



Regional Technical Assistance Report

Project Number: 41658
August 2008

Enhancing Engagement with Pacific Developing Member Countries

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
BTOR	–	back-to-office report
PDMC	–	Pacific developing member country
PLCO	–	Pacific Liaison and Coordination Office
SPSO	–	South Pacific Subregional Office
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Economic management
Themes	–	Regional cooperation, sustainable economic growth, capacity development
Subthemes	–	Regional public goods, promoting economic efficiency and enabling markets, institutional development

NOTE

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

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I. INTRODUCTION

1. In spite of the high per capita flows of development assistance into the Pacific region, low economic growth has become typical of the Pacific developing member countries (PDMCs) of the Asian Development Bank (ADB) over the past two decades. Factors influencing this situation include the PDMCs' small populations and size, high vulnerability to external economic shocks, and geographic isolation, as well as the governance and security difficulties that some have experienced. The Pacific region includes a significant number of weakly performing countries.¹

2. ADB recognizes that improving aid effectiveness is critical to improving development results in the Pacific. ADB's Pacific strategy² identifies the promotion of effective development processes as a strategic objective. In implementing this strategy, and reflecting its endorsement of the Paris Declaration,³ ADB is working closely with other external funding agencies to improve coordination and promote harmonization. It is also strengthening management to produce better results from its efforts to reduce poverty and promote development in the Pacific region. In response to the particular challenges PDMCs pose for project implementation, ADB has supported various mechanisms which promote closer liaison with member governments and development partners, and thereby enhance the impact and efficiency of ADB assistance.

3. During high-level consultations in August 2007 in Sydney, Australia, ADB and the World Bank decided that trialing the provision of greater resources in Samoa and Tonga to facilitate strengthened coordination between ADB and the World Bank, with a focus on supporting the governments in implementing their national development strategies, would allow the institutions and these countries to engage more closely, thereby improving communication, interaction, and results. The same discussions suggested that one of the weaker performing PDMCs—Solomon Islands—might benefit from a similar focus from ADB. ADB's discussions⁴ with representatives of the three national governments have resulted in an understanding on the impact, outcome, and outputs of the technical assistance (TA), as well as implementation arrangements, cost, financing arrangements, and terms of reference for consulting services.⁵ The TA design and monitoring framework is in Appendix 1.

II. ISSUES

4. ADB seeks to increase its responsiveness to the development needs of PDMCs by (i) further strengthening relations with the governments, the private sector, and nongovernment organizations in the region; (ii) improving the monitoring of ADB country activities; and (iii) improving aid coordination. The combination of geographic isolation of the PDMCs and the relatively small scale of ADB programs in these countries requires creative and innovative approaches to ensure that ADB's responsiveness to country needs is both appropriate and cost-

¹ ADB identifies weakly performing countries as (i) those ranking in the fourth or fifth quintiles on country performance assessment ratings for 2 of the last 3 years, or (ii) those considered to be in conflict or recovering from conflict and thus fragile.

² ADB. 2005. *A Pacific Strategy for the Asian Development Bank 2005–2009*. Manila.

³ The Paris Declaration, endorsed on 2 March 2005, is an international agreement to which over 100 ministers, heads of agencies, and other senior officials adhered and committed their countries and organizations to continue to increase efforts in harmonization, alignment, and managing aid for results with a set of monitorable actions and indicators.

⁴ Communications were initiated as follows: between the director general of the Pacific Department, the country director of the World Bank, and Samoa and Tonga, on 2 August 2007, with both countries expressing support for field offices; between the Pacific Liaison and Coordination Office and Solomon Islands, in September 2007, with the Government of Solomon Islands being supportive; and with the World Bank, as detailed in the back-to-office report on high-level consultations with AusAID and the World Bank, 30 August 2007, Annex 5.

⁵ The TA first appeared in the business opportunities section of ADB's website on 31 October 2007.

effective, and delivers results on the ground. Making targeted TA available in Samoa, Solomon Islands, and Tonga will be a deliberate step towards an even closer relationship with these countries. The TA will support governments in their ability to manage for development results and enhance their access to, and utilization of, ADB assistance, and promote and support implementation of an effective program.

5. Support for improved coordination with development partners and closer interaction with the country authorities will strengthen portfolio performance and policy dialogue. Mechanisms will be employed to make this engagement cost-effective and efficient. Such mechanisms will include (i) close coordination and collaboration with the in-country World Bank and IFC liaison officer during implementation of the TA in Samoa and Tonga; (ii) in Samoa and Tonga drawing on the local pool of skilled persons to provide the required capacity to support governments in their implementation of national development strategies and improve aid coordination; (iii) government provision of office space and associated utilities; and (iv) in all instances co-location with the World Bank and IFC liaison officer. These mechanisms will allow ADB to give better service to the selected PDMCs.

6. This TA will support ADB's Pacific strategy objective of "promoting effective development processes", and the related strategic objective of the Pacific regional operations business plan⁶ of "improving outcomes in PDMCs ... in managing for development results" (footnote 2). The TA will directly contribute to this goal by enhancing development partner coordination and harmonization, and generating country participation in, and ownership of, the development process in line with the intent of the Paris Declaration for improving aid effectiveness (footnote 3).

7. Four key factors were used to identify where trialing the application of additional resources for aid coordination and support of government in their implementation of national development priorities will add the most value. These are (i) the size of current, and likely future, ADB country portfolios (Appendix 2); (ii) the desired level of dialogue with government; (iii) the presence of characteristics of weakly performing countries; and (iv) the receptivity of governments to such additional resources.

8. Samoa has been widely considered one of the stronger performing economies among the PDMCs, and is a regular borrower from ADB. The Samoa country operations business plan⁷ indicates that, for planning purposes, the 3-year Asian Development Fund (ADF) allocation for 2007–2009 has been set at \$61.46 million, and the indicative annual TA support for this period is about \$900,000. As noted in the plan, ADB intends to make longer-term commitments to specific sectors, supported by road maps for reform. The associated capacity strengthening and institution building will be better supported by additional resources which will allow for closer dialogue with the Government of Samoa.

9. Tonga has exhibited characteristics of a weakly performing state. The Government of Tonga has had to address (i) increasing demands for political reform, (ii) a major threat to macroeconomic stability arising from large civil-service wage increases granted after a civil-service strike in July–September 2005, and (iii) growing community concerns over a range of social problems. Riots in November 2006, linked to the pro-democracy political struggle, inflicted severe economic losses on the country, closed private businesses, and caused extensive damage to urban infrastructure in the capital, Nuku'alofa. For planning purposes, the 3-year ADF allocation for Tonga in 2007–2009 has been set at \$15.33 million, and indicative annual TA

⁶ ADB. 2007. *Regional Operations Business Plan Pacific 2007–2010*. Manila.

⁷ ADB. 2007. *Country Operations Business Plan Samoa 2007–2009*. Manila.

support for the period will be around \$900,000.⁸ Increased resources for development partner and country coordination will increase the capacity of the Government to implement its national development strategy and will enhance ADB's ability to operate successfully in Tonga.

10. As a post-conflict and least-developed country with relatively weak development performance, Solomon Islands will benefit from additional resources devoted to strengthened dialogue and relationships with both development partners and the Government of Solomon Islands in support of implementation of the national development strategy. Given the importance to government of extensive partnerships supporting the implementation of national priorities, the promotion of closer coordination and collaboration with other development partners operating in the country will reinforce the effectiveness of the state. ADB assistance will enhance the Government's capacity to access information and advice on ADB products and processes, and will support ADB's ongoing and planned country program.⁹ There is \$8.58 million of ADF funds available for investment in 2008 and, for planning purposes, the biennial allocation for 2009–2010 has been set at \$10 million. However, ADB will not provide new lending to Solomon Islands until the debt situation further stabilizes, and grants will depend on the revised framework for ADF grants. ADB will provide TA support at an indicative average of \$1.1 million per annum during 2008–2010.

11. The World Bank is also creating in-country positions (liaison officers) in Samoa and Tonga operating under somewhat similar terms of reference, though with the additional intent to directly support the World Bank Group operations in-country. Development partner coordination will clearly be enhanced by a shared commitment to the national development strategy generated through these parallel positions, as will policy dialogue with governments. From the government viewpoint, the coordination engendered between the multilateral banks will simplify their relationships with these organizations. Furthermore, the World Bank has recently opened a representative office in Honiara, and this TA will seek to enhance ADB's coordination with this office.

12. This TA is likely to raise demand for a similar approach to supporting other PDMC governments in implementing their national development strategies and in improving development partner coordination. While the three countries selected have greater needs in the coming 3 years than other PDMCs, reviews forming an integral part of this TA will guide any decision on its replication elsewhere in the Pacific region.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

13. The impact of the TA will be to generate economic growth through the sectors of ADB focus in Samoa, Solomon Islands, and Tonga. The TA has three key outcomes: (i) enhanced relationship between ADB and the participating governments, (ii) improved development partner coordination, and (iii) improved ADB country portfolio performance. These outcomes will be assessed through midterm and final reviews of the TA performance and effectiveness.

B. Methodology and Key Activities

14. The TA will support the provision of additional resources and capacity for development partner coordination, and potentially harmonization, with a focus on facilitating government

⁸ ADB. 2007. *Country Partnership Strategy Tonga 2007–2012*. Manila

⁹ ADB. 2007. *Country Operations Business Plan Solomon Islands 2008–2010*. Manila.

implementation of national development strategies—in Samoa, Solomon Islands, and Tonga—for 3 years.

15. Outputs of the TA will comprise communication and coordination activities facilitated by country focal officers supporting implementation of national strategies and promoting aid coordination. Each country focal officer will require (i) business premises (to be supplied by governments in Samoa and Tonga and shared with the World Bank in Solomon Islands); (ii) an administrative assistant; (iii) office furniture, equipment, and supplies; and (iv) an agreed budget, work program, and reporting arrangements. Midterm and final TA reviews of the effectiveness of the country focal officers will also be outputs of the TA. These reviews will be completed 1.5 years and 2.75 years after the country focal officers commence duties.

16. The activities supported by the country focal officer will include (i) facilitating effective government engagement with ADB, (ii) facilitating support to government in implementation of national development strategies, and (iii) harmonization and aid coordination.

17. An assumption is that suitably skilled persons will be found to fill the country focal officer positions. The selection of country focal officers will be a key in determining how much can be achieved in terms of support to the implementation of national development strategies and strengthened aid coordination. The persons would need a good understanding of the country's development situation, institutional arrangements, and operations. To manage this risk by attracting high-quality candidates, the compensation for the country focal officer has been set at a level equivalent to that of a deputy secretary of a government agency for the Samoa and Tonga positions. In these countries, it is considered there is a sufficient pool of nationals to fill the positions. In Solomon Islands, the pool of individuals is not considered broad enough to identify a suitable candidate. Engaging a national consultant would, in addition, draw capacity away from an already capacity-restricted government. An international consultant with extensive subregional or national experience will be sought for this position. Country focal officers will be expected to have a sound understanding of ADB activities, policies, and procedures, and will be required to maintain up-to-date knowledge, including through participation in training activities as appropriate.

18. The use of national consultants in implementing this TA raises the need to ensure their independence. This risk needs to be mitigated to the extent possible so that efficient and effective services are delivered. This risk can be mitigated through appropriate selection of candidates and judicious selection of the location for the country focal officers' work space. A further risk is the potential for lack of clarity in the reporting lines between the country focal officer, the government, and ADB's South Pacific Subregional Office (SPSO) and Pacific Liaison and Coordination Office (PLCO). This risk has been minimized through the detailed terms of reference for country focal officers, including clear reporting responsibilities. To maximize the effectiveness of this TA, the World Bank and ADB will seek close consultation and coordination over work plan development for the country focal officers in Samoa and Tonga.

C. Cost and Financing

19. The cost of the TA is estimated at the equivalent of \$1,580,000. The TA will be financed on a grant basis by ADB's TA funding program in the amount of \$1,500,000, while the Government of Samoa will provide \$40,000 equivalent, and the Government of Tonga \$40,000 equivalent through provision of office space. Details of the cost estimates and financing plan are in Appendix 3.

D. Implementation Arrangements

20. A no-objection letter will be sought and obtained from each of the three participating member countries prior to implementation of the regional TA in each country. ADB will be the Executing Agency for this TA. Implementation responsibilities will rest with ADB's Pacific Operations Division. Once the logistical arrangements required to support the enhanced engagement activities are in place, day-to-day communications and reporting will be through the PLCO in the case of Solomon Islands activities and through the SPSO for Samoa and Tonga activities. The details of the reporting arrangements and responsibilities will be finalized during the inception phase, and will be tailored specifically to each country. The support for government implementation of national development strategies will be undertaken in a manner consistent with the priorities of each government.

21. The TA will be implemented over a 3.5-year period, starting in September 2008 and ending in March 2012. The TA will finance 39 person-months of international consulting services and 180 person-months of national consulting services. The proposed consultants will be (i) country focal officer, Solomon Islands (international, 36 person-months); (ii) country focal officers, Samoa and Tonga (national, 72 person-months); (iii) administrative assistants, Samoa, Solomon Islands, and Tonga (national, 108 person-months); and (iv) organizational and performance evaluation specialist (international, 3 person-months, intermittent). ADB will engage the consultants individually based on their qualifications, and in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). The outline terms of reference for consultants are in Appendix 4.

22. The required equipment for the provision of technical assistance will be procured by ADB in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time), and will be handed over to the official contact point of the host government on TA completion. ADB will facilitate access by the consultants to information systems, as feasible, to enhance the operational environment.

23. Inception reports will be prepared by each of the country focal officers within 4 weeks of the start of field activities. The inception reports will include a work program—containing milestones and performance measures—that has been agreed upon with the appropriate country director and government. Quarterly performance reports will be provided to ADB and the respective governments.¹⁰

IV. THE PRESIDENT'S DECISION

24. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,500,000 on a grant basis for Enhancing Engagement with Pacific Developing Member Countries, and hereby reports this action to the Board.

¹⁰ Report formats will be determined in consultation between the government, country director, and country focal officers.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
Impact Economic growth generated in Samoa, Solomon Islands, and Tonga through the sectors of ADB focus	<ul style="list-style-type: none"> Growth in economic sectors where ADB support is being provided 	<ul style="list-style-type: none"> National budget data from FY2009 through to FY2012 Country partnership strategies 	Assumptions <ul style="list-style-type: none"> No external shocks to the economies. Maintenance of law and order.
Outcome Enhanced relationship between ADB and participating governments Improved development partner coordination and harmonization Improved ADB country portfolio performance	<ul style="list-style-type: none"> Increased government satisfaction with quality of relationships with ADB Increased level of joint assessment, programming, and cofinancing in each country by end of 2009, particularly between ADB and the World Bank Timely implementation of activities, reduction in projects rated at-risk, and shortening of time needed to achieve project effectiveness in participating countries 	<ul style="list-style-type: none"> Country partnership strategies CPRMs TA quarterly reports Midterm and final TA reviews 	Assumptions <ul style="list-style-type: none"> Country focal officers maintain independence. Skilled country focal officers are recruited. Workload is sufficient for country focal officers to stay fully engaged with government and development partners. Clear reporting lines between the country focal officer and SPSO or PLCO. Risks <ul style="list-style-type: none"> Governments fail to utilize the resources on offer. Chosen country focal officer is inappropriate or ineffective due to lack of required skills.
Outputs 1. Communication and coordination activities facilitated by country focal officers supporting implementation of national strategies and promoting aid coordination 2. Midterm and final TA reviews	<ul style="list-style-type: none"> Country focal officers fully engaged in TA activities from October 2008 Quality reviews provided on time 	<ul style="list-style-type: none"> Inception reports BTORs from country missions TA quarterly reports Midterm and final TA reviews 	Assumptions <ul style="list-style-type: none"> Skilled consultants are recruited in a timely manner. Suitable office space is made available. Qualified review consultant(s) can be recruited in a timely manner. Risk <ul style="list-style-type: none"> Delays are encountered in securing government concurrences.
Activities with Milestones 1.1 Recruitment of country focal officers completed (end October 2008) 1.2 Inception reports submitted (end November 2008) 1.3 Quarterly reports submitted (end January, April, July, and October) 2.1 Midterm review completed (April 2010) 2.2 Final TA review completed (July 2012)		Inputs ADB: \$1,500,000, and 6 person-weeks of staff time for missions and review of the TA reports	

ADB = Asian Development Bank, BTOR = back-to-office report, CPRM = country portfolio review mission, FY = fiscal year, PLCO = Pacific Liaison and Coordination Office, SPSO = Pacific Subregional Office, TA = technical assistance.

COUNTRY PORTFOLIOS

A. Samoa

1. The Asian Development Bank (ADB) has six technical assistance (TA) projects being implemented in Samoa in the areas of education, energy, environment, land management, national planning, and state-owned enterprise reform. ADB has five ongoing loan/grant projects for Samoa in the areas of small-business development, sanitation and drainage, education, and energy. The indicative assistance pipeline for Samoa is presented in table A2.1.

Table A2.1: Samoa - ADB Indicative Assistance Pipeline 2008–2009
(\$ million)

Year	Name	Type	Funding		
			ADB	Cofinance (indicative)	Total
2008	Private Sector Development Cluster	ID	0.8	0.0	0.8
2009	Preparing the Sanitation and Drainage Project II	PPTA	0.7	0.0	0.7
2009	Preparing the Power Sector Expansion Project II	PPTA	0.7	0.0	0.7

ADB = Asian Development Bank, ID = institutional development, PPTA = project preparatory technical assistance.

Source: ADB estimates.

B. Solomon Islands

2. ADB has five ongoing technical assistance projects in Solomon Islands in the areas of inter-island transportation, state-owned enterprise reform, business law reform, and disaster recovery. ADB's one ongoing loan and an Asian Development Fund grant are helping rehabilitate roads and bridges. Another Asian Development Fund grant is supporting an emergency assistance project. The indicative assistance pipeline for Solomon Islands is presented in table A2.2.

Table A2.2: Solomon Islands - ADB Indicative Assistance Pipeline 2008–2010
(\$ million)

Year	Name	Type	Funding		
			ADB	Cofinance (indicative)	Total
2008	Domestic Maritime Support Project	ADF grant	8.58	3.42	12.0
2008	Establishment of Solomon Islands Maritime Authority	ADTA	0.80	0.00	0.8
2009	Improving Business Environment	ADTA	1.00	0.00	1.0
2009	Preparing Rural Transport Infrastructure	PPTA	0.50	0.00	0.5
2010	Rural Transport Infrastructure Project	ADF grant	10.00	5.00	15.0
2010	Supporting Rural Transport Infrastructure Development	ADTA	1.00	0.00	1.0

ADB = Asian Development Bank, ADF = Asian Development Fund, ADTA = advisory technical assistance, PPTA = project preparatory technical assistance.

Source: ADB estimates.

C. Tonga

3. ADB has five technical assistance projects in Tonga, supporting microenterprise, state-owned enterprise reform, urban management and the implementation of the national strategy. There is one active grant in the portfolio which was approved in 2008. The indicative assistance pipeline for Tonga is presented in table A2.3.

Table A2.3: Tonga - ADB Indicative Assistance Pipeline 2008–2009
(\$ million)

Year	Name	Type	Funding		
			ADB	Cofinance (indicative)	Total
2008	Integrated Urban Sector Development Project	ADF grant	11.3	0.0	11.3
2008	Tonga Urban Management and Planning System	ID	0.7	0.0	0.7
2008	Fiscal Governance and Macroeconomic Capacity Building	ID	0.5	0.0	0.5
2008	Support for Organizational Development Strategy of the Reserve Bank of Tonga	ID	0.5	0.0	0.5
2009	Rationalization of Public Enterprises Phase IV	ID	0.7	0.0	0.7
2009	Support for Private Sector Development Cluster	ID	0.5	0.0	0.5

ADB = Asian Development Bank, ADF = Asian Development Fund, ID = institutional development.
Source: ADB estimates.

4. Pacific countries are also assisted through ADB's regional portfolio, which has a current value of over \$34 million.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank (ADB) Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	548.0
ii. National Consultants	510.0
b. International and Local Travel	275.0
c. Reports and Communications	50.0
2. Equipment ^b	28.0
3. Miscellaneous Administration and Support Costs ^c	9.0
4. Contingencies	80.0
Subtotal (A)	1,500.0
B. Government of Samoa Financing	
Office Space and Support Costs ^d	40.0
C. Government of Tonga Financing	
Office Space and Support Costs ^d	40.0
Total	1,580.0

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

^b Equipment comprises three laptop computers with monitors, three desktop computers, three printers, three photocopiers including scanners, six telephones, and office furniture for six staff members.

^c This amount includes costs for office supplies.

^d The governments provide in-kind support in the form of office space and necessary utilities for use by the country focal officer and administrative assistant.

Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. Consulting services will support the implementation of this technical assistance (TA). The consultants will comprise (i) three country focal officers, (ii) three administrative assistants, and (iii) organizational and performance evaluation specialist(s). In each country, the country focal officer will guide the work of the administrative assistants. The country focal officers will maintain close contact throughout TA execution with their reporting officer in the Asian Development Bank (ADB).

A. Country Focal Officers: Solomon Islands (international, 36 person-months); **Samoa** (national, 36 person-months); **Tonga** (national, 36 person-months)

2. The consultants will be responsible for supporting the governments in implementing their national development strategies and facilitating strengthened coordination between ADB and the government, and aid coordination more broadly, in one of Samoa, Solomon Islands, or Tonga. The consultants should hold a bachelor's degree in a relevant field, preferably in economics, business administration, finance, or accounting. A master's degree would be an advantage. The consultants will be expected to bring to the position a sound understanding of ADB policies and processes, ideally generated through personal involvement in multilateral bank projects.

3. The country focal officer for Solomon Islands will report to the regional director of the Pacific Liaison and Coordination Office, Pacific Department, ADB, while the country focal officers for Samoa and Tonga will report to the regional director of the South Pacific Subregional Office, Pacific Department, ADB. Specific reporting procedures are to be established at inception.

4. The consultants will have several areas of responsibility:

- (i) Facilitating effective government engagement with ADB through (a) supporting government engagement with missions mobilized by ADB and facilitating the effective operation of such missions; (b) liaising and coordinating with government, nonstate, and private sectors in support of strengthened aid coordination, harmonization, and implementation of national development strategies; (c) updating, collating, and analyzing information and documentation, as requested, in support of promoting a shared understanding between government and ADB as to development issues and status; (d) facilitating communication flows between government and ADB, as needed; and (e) reporting and liaising with ADB on local news and other emerging information, particularly regarding development and economic management, and inform ADB of new initiatives, budget considerations, national plans, and political events.
- (ii) Facilitating government implementation of national development strategies through (a) collating, verifying, and analyzing information and documentation relating to strengthened implementation of national development strategies; (b) facilitating communication flows between government and ADB, as needed; (c) liaising and interacting with stakeholders—government, civil society, and other international and local organizations—in the implementation of the national development strategy; (d) obtaining appropriate assistance from ADB in relation to programming, processing, implementation and monitoring, and evaluation activities which support implementation of the national development strategy; (e)

supporting government access to information on, and engagement in, ADB's regional program as it addresses national development priorities; (f) attending, and reporting on, regional meetings or coordination events; (g) helping to identify and progress potential new national or regional cooperation initiatives which would support the implementation of national development strategies; and (h) supporting ADB in identifying opportunities to expand the local media coverage of ADB and help formulate appropriate media messages to achieve broader dissemination of information of relevance to country stakeholders.

- (iii) Facilitating government improvement of donor harmonization and aid coordination by coordinating with development partners and seeking results under a harmonization agenda through (a) collating, verifying, and analyzing information and documentation relating to strengthened aid coordination and harmonization; (b) attending field-based aid coordination and harmonization events; (c) liaising and reporting on information and coordination activities; (d) pursuing and supporting harmonization and coordination between the programs of ADB and those of other development partners; (e) facilitating communication between ADB, the government, its executing agencies, and the development partner community; (f) reporting on the activities of the development partners; and (g) having a close cooperative relationship with the World Bank in-country positions.

5. The requirements for the consultant positions are

- (i) suitability to undertake the responsibilities mentioned above at the required level;
- (ii) at least 5 years experience in public finance management professions, administration, post-evaluation, or country programming;
- (iii) excellent written and oral communication skills in English;
- (iv) experience working in multiple countries with government organizations, fiscal, economic, and development aid management agencies, with past involvement in public relations and information dissemination, and/or familiarity with Pacific cultures and institutions, being advantages;
- (v) a sound understanding of ADB policies and processes;
- (vi) strong interpersonal and supervisory skills, and ability to work independently; and
- (vii) computer skills, especially in the use of Microsoft Word and Excel.

B. Administrative Assistants: Solomon Islands (national, 36 person-months); **Samoa** (national, 36 person-months); **Tonga** (national, 36 person-months)

6. The positions will be responsible for performing a full range of secretarial duties for the relevant country focal officer, and coordinating activities supporting implementation of the TA. The administrative assistants will each report to the relevant country focal officer.

7. The administrative assistants will have several areas of responsibility.

- (i) **Mail, written communication, and follow-up.** The administrative assistants will ensure that all correspondence and documents for the country focal officer are properly typed, prepared, and submitted on time, that all incoming mail is logged, properly distributed, and brought to the attention of the country focal officer, and all outgoing mail and faxes are delivered on time.

- (ii) **Oral communications and internal and external contacts.** The assistants will provide efficient reception services by properly screening incoming telephone calls, taking accurate messages, and dealing with queries from internal and external callers to ensure they are referred in a timely manner to the country focal officer.
- (iii) **Calendar and travel.** The assistants will ensure the effective coordination of the country focal officers' schedules by maintaining their diaries, and arranging appointments, meetings, travel, and accommodation, in accordance with ADB procedures.
- (iv) **Office administration.** The assistants will properly maintain and update the office filing systems and records, in accordance with a framework for easy retrieval, and perform certain standard activities, such as maintaining adequate stocks of office supplies.
- (v) **Other tasks.** The administrative assistants will perform other duties as may be reasonably required, in close coordination with, and under guidance from, the country focal officer.

8. The requirements for the administrative assistant positions are

- (i) suitability to undertake the responsibilities mentioned above at the required level;
- (ii) at least 3 years experience in a private or public organization;
- (iii) good typing skills;
- (iv) good memo composition and editing skills;
- (v) good computer skills, and familiarity with the computer systems generally used in multilateral organizations;
- (vi) ability to work with individuals from different cultural and national backgrounds;
- (vii) good interpersonal and communication skills;
- (viii) ability to manage priorities and workload; and
- (ix) ability to work with minimum supervision, and maintain composure under pressure.

C. Organizational and Performance Evaluation Specialist(s) (international, 3 person-months, intermittent)

9. The organizational and performance evaluation specialist(s) will conduct a midterm and final review of the TA.

10. In each of the three countries the review will aim to

- (i) assess progress towards the outputs, and, as far as possible, the outcomes and impacts that are set out in the TA's design and monitoring framework;
- (ii) identify strengths and weaknesses in the operations of the country focal officers;
- (iii) make recommendations to enhance the strengths and overcome the weaknesses of operations, with particular emphasis on measures that would enhance development effectiveness; and
- (iv) assess, in the final review, the response to the recommendations of the midterm review, and the effect this response had on the performance of the country focal officers and the effectiveness of the TA.

11. In carrying out the reviews the consultant(s) should undertake the following tasks:
 - (i) Consult with Pacific region managers and operational staff of ADB on the relationship with the country focal officers and their perceived performance and responsiveness.
 - (ii) Consult with in-country stakeholders—including government, private sector, civil society, and development partners—on the perceived performance and responsiveness of country focal officers.
 - (iii) Briefly document progress towards outputs, outcomes, and, possibly, impact, incorporating discussions with all stakeholders and desk-based review.
 - (iv) Comment on any institutional factors—including those related to ADB human resources, organizational structures, and policies, and/or to the role of the Pacific developing member country governments involved in creating a conducive environment—that appear to have facilitated or constrained the operation and performance of the country focal officers in their efforts to support government in implementing national development strategies and to promote improved aid coordination and development partner harmonization.
 - (v) Synthesize issues in terms of successes, lessons learned, weaknesses, and opportunities, and highlight any specific examples of good practice that can be built upon.
 - (vi) Prepare a report summarizing findings on the above issues, and recommending further steps to be taken by the country focal officers and/or ADB to improve performance towards achieving intended TA outcomes.
12. The consultant(s) will be familiar with the operations and objectives of ADB. In addition, they should have substantial understanding and experience of the operating environment in the three Pacific island countries.
13. Each review will require short visits of 1–2 days to ADB's offices in Manila, Suva, and Sydney. In addition, the assignment will involve visits to each of the three PDMCs involved to meet with stakeholders.
14. The consultant(s) will prepare a draft report for submission to ADB and the governments. Following receipt of comments, a final report will be submitted to ADB and the governments. The report will be brief—10–20 pages, plus any supplementary information in appendices—and will include a short executive summary listing key findings and overall recommendations.