



Technical Assistance Report

Project Number: 41579
Capacity Development Technical Assistance (CDTA)
December 2008

Federated States of Micronesia: Strengthening Public Sector Performance (Financed by the Japan Special Fund)

Asian Development Bank

CURRENCY EQUIVALENTS

The currency of the Federated States of Micronesia is the United States dollar.

ABBREVIATIONS

| | | |
|-------|---|---|
| ADB | – | Asian Development Bank |
| FSM | – | Federated States of Micronesia |
| FY | – | fiscal year |
| GDP | – | gross domestic product |
| JEMCO | – | Joint Economic Management Committee |
| SBOC | – | Office of the Statistics, Budget Management, Overseas Development Assistance and Compact Management |
| TA | – | technical assistance |
| US | – | United States |

TECHNICAL ASSISTANCE CLASSIFICATION

| | | |
|---------------------------------|---|--|
| Type | – | Capacity development technical assistance (CDTA) |
| Targeting Classification | – | General intervention |
| Sector | – | Law, economic management, and public policy |
| Subsector | – | Subnational government administration |
| Theme | – | Governance |
| Subthemes | – | Civil society participation, public governance |

NOTES

- (i) The fiscal year (FY) of the Government and its agencies ends on 30 September. FY before a calendar year denotes the year in which the fiscal year ends, e.g., FY2008 ends on 30 September 2008.
- (ii) In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. The country operations business plan 2007–2009 of the Asian Development Bank (ADB) for the Federated States of Micronesia (FSM) includes the development of two technical assistance (TA) projects: Develop a Medium-Term Expenditure Framework; and Managing for Development Results—Enhancing the Accountability of Government.¹ The Government of FSM and the ADB's Pacific Department have agreed to expedite Managing for Development Results—Enhancing the Accountability of Government, which was previously planned for implementation in 2009 and has since been renamed Strengthening Public Sector Performance. The TA includes the original concepts discussed during negotiations for the country operations business plan to improve public sector capacity to manage for results and increase the accountability of the public sector for its performance in delivering services to the people of FSM.

2. A Fact-Finding Mission visited FSM from 11 to 15 August 2008. An understanding was reached on the objectives, scope, implementation arrangements, and outline of the general terms of reference for the TA.² The design and monitoring framework is in Appendix 1.

II. ISSUES

3. Since its independence in 1986, FSM has received relatively high levels of external assistance, predominantly from the United States (US) under the Compacts of Free Association. However, FSM's economy remains undeveloped and heavily dependent on the public sector (overall public expenditure is equivalent to about 60% of gross domestic product [GDP]), with limited private sector activity and a narrow export base. On a per capita basis, GDP was estimated at \$1,952 in fiscal year (FY) 2006.

4. FSM has four states and one national government. Each state is responsible for the delivery of many traditional public sector services. A state's public sector finances are derived from (i) state taxes; (ii) a proportion of national revenue as stipulated in the constitution; and (iii) budget support from the Compact of Free Association with the US, which also predetermines funding for each state government. Ninety percent of total public sector revenues are distributed to the state governments. With five independent governments (four state level and one national), there is a very large public sector with a proportionately-low and poorly-educated population base on which to draw its personnel. FSM has four departments of education, servicing 35,000 students in 265 schools. In language arts, 61% of students achieve below basic educational requirements. In mathematics, the rate of underachievement is 87%.³

5. As with other Pacific island economies, traditional attitudes tend to interfere with the objective delivery of public services. Public sector employment tends to be viewed as a social safety net for Micronesian families. Work performance and productivity are not as highly prioritized as family and traditional responsibilities, which results in low work attendance rates and low productivity. On average across the four states, public sector wages and salaries constitute 46% of total government expenditure.⁴ With the exception of financial institutions, public sector wages are far higher than those in the private sector. Any fiscal reductions tend to result in the reduction of public sector work hours rather than a reduction in the number of public servants.

¹ ADB. 2007. *Country Operations Business Plan (2007–2009): Federated States of Micronesia*. Manila.

² The TA first appeared in the business opportunities section of the ADB's website on 17 October 2008.

³ Government of the Federated States of Micronesia. 2007. *JEMCO 20 Indicators Report 2007*. Pohnpei.

⁴ International Monetary Fund. 2007. *Federated States of Micronesia: 2006 Article IV Consultation—Staff Report*. Washington, DC.

6. The work force's poor education, FSM's dependency on relatively high external aid flows, relatively large public sector wages and salaries, and cultural norms have contributed to inefficiencies in public sector service delivery. These inefficiencies include: (i) limited financial responsibility, (ii) limited monitoring of performance, (iii) over-reliance on the public sector for economic stability, (iv) substitution of foreign assistance for raising domestic revenues, and (v) limited demand for policy change. Nonetheless, there are public sector staff in all states and the national Government who are highly skilled and committed to providing high-quality public services. Their commitment and actions, however, tend to be undermined by adherence to traditional obligations for decision making and by direct intervention from the legislature that weaken efforts by the executive branch to improve public sector performance.

7. Recent public consultations confirm that residents in many states feel disenfranchised by their governments.⁵ Despite the political will to meet public expectations and the hard work by some public servants, there are very few mechanisms in most states for the public to engage with their state governments, obtain information on public sector performance, and effectively hold them accountable for performance. The public consultations clearly articulated the demand for better information on public sector activities and performance.

8. Factors that facilitate good public sector performance in the delivery of services include: (i) clear vision, goals, and objectives; (ii) realistic levels of resources to achieve these objectives; (iii) information to measure performance against objectives; (iv) leadership and management driving an outcome-based focus; (v) capable and competent staff delivering public services; and (vi) good coordination within government and with external stakeholders, including the public.

9. The Government highlights the importance of improving public sector management as one of six strategic components in its *Strategic Development Plan 2004–2023*.⁶ Considerable international development partner support has been provided for capacity building, processes improvement, infrastructure development, and the substitution of service delivery. Despite a wide range of external assistance to strengthen public service delivery and additional assistance provided by the national Government to state governments, only marginal improvements have been achieved.⁷ The assistance provided by ADB and others has been necessary to support technical and skill shortages in FSM, although the improvements have not been sustainable. There remain cultural and political impediments to effectively managing the performance of public sector staff and negotiating change with traditional leaders.

10. To effect a cultural change within the public service, it is proposed that the TA identify current and potential future members of the legislature, public sector, and civil society who are willing and able to act as agents for change. These individuals will be provided with skills training and mentoring to manage for outcomes, negotiate change, and foster a performance culture within their respective areas of influence and expertise. Sustainable change can only be achieved by increasing the cadre of people trying to improve outcomes and create change within the public sector. The selection of TA participants will be undertaken through a

⁵ ADB. 2006. *Technical Assistance for Strengthening Civil Society Participation in Development*. Manila (TA 6319-REG, approved on 28 April, for \$565,000). Public consultations to identify development priorities were conducted under this TA. Increased public information and public awareness was recorded as the number one priority of public consultations in all four states.

⁶ Government of the Federated States of Micronesia in conjunction with ADB. 2003. *Strategic Development Plan 2004–2023*. Palikir.

⁷ In previous years, ADB has supported improved economic policy development, financial management and planning, statistics generation, fisheries management, and a wide range of other capacity development activities.

combination of self nomination and recommendations by relevant stakeholders. The program of in-country assistance and training support will be developed following a needs assessment and consideration of different advisory and training approaches. The TA will be piloted in one state during phase 1 and rolled out to other states in phase 2, which will be dependent on an evaluation and available funds.⁸

11. Responding to public demand for increased access to information about the issues before the legislature and on the performance of the public sector, the TA will support public information dissemination and public awareness capacity building in the pilot state. By fostering public information dissemination and raising awareness of public sector performance, the public will have a more informed and realistic set of expectations of public sector performance. This will facilitate debate on policy development and enhance greater community support and ownership of state-level development outcomes. Providing the public with information and tools to hold their governments more accountable should help foster a culture of performance results within the public sector. Through this process, it is also expected that additional change agents will emerge. Leaders and managers can anticipate greater support from the community to undertake difficult decisions that will improve public sector performance. While strengthening demand for improved public sector performance, by facilitating increased civil society participation, the TA will need to ensure agreement between the pilot state and civil society representatives on the manner in which this participation can be most effective.

12. Through a steering committee, the TA will ensure its rolling design complements existing and future international development partner projects. For example, the United Nations Development Programme plans to conduct a legislative needs analysis on behalf of the Government, the findings of which may be pertinent in the TA pilot state. The TA will take into consideration other applicable leadership programs⁹ and learn from the experiences of previous ADB programs.¹⁰

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

13. The impact of the TA will be the improved delivery of state level public services through enhanced performance-oriented public sector operations. The TA outcome will be the improved delivery of performance-based operational plans and budgets within some state government departments.

B. Methodology and Key Activities

14. Change processes take time to gain momentum, and require flexible mechanisms to respond to emerging needs and collaboration by all participants. It is proposed that the TA be delivered through a rolling design to ensure close consultation and public participation in ongoing design and implementation, as well as responsiveness to political and attitudinal changes with respect to these sensitive matters. To support the achievement of the impacts and outcome described in para. 13, the TA will comprise three components focusing on the legislature, public sector managers, and public awareness. These components are: (i)

⁸ The state of Chuuk was recommended to be the pilot state during the Fact-Finding Mission.

⁹ For example, the Graduate School, United States Department of Agriculture, conducts an Executive Leadership Development Program, which is open to Micronesians.

¹⁰ ADB. 2004. *Technical Assistance for Leadership Enhancement and Advancement Program*. Manila (TA 6222-REG, approved on 23 December).

preparation and implementation of a good governance advisory program for state legislatures; (ii) greater adherence to public sector regulations through more accountable management practices; and (iii) raising community awareness of, and engagement with, public sector performance.

15. The output of the first component will be a good governance and policy advisory program for implementation by the state legislatures. The program will focus on improving accountability and transparency in the legislative decision-making processes. Activities in this component will comprise:

- (i) consulting with political leaders about their expectations and recommendations for a governance and policy strengthening program;
- (ii) developing and implementing a public outreach program to disseminate information on legislative discussions and debates; and
- (iii) developing and implementing a process to improve the passage of policies through the legislature.

16. The output of the second component will include implementation of a state public sector senior management strengthening program. The program will focus on current and future change agents within senior management or leadership positions in the states' public sectors. The focus will be on those with the potential to improve performance within the public sector. Activities in this component will comprise:

- (i) consulting with political leaders and senior officials on their expectations and recommendations for the training program;
- (ii) establishing criteria for screening candidates and identifying candidates for the program; and
- (iii) developing a modular, intermittent training program to strengthen core skills in performance management and negotiation.

17. The output of the third component will be the implementation of a public information and awareness program. The program will focus on public service operations and performance in each state. Activities in this component will comprise:

- (i) developing approaches to public information dissemination and public awareness campaigns that are sensitive to the political economy of each state;
- (ii) establishing a public information and awareness campaign on public sector performance; and
- (iii) strengthening the ability of existing information providers, such as radio stations, to engage the public through the information and awareness campaign.

C. Cost and Financing

18. The total cost of the TA is estimated to be \$800,000 equivalent. Of this, \$750,000 equivalent will be financed on a grant basis by the Japan Special Fund, funded by the Government of Japan. The Government of FSM will finance the remaining \$50,000 equivalent through the in-kind provision of counterpart staff, office accommodations, and local communications support. Details of the cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

19. It is proposed that the FSM's Office of the Statistics, Budget Management, Overseas Development Assistance and Compact Management (SBOC) act as the Executing Agency, while the implementing agencies will be the Office of Governor for each state. A steering committee will be formed and chaired by a representative of SBOC, and will include representatives from the pilot state's legislature, Office of the Governor, public sector, and civil society. Once key change agents have been identified, a representative of the target group for management strengthening will be included in the steering committee.

20. The TA will be implemented intermittently over a 60-month period, starting in March 2009 and ending in February 2014. The TA will finance up to 18.5 person-months of international and up to 40 person-months of national consulting services. The proposed consultants will comprise the following: (i) public sector management specialist/team leader (international, 10 person-months, intermittent); (ii) public sector training specialist (international, 3 person-months, intermittent); (iii) governance specialist (international, 2 person-months, intermittent); (iv) communications specialist (international, 1 person-month, intermittent); (v) public financial management specialist (international, 0.5 person-month, intermittent); (vi) communications advisor (national, 6 person-months, intermittent); and (vii) national adviser (national, 24 person-months, part-time). Unallocated international and national consultancy services (international specialist, 2 person-months, intermittent; and/or additional national advisers, 10 person-months, intermittent) may be required as determined during the design stage of the reform program.

21. ADB will engage a team of consultants through a firm based on a simplified technical proposal under the quality- and cost-based selection process. The consultants will be engaged in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). Appendix 3 includes the outline terms of reference. Equipment will be procured in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time) and turned over to the Ministry of Finance on completion of the TA. Administration of all seminars, trainings, and workshops will be managed by the successful consulting firm.

22. An inception report will be prepared for ADB by the team leader within 5 weeks of the start of field activities. Annual progress reports will be produced as well. A draft final report will be provided within 3 months prior to the end of the TA. The final report is to be submitted within 1 month of receiving ADB comments on the draft final report.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$750,000 on a grant basis to the Government of the Federated States of Micronesia for Strengthening Public Sector Performance, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

| Design Summary | Performance Targets and/or Indicators | Data Sources and/or Reporting Mechanisms^a | Assumptions and Risks |
|--|--|--|---|
| Impact Improved delivery of state-level public services through enhanced performance-oriented public sector operations | Demonstrated improvements in states' management, governance, and policy development processes consistent with international good practices | Annual performance-based budget reports and Joint Economic Management Committee (JEMCO) reports International Monetary Fund Article IV, Asian Development Bank (ADB), and other reports | Assumption Broad support from society and political leadership to adapt and adopt means to support improved public services as opposed to political allegiances Risk There is a change of leadership during implementation |
| Outcome Improved delivery of performance-based operational plans and budgets within some state government departments | Three selected departments' operational and budget plans delivered on time Increased public perception of Government accountability and responsiveness. | Annual audit reports, budget reports, annual performance budget reports, and JEMCO reports Public survey | Assumptions General levels of public education support the required levels of understanding Dissemination can be tailored to civil society education levels Political support for poverty reduction will not wane Risk Departmental budgets are too unstable to deliver budget plans |

| Design Summary | Performance Targets and/or Indicators | Data Sources and/or Reporting Mechanisms ^a | Assumptions and Risks |
|---|---|--|--|
| Outputs 1. A good governance and policy advisory program for implementation by the state legislatures 2. Greater adherence to public sector regulations though more accountable management practices 3. Greater public awareness of and accountability for public sector performance | Conduct at least three briefings for the pilot state's legislature on good governance program in 2009 and 2010 Increased debate on policy legislation State public sector senior management strengthening program implemented All public sector recruitment from 2010 onwards recorded as merit-based Public information and awareness program operational Conduct of at least four public forums each year to discuss public performance, accountability, governance, and economic policy | Consultant's progress reports Outcomes of a public survey Consultant's progress reports Public Service Commission reports Public Service Commission and Departmental records of Health Education and Finance Forums' agenda and outcome documents | Assumption Professional agreement with state government, national Government, Executing Agency, implementing agency, and steering committee on issues, principles, and options Risk Culture, social relations, customs, and traditions undermine the public sector strengthening programs |
| Activities 1.1 Consult with political leaders on their expectations and recommendations for governance and a policy strengthening program 1.2 Develop and implement a program for public outreach on legislative discussions and debates 1.3 Develop and implement a process to improve the passage of policies through the legislature 2.1 Clarify TA outcomes and objectives with state leadership 2.2 Develop criteria for identifying candidates for participation in the public sector management program 2.3 Develop a modular, intermittent advisory program to strengthen core | | | Inputs <ul style="list-style-type: none"> • ADB: \$750,000 • Government of FSM: \$50,000 • 58.5 person-months of international and national consulting services • 10 person-weeks ADB staff time for missions and review |

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| <p>skills in performance management and negotiation</p> <p>3.1 Develop approaches to public information dissemination and public awareness campaigns that are sensitive to the political economy of each state</p> <p>3.2 Establish a public information and awareness campaign on public sector performance</p> <p>3.3 Strengthen the ability of existing information providers, such as radio stations, to engage in the public information and awareness campaign</p> <p>Milestones</p> <p>(i) Initial report (April 2009)</p> <p>(ii) Annual progress reports (April 2009–April 2014)</p> <p>(iii) Final report (April 2009)</p> | <p>of the TA reports</p> |
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ADB = Asian Development Bank, FSM = Federated States of Micronesia, JEMCO = Joint Economic Management Committee, TA = technical assistance.

^a Baseline information for monitoring progress exists through: (i) Pollard, S. 2008. *Federated States of Micronesia: Capacity Assessment for Country Partnership Strategy–Back-to-Office Report*. Manila (Annex 2); (ii) ADB. Report on FSM's Development Priorities. Pohnpei (Draft); and (iii) FSM audit reports.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

| Item | Total Cost |
|--|-----------------------|
| A. Asian Development Bank Financing^a | |
| 1. Consultants | |
| a. Remuneration and Per Diem | |
| i. International Consultants | 390.0 |
| ii. National Consultants | 200.0 |
| b. International and Local Travel | 80.0 |
| c. Reports and Communications | 5.0 |
| 2. Training, Seminars, and Conferences | 20.0 |
| 3. Miscellaneous Administration and Support Costs | 5.0 |
| 4. Contingencies | 50.0 |
| Subtotal (A) | 750.0 |
| B. Government Financing | |
| 1. Office Accommodation and Transport | 5.0 |
| 2. Remuneration and Per Diem of Counterpart Staff | 45.0 |
| Subtotal (B) | 50.0 |
| Total | 800.0 |

^a Financed by the Japan Special Fund, funded by the Government of Japan.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The work under this technical assistance (TA) will be conducted in a phased manner. The TA will concentrate on one state during the first phase in order to prove effectiveness of all TA approaches. Chuuk State was identified during the Fact-finding Mission as the likely pilot state. TA outputs will be evaluated by national and state authorities, and by the Asian Development Bank (ADB) prior to consideration of extending the coverage to other states in the second phase. The individual consultants will coordinate their work schedules and fully engage national consultants, civil society, and staff of each state and national government as appropriate.

2. Specialists will provide their inputs on an intermittent or part-time basis. This will provide the state legislature, public sector, and civil society stakeholders time to lead the change process. At the end of each mission, all specialists will leave plans for their counterpart agencies as a guide to help mentor the change process. The national advisers will continue to monitor progress and provide support to the legislature, public sector, and civil society counterparts in between missions from the international team members.

3. All consultants will be briefed by staff from the Government of the Federated States of Micronesia (FSM) and ADB prior to commencing work in the states. Consultants will also be required to review all relevant literature prior to working in the states, which will include the following: (i) FSM national and state plans and strategies; (ii) International Monetary Fund Article IV Public Information Notes; (iii) other bilateral, multilateral, and international development partner analyses; (iv) previous Pacific island economic reports; (v) ADB's participatory poverty assessment for FSM; (vi) recent sector and thematic reports on FSM; (vii) state financial and human resources audits; and (viii) other assessments of state public sector performance.

A. Public Sector Management Specialist/Team Leader (international, 10 person-months, intermittent)

4. The public sector management specialist/team leader will have extensive experience (more than 15 years) analyzing and helping develop public sector management capabilities that represent good governance models. He or she will preferably have experience working in Pacific island economies. Working under the guidance of the ADB desk officer for FSM, the public sector management specialist/team leader will:

- (i) Work with the TA facilitator (a national consultant); analyze current state public sector management operations, capacities, strengths and weaknesses; and formulate a program to strengthen state government public sector management. This will include an analysis of the political economy with respect to reform of state public sector management.
- (ii) Discuss public sector management findings and agree upon a recommended strengthening program with the TA steering committee, state governor, and state public sector managers.
- (iii) With the approval of the Executing Agency, implementing agencies, and steering committee, commence implementation of the state public sector management improvement program.
- (iv) Identify a few key, relevant, and measurable indicators to establish baseline data for improved public sector management performance.

- (v) Keep the relevant in-country donor partners informed as to progress with the program.

5. As team leader, the consultant will:

- (i) Provide intellectual leadership and guidance to the consultant team.
- (ii) See the TA through to improved outputs in public sector operations.
- (iii) Have overall responsibility for the relevant skills transfer and relations between the consultant team and state public sector staff and management.
- (iv) Manage the administration of TA resources.
- (v) Ensure the work of each team member is integrated into the findings and programs of the TA.
- (vi) Provide guidance and management to the national part-time and intermittent team members and ensure action plans are agreed to before completion of each intermittent input.
- (vii) Represent the TA as necessary on the project steering committee.
- (viii) Draft the initial report, annual reports, and draft final report as required.

B. Public Sector Training Specialist (international, 3 months person-months, intermittent)

6. The public sector training specialist will have extensive experience (more than 15 years) analyzing and helping develop public sector human resources management capabilities and public sector training programs. He or she will preferably have experience working in Pacific island economies. Working under the guidance of the ADB desk officer for FSM, the specialist will:

- (i) Analyze progress and appropriateness of the capacity-building roadmap and the relevant elements of the Public Service Act to strengthen state government public sector human resources management. This will include an analysis, together with the team leader, of the political economy for reform of state public sector management.
- (ii) Discuss public sector human resources management findings and agree to a recommended strengthening program with the TA steering committee, state governor, and state public sector managers.
- (iii) Incorporate increased public information, public awareness, and public participation in a program to strengthen improved governance and economic policy in the state.
- (iv) With the approval of the TA steering committee, implement the state public sector human resources management improvement program.
- (v) Identify minimum relevant and measurable indicators to establish baseline data for improved public sector management performance.
- (vi) Draft initial report, annual reports, and draft final report as required.

C. Governance Specialist (international, 2 person-months, intermittent)

7. The governance specialist will have extensive experience (more than 15 years) analyzing and helping develop public sector understanding of good governance and public policy processes, with a focus on economic policy. He or she will preferably have experience working in Pacific island economies. Working under the guidance of the ADB desk officer for FSM, the governance specialist will:

- (i) Work with the relevant state legislature and analyze the current status and standards of governance and policy development processes as implemented in the state. Assess the state legislature's understanding of good governance and policy formulation. Develop a program to strengthen state legislature understanding and commitment to improved governance and policy debate. This will include an analysis, together with the team leader, of the political economy with respect to public sector reform.
- (ii) Discuss governance and key policy findings, and agree upon a recommended strengthening program with the TA steering committee, state governor, and state legislature.
- (iii) With the approval of the TA steering committee, implement the state governance and policy improvement program.
- (iv) Identify a few key, relevant, and measurable indicators to establish baseline data for improved governance.
- (v) Draft the initial report, annual reports, and draft final report as required.

D. Communications Specialist (international, 1 person-month, intermittent)

8. The communications specialist will have extensive experience (more than 10 years) analyzing and helping develop public sector awareness programs. He or she will preferably have experience working in Pacific island economies. Working under the guidance of the ADB desk officer for FSM, this person will:

- (i) Assess relevant, state-wide programs of public information and public awareness. Analyze current public awareness strengths, weaknesses, and opportunities for improvement; and assess possible opposition to improved public information dissemination and public awareness.
- (ii) Work with the national communications advisor and assess public demand for better public information and higher levels of awareness.
- (iii) Discuss the public awareness findings and agree upon a recommended program with the TA steering committee, state governor, and members of the state legislature aimed at improving public access to information provided through state and non-state information providers.
- (iv) With the approval of the Executing Agency, implementing agencies, and steering committee, implement the state public awareness improvement program.
- (v) Draft the initial report, annual reports, and draft final report as required.
- (vi) Identify a few key, relevant, and measurable indicators to establish baseline data for improved public awareness.

E. Public Financial Management Specialist (international, 0.5 person-month, intermittent)

9. The public financial management specialist will have a strong background in performance-based budgeting and planning (more than 10 years), preferably in US-style budget cycle, process and systems in use in FSM. This position can be absorbed by the team leader if the experience requirements are achieved.

- (i) Work with the team leader to identify ways in which the capacity and system development in financial management, budgeting and planning being delivered through the ADB's technical assistance to FSM for Strengthening Economic Management and Planning; US Office of Insular Affairs activities in financial management systems and the Australian Agency for International Development Financial Adviser in Chuuk needs to be integrated in to public sector

- performance improvement.
- (ii) Create linkages with these other concurrent activities to ensure synergies in training and outputs are achieved.

F. Communications Advisor (national, 6 person-months, intermittent)

10. The communications adviser will have experience (more than 10 years) analyzing and helping to develop public outreach programs in the State of Chuuk. Working under the guidance of the ADB desk officer for FSM and the communications specialist, this person will:

- (i) Work with other team members to assist them in raising public awareness of their findings and work programs.
- (ii) Incorporate the information needs of other team members and assess public knowledge of and support for improved public service delivery, including human resources management.
- (iii) Support the communications specialist in analysis and program design.
- (iv) Support implementation of the public awareness improvement program.
- (v) Monitor the key measurable indicators established by the communications specialist, governance specialist, public sector training specialist, and public sector management specialist.

G. Consultation and Participation Adviser (national, 24 person-months, part-time)

11. The consultation and participation adviser will have experience (more than 10 years) implementing programs of consultation and participatory planning. Working under the guidance of the ADB desk officer for FSM and the team leader, this person will:

- (i) Act as the team leader in the absence of the international team leader.
- (ii) Liaise with national Government and state governments, legislatures, and civil society on the progress and outcomes of the TA.
- (iii) Act as the focal point with TA participants and affected communities.
- (iv) Work with all other team members to help them formulate and implement their work in a fully consultative and participatory manner. This will include facilitating focus group discussions, as appropriate.
- (v) Assist other team members to analyze state public sector and human resources management operations, capacities, strengths, and weaknesses; and help them formulate and implement appropriate work programs.
- (vi) Assist national counterparts and consultant team members to review progress and revise individual work programs.
- (vii) Assist the rest of the consultant team to draft the initial report, annual reports, and draft final report as required.

H. Unallocated International and National Consultancy Services (international specialist, 2 person-months, intermittent; and/or national Adviser, 10 person-months, intermittent)

12. To facilitate the delivery of key programs of reform in public sector management and legislative support, the need for additional expertise is expected. Additional specialist advice will be determined during the design of the reform programs and approved by the steering committee and ADB. Unallocated consultancy services provide a pool of resources to deliver these programs in a flexible manner.