

ASIAN DEVELOPMENT BANK

TAR:TON 38159

TECHNICAL ASSISTANCE

TO THE

KINGDOM OF TONGA

FOR

INTEGRATED STRATEGIC PLANNING, MEDIUM-TERM FISCAL

FRAMEWORK AND BUDGETING

December 2004

CURRENCY EQUIVALENTS

(as of 1 November 2004)

Currency Unit	–	pa'anga (T\$)
T\$1.00	=	\$0.5291
\$1.00	=	T\$1.8900

ABBREVIATIONS

ADB	–	Asian Development Bank
CPD	–	Central Planning Department
DCC	–	development coordination committee
EPSRP	–	Economic and Public Sector Reform Program
HOD	–	head of department
MAC	–	macroeconomic advisory committee
MDG	–	Millennium Development Goal
MOF	–	Ministry of Finance
PSDP	–	Public Sector Development Program
SDP8	–	Eighth Strategic Development Plan 2005–2008
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management and public policy
Subsector	–	Economic management
Theme	–	Governance
Subtheme	–	Public governance and civil society participation

NOTE

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

This report was prepared by S. Ho, South Pacific Subregional Office, Pacific Department.

I. INTRODUCTION

1. In April 2004 during the Asian Development Bank's (ADB) annual Country Programming Mission, the Government of Tonga confirmed its request to ADB for advisory technical assistance (TA) to improve its capacity for strategic and development planning to enhance public sector performance and prepare the country's Eighth Strategic Development Plan 2005–2008 (SDP8). The TA has been included in the TA program for 2004 as reflected in ADB's Country Strategy and Program Update of July 2004. An ADB Fact-Finding mission¹ visited Tonga during 11–20 October 2004 to reach an understanding with the Government on the objectives, scope, cost estimates, financing plan, implementation arrangements, and terms of reference for consulting services of the TA.² The TA framework is in Appendix 1.

II. ISSUES

2. A planning approach to development in Tonga began in 1965 with the first Five-Year Development Plan covering 1965–1969. Six periodic plans have since been implemented, with SDP7 2001–2004³ under way. Despite Tonga's long planning tradition, a centralized approach, compounded by lack of adequate prioritization, undermines the country's planning approach. Tonga needs to plan its public resource use carefully, but based on a decentralized and participatory approach to focus on higher sustainable economic growth while ensuring financial stability and investing in people as identified in SDP7 to achieve the Vision for Tonga, 2025.

3. The long-term vision was set for the country together with strategic areas and policy guidelines to guide development activities and the Public Sector Development Program (PSDP). SDP7 identified areas with policy guidelines and the PSDP. The PSDP was to encapsulate the priority investment program and provide the link from SDP7 to the annual program budget. SDP7 was reviewed twice—in February 2003 and February 2004—to maintain a rolling 3-year investment program. The annual review was undertaken before the annual budget preparation so that SDP7 would be linked to the annual budget at the policy level, to the budget policy guidelines, and also at the programming level through the PSDP to the program budgets of ministries and departments.

4. However, the Government recognized a number of weaknesses contributing to past planning problems: (i) overprogramming and a failure to set priorities, considering fiscal sustainability;⁴ (ii) excessive centralization; (iii) inadequate processes for securing commitment and managing political interference; (iv) failure to specify appropriate implementation arrangements with appropriate human resources and institutional capabilities; and (v) ineffective monitoring capacity. To effectively address these challenges, SDP8 should include a participatory process and integrate strategic planning with a medium-term fiscal framework and budgeting. In addition, the process needs to incorporate other work undertaken by the sector ministries/agencies, and those with the assistance of ADB⁵ and other external sources.⁶

¹ The Mission comprised S. Ho, Principal Country Programs Specialist (Mission Leader), South Pacific Subregional Office, Pacific Department.

² The TA first appeared in *ADB Business Opportunities* (Internet edition) on 04 August 2004.

³ Central Planning Department. 2001. *The Seventh Strategic Development Plan 2001-2004*. Nuku'alofa.

⁴ International Monetary Fund. 2004. *Tonga: Staff Report for the 2004 Article IV Consultation*. Washington, DC.

⁵ ADB. 2002. *Report and Recommendation of the President to the Board of Directors for a Proposed Loan to Tonga on Economic and Public Sector Reform Program*. Manila.

⁶ Including the proposed assistance on Financial and Economic Management Program from Australia.

5. Addressing past planning problems and new challenges is a key aspect of the Government's shift to program-based budgeting and 3-year rolling public investment programs. Acutely aware of these weaknesses and challenges, the Government has taken a focused and effective participatory approach to launch and implement the ADB-assisted Economic and Public Sector Reform Program (EPSRP). The objective of the EPSRP is to facilitate private sector-led economic growth by (i) promoting policies that create an environment conducive to increased investment and employment by the private sector, and (ii) improving efficiency and effectiveness of service delivery by the public sector.

6. The Government requested ADB to provide assistance for institutionalizing the planning process with linkages to the Millennium Development Goals (MDGs) and other internationally agreed-upon social targets (for example the World Summit Sustainable Development Targets), medium-term framework and budgeting, and the participatory approach, which will require corresponding capacity building in the Government administration. The TA not only will aim to set priorities, but also will help establish participatory processes, and information bases and analyses so that the Government, stakeholders, and general public can arrive at informed decisions. Such decisions will recognize the trade-offs and costs involved in choosing development priorities.

7. Past weaknesses in planning are symptomatic of two core challenges to setting priorities. First, setting priorities is a complex technical task requiring detailed information, sound analysis, and good judgment. The role and functions of the Central Planning Department (CPD) as an effective planning coordinator and agency are severely hampered due to fragmentation of both regional planning, aid management, and project implementation. For regional planning, CPD is currently not represented in Vava'u Development Committee, which reports directly to the Cabinet and Privy Council, and is different from the four other regional development committees,⁷ which CPD serves as secretariat or chairman and report to development coordination committee (DCC) and the Cabinet. The Government needs to explore and introduce mechanisms to ensure coherent planning among the five regions in the country through CPD to support the formulation and implementation of SDP8. Regarding aid management, this function is currently shared by seven agencies⁸ in the Government. These agencies, including CPD, often also assume project implementation functions parallel to the functions of relevant sector line ministries and departments. Such fragmentation of aid management and project implementation may lead to inefficient use and underutilization of external resources. This arrangement also deviates from that in countries in the Asia and Pacific region where (i) aid coordination and management fall under one agency and the responsibility of the Ministry of Finance (MOF), and (ii) project implementation falls under relevant sector line ministries and departments. The Government is committed to address these issues through a decision made by the Privy Council in late October 2004 that MOF will assume responsibility for aid management and coordination of all funding agencies. Details for implementing the new mandate of MOF are being worked out among the concerned offices and ministries with the aim

⁷ 'Eua Development Committee, Ha'apai Development Committee, Niua Development Committee, and Rural Development Committee.

⁸ Ministry of Finance (multilateral financial institutions including ADB and the World Bank); Central Planning Department (Australia, New Zealand, Japan, United Nations Development Programme); Ministry of Foreign Affairs (European Union, People's Republic of China, and Pacific Islands Forum Secretariat); Ministry of Health (World Health Organizations); Ministry of Education, Youth and Sports (United Nations Children's Fund and United Nations Educational, Scientific and Cultural Organization); Ministry of Agriculture, Fisheries, and Food (Food and Agriculture Organization and International Fund for Agricultural Development); and Prime Minister's Office (Secretariat of the Pacific Community).

of harmonizing aid management and project implementation to better utilize limited external funding.

8. Second, even sound priorities require social consensus. The TA aims to address both challenges. It will help DCC and the MDG task force with technical aspects and participatory processes to secure stakeholder consensus. The Government, through CPD and MOF, has shown commitment and capacity to shift from the traditional structured top-down process to a more participatory process in undertaking strategic planning and monitoring. Under quite difficult circumstances, the Government is also tackling, frequently with ADB and other aid agencies, a number of critical governance, financial, and economic policy reforms and restructuring to promote private sector-led growth, particularly to enhance cash income opportunities, and access to and quality of basic social services in the country. These reform efforts and restructuring are all essential building blocks in achieving higher sustainable economic growth, ensuring financial stability, and investing in people—objective that the Government is pursuing.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

9. The objective of the TA is to help the Government prepare SDP8. It will improve the Government's capacity in strategic and development planning, with emphasis in establishing the process to link the MDGs and other economic and social targets, the medium-term fiscal framework, the annual budget allocation, and departmental corporate plans. An improved process of medium-term strategic planning and public expenditure management will enable heads of departments (HODs) to focus on MDG-related operational objectives, achievement of these objectives, and performance standards established under the recently implemented chief and senior executive service framework.

B. Methodology and Key Activities

10. ADB assistance will support the Government to develop and implement a participatory process involving all stakeholders, including aid agencies, in deriving a long-term strategic vision for achieving higher sustainable growth, ensuring financial stability, and investing in people in Tonga. The TA will seek to set priorities based on realistic resource estimates and secure support and commitment for those priorities from the Government, including central and line ministries, and among stakeholders through public consultation, seminars, and workshops. The TA will help translate this vision into objectives and targets within a medium-term fiscal framework and budget.

11. The TA will (i) identify long-term options for higher sustainable growth as outlined in Vision 2025; (ii) identify priorities and strategies for sustainable development, based on realistic resource estimates within a stable and sustainable macroeconomic and fiscal framework; (iii) specify procedures for implementing SDP8 and for monitoring performance, including the budget process; and (iv) help ensure public participation and transparency in SDP8 preparation.

1. Identify Long-Term Options

12. The TA will help the Government assess the main internal and external factors affecting Tonga's higher sustainable growth in the long term, particularly through private sector-led growth in production and employment. Domestic factors include (i) migration and youth unemployment, (ii) structural vulnerability arising from high dependence on foreign remittances

and low agricultural growth, and (iii) progress in implementing the EPSRP. External factors to be considered are (i) possible tightening of immigration policies affecting Tongan's access to major overseas labor market, (ii) impact of Tonga's accession to the World Trade Organization (WTO), and (iii) regional development and cooperation in the Pacific.

2. Establish Priorities and Identify Financial and Institutional Constraints

13. While SDP7 covers most issues, it fails to set priorities and achievable targets with a realistic estimation of funds available and corresponding institution and capacity requirement. The TA will build CPD's capacity in coordination with MOF to set priorities based on realistic medium-term resource estimates. First, the TA must estimate the amount of development funds available, initially focusing on Government resources and funding agencies contributions. But the TA must also consider private sector investment, including foreign direct investment particularly based on the impact of the EPSRP. Second, the TA will help refine criteria for program and project appraisal. Third, the TA will help CPD prepare a framework for estimating and illustrating the impact of variations in plan priorities on promoting private sector-led growth in production and employment.

3. Specify Implementation and Monitoring Arrangements

14. Among the reasons for the weak performance of SDP7 are inadequate attention paid to implementation procedures, and the limited information and resources available to CPD to monitor outcomes. Priorities cannot be set without a realistic appreciation of implementation needs and priorities. Ineffective monitoring also encourages plan slippage. Therefore, the TA will help strengthen the capacity of CPD and MOF to specify and monitor the implementation process.

4. Develop and Apply Participatory Processes

15. Good lessons and experience with consultation and participation have been gained from formulating and implementing the EPSRP, but more effective and wider participation will be essential to promote a sense of ownership and consensus on SDP8. The TA will support the purchase of equipment and improvement of intranet services and CPD web site design, and maintenance. The web site will strengthen public dissemination of the planning processes and provide access to SDP8's database. Intranet enhancement within the Government will improve inter-agencies coordination and participation. The TA will utilize and improve the capabilities of existing institutions, considering the limited capacities at all levels of government and society. The SDP8 process will undertake consultation and participation through monthly meetings of HODs, private sector consultative committee, economic summit, and annual youth summit. The process will also engage nongovernment organizations (NGOs) and other agencies to roll out consultation and participation to different segments of the society throughout the formulation and implementation of SDP8. A national summit is planned for the first quarter of 2005 to launch SDP8 preparation, and set priorities and identify financial and institutional constraints. A meeting of aid agencies, with participation of stakeholders in the third quarter of 2005, will consider the draft SDP8 before it is finalized.

C. Cost and Financing

16. The total cost of the TA is estimated at \$375,000 equivalent, comprising \$215,000 in foreign exchange and \$160,000 equivalent in local currency. ADB will provide \$300,000 equivalent on a grant basis, to be financed by ADB's TA funding program. The Government has

agreed to contribute in-kind services in the form of office accommodation, counterpart staff services, and other administrative support estimated at \$75,000 equivalent of the local currency costs. Implications on the staff resources and additional operating costs for CPD are being discussed by CPD and MOF for effective implementation. To further enhance the process of public consultation and consensus building throughout the formulation and implementation of SDP8, the Government is seeking parallel financing of \$50,000 from other funding agencies, including the Governments of New Zealand and Australia, to support these activities. The detailed cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

17. The Executing Agency will be CPD in close coordination with MOF. MOF will be the Implementing Agency for (i) enhancement of the macroeconomic and budget planning and projection through macroeconomic advisory committee (MAC); and (ii) information technology development including web development in CPD and intranet development within government agencies. The DCC and the MDG task force will be the strategic core groups to guide TA implementation, particularly the consultation and participation process. One international expert (advisor) to provide 6 person-months of consulting services and one domestic specialist (local team leader) for 10 person-months will be required. The outline terms of reference are in Appendix 3.

18. The consultants will be recruited on an individual basis in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for recruiting the domestic consultant. The advisor will be responsible for the quality and delivery of SDP8. The local team leader will be responsible for the quality and implementation of the participatory process. Procurement under the TA will follow ADB's *Guidelines for Procurement*. Equipment and systems procured under the TA will be handed over to the Government upon completion of the TA. The Government will ensure that all required counterpart staff of CPD and MOF, other human resources, and support facilities will be available to the consultants in a timely manner.

19. The TA will be implemented for 17 months from February 2005 to June 2006. The consultants will prepare and submit to the Government and ADB (i) an inception report including an issues paper outlining the approach and emerging factors and constraints and a detailed TA work program, 1 month after the TA starts in preparation for a national summit; (ii) a one-page monthly progress report indicating progress made and outstanding issues to be presented at the monthly meeting of HODs and concerned committee members; (iii) a draft final report in preparation for a meeting of aid agencies with stakeholder participation; and (iv) a final report submitted at the conclusion of the consulting services, based on the outcomes of the meeting of aid agencies and further consultation and participation.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$300,000 on a grant basis to the Government of Tonga for Integrated Strategic Planning, Medium-term Fiscal Framework and Budgeting, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions
Goal Prepare a coherent and consistent Eighth Strategic Development Plan 2005–2008 (SDP8)	Realistic targets and performance indicators established through participation and consultation for implementation and monitoring by end-2005	Asian Development Bank (ADB) review missions and technical assistance (TA) reports	
Purpose Improve the Government's capacity for strategic and development planning, with emphasis establishing the process to link the Millennium Development Goals (MDGs) and other economic and social targets, the medium-term fiscal framework, the annual budget allocation, and the departmental corporate plans	Established linkages among SDP8 priorities, corporate plans, and annual budget allocation in fiscal year 2006–2007 budget Institutionalized participation and consultation in planning and monitoring exercise by mid-2006 and onwards	Feedback from stakeholders including funding agencies ADB review missions and TA reports	Continued Government's commitment to institutionalize participation and consultation in planning and monitoring Cooperation of all stakeholders including heads of departments (HODs)
Outputs Identified long-term options and trends to promote higher sustainable growth particularly through private sector-led growth in production and employment A framework for establishing priorities and identifying financial and institutional constraints	Scenarios developed based on domestic and external emerging factors and assumptions on the macroeconomic and fiscal framework Refined criteria for program and project appraisal Estimated and illustrated variations in SDP8 priorities on promoting private sector-led growth in	Technical inputs to the consultation and participation process Feedback from stakeholders, particularly the private sector, funding agencies, and HODs ADB review missions and TA reports	Availability of qualified counterpart staff Timely comments and guidance from HODs, development coordination committee (DCC), MDG task force and macroeconomic advisory committee (MAC) Lack of Government's commitment and progress in implementing the Economic and Public Sector Reform Program (EPSRP)

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Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions
<p>Specified implementation arrangements and monitoring procedures</p> <p>Formulated and implemented a process for transparency and public participation</p>	<p>production and employment</p> <p>Specification of detailed implementation and monitoring arrangements for SDP8 priorities</p> <p>Consultation and participation undertaken on a timely manner to provide inputs to the SDP8 formulation and implementation</p>		
<p>Activities</p> <p>Establish realistic medium-term resource (human, financial, and institutional) estimates based on Government resources, funding agencies contribution and impact of EPSRP on private sector investment including foreign direct investment</p> <p>Evaluate priorities in terms of development impact and capacity to implement and monitor</p> <p>Disseminate progress, reports, and technical papers for SDP8 formulation and consultation process</p> <p>Public consultation and consensus building</p>	<p>Engage HODs monthly meetings, DCC, MAC, regional development committees, Tonga National Youth Congress, Tonga Association of Nongovernment Organizations, Women in Development Centre, Tonga Chamber of Commerce and Industries to roll out consultation and participation</p> <p>National summit 1st quarter of 2005</p> <p>Web site and network development by mid-2005.</p> <p>Meeting of aid agencies with stakeholder participation in 3rd quarter of 2005</p>	<p>Technical inputs to the consultation and participation process</p> <p>Feedback from stakeholders particularly the private sector, funding agencies, and HODs</p> <p>ADB review missions and TA reports</p>	<p>Timely arrangements with necessary technical inputs to facilitate public consultation and participation</p> <p>Realistic arrangements and procedures cognizant with the human resource, financial, and institutional constraints</p> <p>Lack of Government's continued commitment to participation and consultation</p>
<p>Inputs</p> <p>1 international expert (advisor) for 6 person-months (\$120,000)</p>	<p>Timely engagement of consultants and necessary inputs to facilitate consultation</p>	<p>TA inception, progress, and draft and final reports</p> <p>ADB review missions</p>	<p>Availability of qualified consultants and government counterparts</p>

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Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions
<p>1 domestic specialist (local team leader) for 10 person-months (\$60,000)</p> <p>Government counterparts in CPD and MOF</p> <p>Guidance from DCC/ MAC/MDG task force</p> <p>Participation of stakeholders</p>	<p>and participation process</p> <p>Timely provision of counterpart staff</p> <p>Comments and guidance from these committees and task force from time to time</p> <p>Stakeholders' appreciation and active participation in consultation process</p>	<p>Feedback from government counterparts and stakeholders</p>	<p>Lack of Government's continued commitment to priority setting, participation and consultation process</p>

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. Consultants			
a. Remuneration and Per Diem	120.0	60.0	180.0
b. International and Local Travel	25.0	5.0	30.0
2. Equipment and IT Development ^b	20.0	0.0	20.0
3. Seminars and Workshops	0.0	10.0	10.0
4. Dissemination of Reports	10.0	0.0	10.0
5. Local Transport ^c	0.0	5.0	5.0
6. Contingencies	40.0	5.0	45.0
Subtotal (A)	215.0	85.0	300.0
B. Government Financing			
1. Office Accommodation	0.0	20.0	20.0
2. Counterpart Staff Services	0.0	40.0	40.0
3. Other Administrative Expenses	0.0	15.0	15.0
Subtotal (B)	0.0	75.0	75.0
Total	215.0	160.0	375.0

IT = information technology.

^a Financed by the Asian Development Bank's technical assistance funding program.

^b List of equipment includes 1 server, 2 desktop and 1 laptop computers, 2 printers, 1 photocopier, 1 digital camera, 1 data projector, and 1 projector screen. IT development includes services and training for intranet improvement within government agencies and web site design and maintenance for the Central Planning Department.

^c Including hiring of vehicles.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. General

1. The principal objective of the technical assistance (TA) is to help the Government prepare, through a broad participatory approach, a clearly prioritized Eighth Strategic Development Plan 2005–2008 (SDP8). SDP8 will establish linkages with the medium-term macroeconomic and fiscal framework, the departmental corporate plans, and the annual budgetary process.

2. The TA will undertake the following:

- (i) identify long-term options to promote private sector-led growth in production and employment within a sustainable medium-term macroeconomic and fiscal framework;
- (ii) establish priorities considering the human resource, financial, and institutional constraints;
- (iii) specify implementation and monitoring processes; and
- (iv) formulate and implement consultation and participatory processes.

3. Implementation of these activities will cover 17 months from February 2005 to June 2006. The activities will support the preparation and first phase implementation of SDP8 so that the 2007 budget cycle (beginning March 2006) will fully reflect the priorities of and linkages between SDP8 and the departmental corporate plans. Procedures will be developed for public participation and priority setting in formulation and during implementation. These include:

- (i) preparing an issues paper setting out the approach to SDP8 formulation (including a review of SDP7), and proposed participatory processes to be posted in the Central Planning Department (CPD) web site, and inviting formal submissions and comments;
- (ii) organizing a national summit, with technical and discussion papers to facilitate participation and consultation;
- (iii) preparing a draft SDP8 based on further consultation and participation from the Government and other stakeholders;
- (iv) organizing a meeting of aid agencies with stakeholder participation to review the draft SDP8; and
- (v) finalizing SDP8 based on further consultation with and participation from the Government and other stakeholders.

B. Specific

4. The TA will require the services of two consultants.

- 1. **Development Planning and Institutional Specialist/Advisor** (international, 6 person-months)

5. The international consultant will be a macroeconomist with strong background in development planning and institution and a broad country experience in the Pacific and in other regions. The consultant will undertake, but will not be limited to, the following tasks:

- (i) With the local team leader and in close consultation with CPD and the Ministry of Finance (MOF), agree on a detailed TA implementation schedule to deliver SDP8 before the end of 2005 and roll it out into the 2007 budget formulation process as in para. 3.
- (ii) Assist and provide necessary training in formulating a medium-term macroeconomic and fiscal framework, and prepare different scenarios reflecting emerging domestic and external factors, as well as progress in implementing the Economic and Public Sector Reform Program.
- (iii) Provide overall direction, and recommend a policy and strategy for the TA, and prepare technical and discussion papers for consultation and participation.
- (iv) Work with the local team leader to help CPD complete the four TA components and ensure technology transfer and capacity building as spelled out in para. 2.
- (v) Assume overall responsibility for the quality and delivery of the draft and final SDP8.

2. Macroeconomic Planning and Processes Specialist/Local Team Leader
(domestic, 10 person-months)

6. The domestic consultant will be a macroeconomist with background and experience in development planning and consultation processes. The consultant will undertake, but will not be limited to, the following tasks:

- (i) Working closely with the advisor and CPD and MOF, formulate and implement the consultation and participatory process for SDP8 formulation and implementation as in para. 3.
- (ii) Assist CPD and MOF in managing and liquidating funds for procurement of equipment, information technology development, seminars, and meetings.
- (iii) Support the advisor, CPD, and MOF in implementing the four TA components as described in para. 2.
- (iv) Support the preparation of SDP8 and coordinate inputs from the departmental corporate plans.
- (v) Coordinate the inputs for the preparation and outcomes of the consultation processes as well as inputs from other funding agencies.
- (vi) Be responsible for the quality of the consultation and participation processes.
- (vii) Provide necessary support to the advisor in preparing the draft and final SDP8.

C. Reporting Requirements

7. The advisor, in close consultation with the local team leader, will submit the following reports to the Government and the Asian Development Bank: (i) an inception report including an issues paper outlining the approach and emerging factors and constraints and a detailed TA work program, 1 month after the TA starts in preparation for a national summit; (ii) a one-page monthly progress report indicating progress made and outstanding issues to be presented at the monthly meeting of heads of department and concerned committee members; (iii) a draft final report in preparation for a meeting of aid agencies with stakeholder participation; and (iv) a final report submitted at the conclusion of the consulting services, based on the outcomes of the meeting of aid agencies and further consultation and participation.