not cost-effective to recruit administrative staff through a firm, and (iv) it is unlikely that any firm would have the range of expertise to provide the required international and national short-term specialists in highly specialized areas. Consultants will be engaged in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). Disbursements will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2008, as amended from time to time). Equipment and materials financed under the TA will be procured by the PIAC core team in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time).

25. The PIAC manager position is particularly critical, both for management of the PIAC and for providing proactive advice on optimal approaches for advancing PRIF priorities (through TA or otherwise), as they are identified. The PIAC manager will be the initial point of contact for partner countries in accessing the PIAC and identifying TA needs. The position will be accountable to the PRIF senior management team through the IWG, and will be responsible for the quality, relevance, and coherence of the work provided through PIAC. The manager will also manage the activities and outputs of specialists that are provided directly by PRIF partners. The role will involve balancing the interests of governments, other stakeholders, and PRIF partners.

26. The PIAC deputy manager will provide key support to the manager in the day-to-day running of the PIAC, including supervision of other core staff and technical consultants. The deputy manager will provide an essential link between the strategic direction of the PIAC and the details of administration. The position requires specialist expertise in one of the focal subsectors, complementing those of the manager, as well as a range of generic skills.

27. The PIAC will initially require two administrative staff to provide support functions for the PIAC. Priority skills include high-level secretarial expertise (including in complex coordination; liaison including with senior officials; preparation of minutes, correspondence, and other written materials; and technological proficiency in preparation and formatting of documents, spreadsheets, diagrams, and databases); budget management; and office management.

IV. THE PRESIDENT'S RECOMMENDATION

28. The President recommends that the Board approve ADB administering technical assistance not exceeding the equivalent of \$1,800,000 to be financed on a grant basis by the Government of Australia for the Establishment of the Pacific Infrastructure Advisory Center.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
<p>Impact</p> <p>PICs will plan and implement appropriate and sustainable infrastructure and services that support achievement of national development goals.</p>	<p>Demonstrated improvements in integrating and implementing national and sectoral development plans</p>	<p>Government strategies and plans</p> <p>PIAC policy and strategy reviews</p> <p>Review missions by PRIF partners</p>	<p>Assumption</p> <p>Commitment by PIC governments and PRIF partners to reform infrastructure planning and implementation</p> <p>Risk</p> <p>Limited capacity in PIC government agencies to implement recommendations</p>
<p>Outcome</p> <p>High-quality strategies, policies, regulations, and project designs suitable for future coordinated and harmonized assistance by PRIF partner agencies and other stakeholders for loans, grants, and private sector participation.</p>	<p>Improved sector plans linked to capital and recurrent budgets</p> <p>Strengthened regulatory and operational capacity</p> <p>More joint missions and fewer independent assessments by PRIF partners</p>	<p>Government budgets and sector reports</p> <p>PIAC sector assessments and activity reporting</p> <p>Program and project reviews by PRIF partners</p>	<p>Assumptions</p> <p>PIC agencies and PRIF partners apply outputs to improve government systems and country and sector programs</p> <p>PRIF partners devote resources to guiding and supporting PIAC activities</p> <p>Risk</p> <p>Implementing recommendations could take longer than anticipated</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Establishment of the PIAC 2. Analytical studies 3. Policy advice for improvement of infrastructure sector frameworks 	<p>Staff engaged and office functional at ADB's Pacific Liaison and Coordination Office</p> <p>Public expenditure reviews, assessments of infrastructure and service requirements, institution assessments</p> <p>Sector strategies and investment plans</p>	<p>PIAC activity reports</p> <p>Review missions by PRIF partners</p>	<p>Assumptions</p> <p>PIC governments demand and will support increased higher quality advice provided externally</p> <p>PRIF partners prioritize increased coordination and harmonization</p> <p>Risks</p> <p>Poor availability of data could reduce the quality of analyses</p> <p>Some business processes may be difficult to harmonize between PRIF partner agencies</p>

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
<p>4. Short-term technical advice and support</p> <p>5. Preparation of TA and investment proposals</p> <p>6. Development of a coordination network and plan between development partners and governments</p>	<p>Sector governance frameworks, regulatory reform proposals, guidance for utility benchmarking and asset management</p> <p>Proposals prepared through efficient and uniform processes</p> <p>Country consultation visits, support to agency consultations, regional and national workshops</p>		
<p>Activities with Milestones</p> <p>Specific activities under the output categories of (i) analytical studies, (ii) policy advice, (iii) technical advice, (iv) proposal preparation, and (v) coordination will be identified in cooperation with PIC countries and PRIF partners, and programmed according to criteria to be developed by the PIAC and approved by the IWG. A collaborative programming process will determine appropriate implementation arrangements (through PIAC or PRIF partner programs) for each activity. Activity proposals will include sufficient information on the rationale, objectives and scope, costs, schedules, and terms of reference to allow the IWG to review and approve them according to the approved PRIF principles.</p>			<p>Inputs</p> <p>Government of Australia: \$1,800,000</p> <p>International consulting services (up to 54 person-months) and national consulting services (up to 54 person months)</p> <p>PIC government counterpart contributions: \$600,000</p>

ADB = Asian Development Bank, IWG = infrastructure working group, PIAC = Pacific Infrastructure Advisory Center, PIC = Pacific island country, PRIF = Pacific Region Infrastructure Facility, TA = technical assistance.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Government of Australia Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	1,152.0
ii. National Consultants	234.0
b. International and Local Travel	135.0
c. Reports and Communications	9.0
2. Equipment and Office Renovation ^b	90.0
3. Miscellaneous Administration and Support Costs	18.0
4. Contingencies	162.0
Subtotal (A)	1,800.0
B. Government Financing^c	
1. Office Accommodation and Transport	130.0
2. Remuneration of Counterpart Staff	372.0
3. Others	98.0
Subtotal (B)	600.0
Total	2,400.0

^a Financed by the Government of Australia, administered by the Asian Development Bank.

^b Standard office equipment to consist of four personal computers and printers, one server and networking equipment, telephones and fax machine, and one multifunction photocopier and scanner. Equipment will be retained by the Pacific Infrastructure Advisory Center at the completion of the technical assistance.

^c Counterpart contributions provided by the governments of Cook Islands, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. Consulting services are required to establish the Pacific Infrastructure Advisory Center (PIAC), which will support the implementation of the Pacific Region Infrastructure Facility (PRIF), a partnership supported by the Asian Development Bank (ADB), Australian Agency for International Development, New Zealand Agency for International Development, and World Bank Group. ADB will recruit consultants in consultation with the PRIF partners. Outline terms of reference for four full-time positions and a provisional allowance for short-term technical specialists follow.

A. Manager (international, 18 person-months)

2. The manager will have significant knowledge of infrastructure issues, public management, development planning, and capacity development; at least 10 years of relevant experience; and a tertiary degree in management, engineering, economics, public administration, business, or other related fields, preferably at post-graduate level. The manager must be able to provide leadership for solving difficult implementation problems, and demonstrate excellent communication and interpersonal skills in a multicultural environment. Professional experience in developing countries, in particular the Pacific region, is highly desirable.

3. The job purpose includes (i) providing strategic direction and management of the PIAC, (ii) serving as the primary interface between PIAC and Pacific island country (PIC) governments, (iii) engaging PIC governments in policy dialogue on infrastructure issues and identification of technical assistance (TA) needs in preparation for longer-term support through the PRIF, and (iv) ensuring the provision of high quality advice and technical analysis.

4. The manager will undertake the following activities: (i) develop criteria for activity selection, prioritization, and monitoring; (ii) review existing and prepare new policies and frameworks in infrastructure sectors; (iii) conduct and contribute to technical analyses in an appropriate area of sectoral expertise; (iv) provide regular updates to the PRIF infrastructure working group (IWG) on the delivery of TA; (v) facilitate effective liaison and coordination with governments, regional organizations, and PRIF partners; (vi) develop quality assurance processes to ensure key technical, economic, financial, and crosscutting issues are incorporated into outputs; and (vii) manage the performance of the core team and short-term technical specialists (including consultants recruited by PIAC and those provided directly by PRIF partners) to ensure ongoing learning and development in project processing and administration.

B. Deputy Manager (international, 18 person-months)

5. The deputy manager will have broad knowledge of different disciplines, including general technical understanding of infrastructure sectors and public administration, financial and expenditure management, at least 10 years of relevant experience; and a tertiary degree in management, engineering, economics, public administration, business, or other related fields, preferably at post-graduate level. The deputy manager must be able to plan and manage technical inputs to solve difficult implementation problems, and demonstrate excellent communication and interpersonal skills in a multicultural environment. Professional experience in developing countries, in particular the Pacific region, is highly desirable.

6. The deputy manager will support the interface between the PIAC and PIC governments and develop technical analyses and policy advice in areas complementary to those covered by the manager. The job purpose is to provide general coordination and management support to the PIAC manager to ensure effective linkage between strategic direction and implementation through

efficient and effective operations in individual PICs. In addition to management responsibilities, the deputy manager will undertake technical analysis and policy advice in one or more areas related to public resource allocation, infrastructure finance, and public–private partnerships.

7. The deputy manager will undertake the following activities: (i) supervise activity identification, design, procurement, and mobilization of TA; (ii) conduct and contribute to technical analyses in an appropriate area of sectoral expertise; (iii) coordinate the management of all PIAC operations; (iv) implement quality assurance processes for preparation of both inputs and outputs; and (v) manage the performance of the support staff in the PIAC and provide regular monitoring and feedback on performance.

C. Operations Officer (national, 18 person-months)

8. The operations officer will have exposure to different disciplines; an appreciation of infrastructure sectors and public administration; at least 5 years of relevant experience; and a tertiary degree in management, engineering, economics, public administration, business or other related fields. The operations officer must be able to work effectively with international and national staff in a multicultural environment. Professional experience in developing countries, in particular the Pacific region, is highly desirable.

9. The job purpose is to support the delivery of inputs in response to PIC requests, and the preparation of outputs. The operations officer will undertake the following activities: (i) assist the core team in the identification, preparation, and mobilization of TA; (ii) facilitate meetings with the PIAC core team, short-term specialists, PIC representatives, and IWG members; (iii) assist in activity monitoring and reporting requirements; and (iv) prepare reports for a range of stakeholders.

D. Administration Officer (national, 18 person-months)

10. The administration officer will have exposure to different disciplines; an appreciation of infrastructure sectors and public administration; at least 5 years of relevant experience; and a tertiary degree in administration, accounting, human resource management, business, or other related fields. The operations officer must be able to work effectively with international and national staff in a multicultural environment. Professional experience in developing countries, in particular the Pacific region, is highly desirable.

11. The job purpose is to support the day-to-day administration of PIAC. The administration officer will undertake the following activities: (i) maintain accounts and ensure accurate record keeping and reporting; (ii) prepare and transmit office documentation, correspondence, and communications; (iii) arrange travel and schedules of the core team and short-term specialists; and (iv) manage the day-to-day running of the office.

E. Short-Term Specialists (international and national, 18 person-months each)

12. The TA will provide about 18 person-months of international and 18 person-months national consulting services to meet demands for rapid response in highly specialized areas. Specific consulting requirements will be refined further based on work plans prepared by the manager and consultations with PIC governments. Likely areas of specialization include utility regulation, asset management, public expenditure and financial management, water and sanitation, transport, telecommunications, and energy.