



Technical Assistance Report

Project Number: 46134
Regional—Policy and Advisory Technical Assistance (R-PATA)
July 2012

Enhancing Coordination of the Central Asia Regional Economic Cooperation Program

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CAREC	–	Central Asia Regional Economic Cooperation
CWRD	–	Central and West Asia Department
NFP	–	national focal point
OIF	–	Overall Institutional Framework
RCC	–	regional cooperation coordinator
SOM	–	senior officials' meeting
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Regional—Policy and advisory technical assistance (R-PATA)
Targeting classification	–	General intervention
Sector (subsectors)	–	Multisector (road transport, rail transport, electricity transmission and distribution pipelines, large hydropower, trade and services)
Theme (subtheme)	–	Regional cooperation and integration (cross-border infrastructure)
Location (impact)	–	Rural (low), urban (low), national (medium), regional (high)

NOTE

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

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In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.

I. INTRODUCTION

1. The Central Asia Regional Economic Cooperation (CAREC) program, initiated in 2001, aims to achieve development through cooperation, leading to accelerated economic growth and shared prosperity among the 10 partner countries, with the support of six multilateral institution partners.¹ It has evolved from a consultative and project-based institutional framework to a more sector-strategy and results-oriented approach in the four priority sectors of energy, trade facilitation, trade policy, and transport. The program's objectives are expanding trade through improved connectivity and openness, facilitating cross-border movements of goods and people, and enhancing energy cooperation. CAREC-related investments amounting to almost \$17 billion were approved and funded by member governments and multilateral institution partners in the program's first decade. Based on the findings of a stock-take report² and an assessment of the opportunities and challenges facing the program, a new 10-year strategic framework, CAREC 2020, was prepared and, subsequently, endorsed at the 10th Ministerial Conference in Baku, Azerbaijan, in November 2011. CAREC 2020's strategic objectives are expanded trade and improved competitiveness (Appendix 1, Figure A1.1). In addition to the four priority sectors, its operational priorities include economic corridor development, the CAREC Institute, and selected second tier areas, such as climate change and communicable disease control.

2. The CAREC Overall Institutional Framework (OIF)—established in 2002 and governed by the Ministerial Conference (Appendix 1, Figure A1.2)—has guided the program effectively through a flexible and informal structure. Key achievements of the OIF include (i) reaching consensus on the principles of and approach to regional cooperation; (ii) formulating the vision, goal, and strategic priorities of the program and its sectors of cooperation; (iii) coordinating and monitoring the planning, preparation, and implementation of priority projects and initiatives; (iv) providing a platform for regular discussions on CAREC-related concerns among the participating countries, multilateral institution partners, and other key stakeholders; and (v) building confidence among countries to sustain their support for and participation in the program.

3. Through the proposed technical assistance (TA),³ the Asian Development Bank (ADB) will continue to assist the coordination of CAREC in the second decade of the program—a prerequisite for the effective implementation of CAREC 2020⁴—supporting the national and regional mechanisms. It will build on earlier ADB “umbrella” TA projects to support CAREC 2020 implementation.⁵ The design and monitoring framework is in Appendix 2.

¹ CAREC member countries include Afghanistan, Azerbaijan, the People's Republic of China, Kazakhstan, the Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan. The six CAREC multilateral institution partners are the Asian Development Bank, the European Bank for Reconstruction and Development, the International Monetary Fund (IMF), the Islamic Development Bank, the United Nations Development Programme, and the World Bank.

² ADB. 2010. *The 10-year Commemorative Study Part 1 (Stock-Take)*. Manila.

³ VPO1 provided concept clearance for the TA on 9 April 2012. The TA first appeared in the business opportunities section of ADB's website on 20 April 2012.

⁴ The TA will also complement the outcomes and outputs of two other regional technical assistance projects planned for 2012: Supporting Capacity Development Needs of CAREC 2020 and Assisting the CAREC Institute Knowledge Program, Phase 1, which are dedicated to the capacity development and knowledge components of CAREC 2020.

⁵ Earlier ADB TA projects comprise: (i) ADB. 2007. *Strengthening Central Asia Regional Economic Cooperation, 2007–2012*. Manila (TA 6409-REG). (ii) ADB. 2005. *Greater Silk Road Initiative 2006*. Manila (TA 6272-REG). (iii) ADB. 2004. *Greater Silk Road Initiative 2005*. Manila (TA 6199-REG). (iv) ADB. 2002. *Greater Silk Road Initiative* (TA 6053-REG).

II. ISSUES

4. The stock-take report (footnote 2) warns that ownership of and commitment to the OIF has varied among member countries, with heavy reliance on assistance from the multilateral institution partners in programming and coordination. CAREC 2020, reflecting on the program's first decade and the key lessons of the stock-take report, called for gradual refinements of the OIF to improve its coordination of the CAREC program. These include:

- (i) a more prominent role for the countries in the execution of the OIF, enhancing country ownership of the program;
- (ii) strengthened coordinating mandates of the national focal points (NFPs), ensuring that they have the institutional capacities to bring about focused and accelerated implementation of CAREC 2020;
- (iii) a stronger role for the senior officials' meetings (SOMs) in resolving issues associated with the implementation of CAREC 2020 through better intersectoral coordination—not only taking stock of progress as they have done in the past, but proactively addressing policy issues and undertaking annual development effectiveness review, using the CAREC results framework;
- (iv) greater consistency among member countries in the involvement of their sector focal points in the work of the sector coordinating committees—ensuring regular and consistent country representation at each committee meeting, and appointing participants at an appropriately senior level who are authorized to make key decisions on CAREC policy and project issues; and
- (v) a stronger interface with private sector institutions.

5. With a strengthened OIF to actively manage the more focused agenda of CAREC 2020 and the OIF's highly satisfactory coordination of the program,⁶ stakeholders increasingly expect ADB to step up its support to the OIF. The effective functioning of national and regional CAREC bodies under the OIF would facilitate the mainstreaming of CAREC projects and initiatives in national development agendas. In response to this expectation, at the 10th CAREC Ministerial Conference, ADB expressed its strong commitment to support the CAREC 2020 strategy by providing financial, technical, and knowledge resources, and to assist in the coordination of the program.

III. THE PROPOSED TECHNICAL ASSISTANCE

A. Impact and Outcome

6. The proposed TA is expected to contribute to an expansion in the total international trade of CAREC member countries, as envisaged in CAREC 2020's strategic objective. To contribute to achieving this impact, coordination of the CAREC program will be enhanced as the TA's intended outcome. The vehicle of coordination has been established as the OIF. The TA will continue ADB's support for the OIF national and regional mechanisms, as well as the overall coordination of the CAREC program.

⁶ Positive feedback from partners on ADB's performance has been voiced in numerous ministerial conferences and SOMs. For example, see para. 16 of *Collective View of the Multilateral Institutions* at the Ninth Ministerial Conference in Cebu, Philippines on 2 November 2010 (<http://www.carecprogram.org/uploads/events/2010/9th-MC/Collective-View-Multilateral-Institutions.pdf>).

B. Methodology and Key Activities

7. The expected outputs of the TA are: (i) the regional and national bodies under the CAREC OIF increase their effectiveness; and (ii) CAREC coordination support is strengthened.

8. **Effective CAREC regional and national bodies.** Over the first 10 years of the program, an annual calendar for regular meetings took shape and is anticipated to be maintained for the coming years. These regular meetings may be supplemented by ad hoc calls for extraordinary meetings as issues arise. Of the regular meetings, the most high profile is the annual Ministerial Conference, which serves as a platform for discussing and adopting governing policies and strategies for the CAREC program. The SOM, which convenes at least twice a year with participation from member countries' NFPs and sector focal points, lays the ground for the Ministerial Conference by holding in-depth discussions on sector progress, and proposing new initiatives under the CAREC strategy. These SOMs are informed and guided by findings and recommendations of the four sector coordinating committee meetings, which meet on average semiannually, with some variations from sector to sector.⁷ The TA will fund these meetings and others under the OIF, which will play a vital role in efficient and effective implementation of CAREC 2020.

9. For the program in general, and the regional and national institutions in particular, to gain broader acceptance and support, it has been recognized that an outreach strategy is needed at various levels. At the national level, each member country, led by the office of the NFP and supported by the CAREC Unit in ADB, which serves as the program secretariat, has begun formulation of a national outreach strategy. They will regularly convene CAREC national consultation workshops, at their respective locations. These workshops will benefit from a range of stakeholder participation, promote greater awareness of CAREC 2020, and nurture a participatory approach in the planning and implementation of CAREC projects, all of which will contribute to greater country ownership of CAREC. At the regional level, ADB will help conduct outreach activities with a view to mobilizing further support for the program.

10. **Strengthened CAREC coordination support.** The TA will strengthen support for CAREC coordination by providing a team of core coordinating consultants based in ADB Headquarters, and consultants based in the 10 member countries. The consultants will assist in, among other things, the following: (i) supporting national coordination mechanisms in the member countries; (ii) planning and organizing CAREC events and meetings; (iii) planning, preparing, and monitoring CAREC 2020 projects; (iv) monitoring the development effectiveness of the CAREC program for strategic decision making; (v) liaising with other CAREC multilateral institution partners and stakeholders; (vi) updating the CAREC 2020 rolling medium-term priority projects list; (vii) helping conduct selected small studies as requested by CAREC national and regional bodies; and (viii) undertaking effective advocacy and outreach activities. They will also help with information-sharing activities with other development partners and regional organizations to maximize opportunities for regional cooperation and to avoid overlap and duplication of efforts.

11. The consultants, based in the participating countries, act as national advisors to the NFPs and regional cooperation coordinators (RCCs). The advisors assist the NFPs with in-

⁷ ADB provides technical inputs to the Transport Sector Coordinating Committee, the Energy Sector Coordinating Committee, and the Customs Cooperation Committee (Trade Facilitation Sector). The World Bank provides technical inputs to the Energy Sector Coordinating Committee, and the IMF to the Trade Policy Coordinating Committee.

country coordination among ministries and agencies, to monitor and promote timely implementation of CAREC agreements and events. The advisors and the RCCs facilitate coordination with the CAREC Unit staff and consultants in ADB Headquarters. Among other tasks, the RCCs support preparation of reports and organization of meetings and other events. The advisors and RCCs help ensure that national commitments made during CAREC events are followed up and acted upon. Since February 2012, advisors and RCCs have been helping keep track of progress on key CAREC activities in member countries through their monthly reports to ADB. These reports also cover developments related to other (non-CAREC) regional cooperation initiatives.

12. With support from the TA, CAREC consultants will continue to improve the presentation and content of the CAREC program website (www.carecprogram.org). They will also help organize events and forums to promote private sector participation in CAREC initiatives.

C. Cost and Financing

13. The TA will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF), comprising \$2,300,000 equivalent from TASF-IV and \$700,000 equivalent from TASF-other sources. The cost estimates and financing plan are in Appendix 3.

D. Implementation Arrangements

14. The TA will be implemented over 36 months during September 2012–August 2015. ADB will be the executing agency, with the CWRD acting as the focal point.

15. The TA will finance approximately 10 person-months of international and 324 person-months of national consulting services engaged annually during the implementation period. Consultants will be employed by ADB in accordance with ADB's Guidelines on the Use of Consultants (2010, as amended from time to time). International consultants will include experts in sector and regional cooperation, and public relations. National consultants will include national advisors to the CAREC NFPs, RCCs, sector experts and coordinators, a regional cooperation program officer, a regional cooperation program analyst, a web developer and administrator, a website and publications expert, and an administrative assistant. International and national resource persons will also be engaged. The consultants' outline terms of reference are in Appendix 4. The consultants will be recruited as individuals, and not through a firm, because (i) they will be operating in different countries; (ii) their work and outputs are independent of each other; and (iii) overall management of the consultants will be performed by the CAREC Unit within the CWRD.

16. Equipment budgeted for under the TA consists of computers and small office equipment that will be procured in accordance with ADB's Procurement Guidelines (2010, as amended from time to time). Disbursements will be made in accordance with the ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

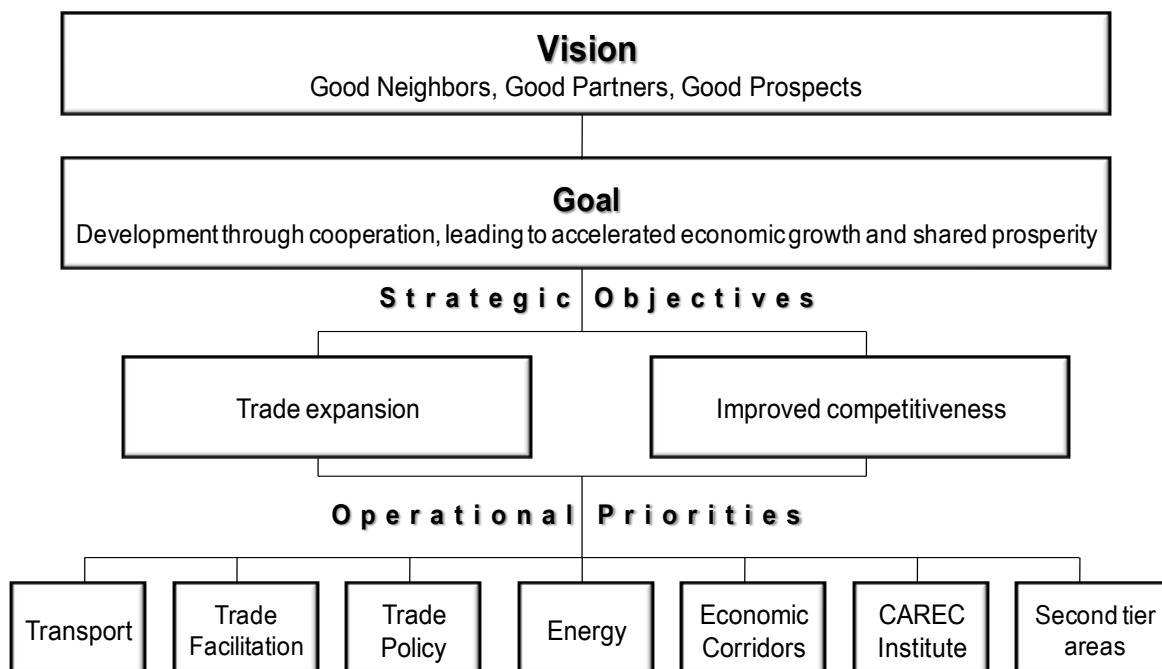
17. The outputs of the TA will be disseminated at CAREC ministerial conferences, which receive significant media coverage, and through the CAREC program website. Good practices and lessons learned will be documented in the progress reports submitted to CAREC senior officials and discussed during the senior officials' meetings. All such reports will be posted regularly on the CAREC program website, and shared with ADB's Regional Cooperation and Integration Community of Practice.

IV. THE PRESIDENT'S RECOMMENDATION

18. The President recommends that the Board approve the provision of technical assistance not exceeding the equivalent of \$3,000,000 on a grant basis for Enhancing Coordination of the Central Asia Regional Economic Cooperation Program.

CENTRAL ASIA REGIONAL ECONOMIC COOPERATION (CAREC) STRATEGY AND OVERALL INSTITUTIONAL FRAMEWORK

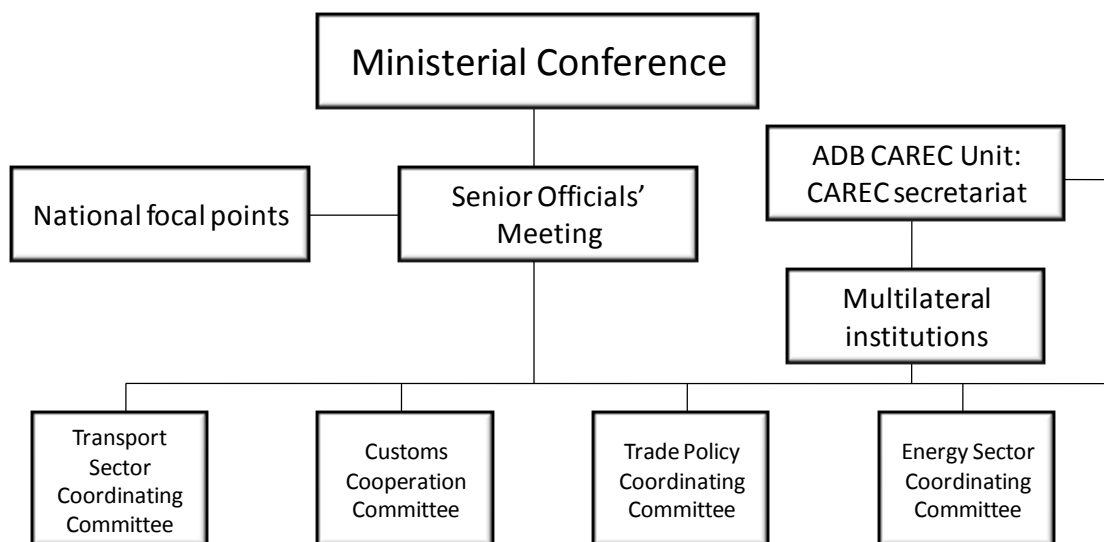
Figure A1.1: Strategic Agenda



CAREC = Central Asia Regional Economic Cooperation.

Source: CAREC 2020: A Strategic Framework for the Central Asia Regional Economic Cooperation Program, 2011–2020 (endorsed at the 10th Ministerial Conference on CAREC, November 2011).

Figure A1.2: Overall Institutional Framework



CAREC = Central Asia Regional Economic Cooperation.

Source: CAREC 2020: A Strategic Framework for the Central Asia Regional Economic Cooperation Program, 2011–2020 (endorsed at the 10th Ministerial Conference on CAREC, November 2011).

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Total international trade volumes of CAREC member countries expand as envisaged under CAREC 2020.</p>	<p>Growth of total international trade during 2010–2017 is at least 1.5 times greater than the growth during 2003–2010 (\$0.91–3.13 billion).</p>	<p>IMF direction of trade statistics; CEIC database</p>	<p>Assumptions Political situation in the CAREC region remains stable and conducive to increased regional cooperation and integration.</p> <p>Economies in the region continue to grow and remain stable.</p>
<p>Outcome Overall coordination of the CAREC program is enhanced.</p>	<p>By end 2014, CAREC 2020 projects are included in the national development plans of member countries, and in the assistance pipelines of multilateral institution partners (including ADB) and other external development actors.</p> <p>By end 2014, the total amount of CAREC investments will reach at least \$25 billion^a (from \$17 billion as of end 2011).</p> <p>Senior representatives of CAREC member countries, multilateral institution partners, and other development partners participate regularly in CAREC events.</p>	<p>National development plans of CAREC member countries, and multiyear strategies and business plans of the multilateral institution partners and other partners (e.g. World Bank's country assistance strategies)</p> <p>ADB country operational business plans in CAREC member countries</p> <p>Reports on consultations with CAREC member countries, multilateral institution partners and other development partners involved in CAREC</p>	<p>Assumptions Governments of member countries are committed to CAREC and encourage their officials to promote CAREC projects and initiatives.</p> <p>All multilateral institution partners remain committed to the program's goals and project implementation plans.</p> <p>Risk Officials in CAREC member countries, involved in various regional cooperation schemes (e.g. CAREC, Shanghai Cooperation Organization, Economic Cooperation Organization), do not coordinate well, resulting in duplication of efforts.</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks														
<p>Outputs</p> <p>1. The regional and national bodies under the CAREC OIF increase their effectiveness.</p>	<p>Agreements are reached during the annual meetings of CAREC regional bodies.</p> <p>The annual work plans are formulated and implemented by the regional and national bodies in a timely manner.</p> <p>In each CAREC country, national coordination conferences are held at least once a year.</p>	<p>Summaries of sector coordinating committee meetings and senior officials meetings</p> <p>Reports from the sectors and the offices of the national focal points</p> <p>Conference reports compiled by the offices of the national focal points</p>	<p>Assumptions</p> <p>Ministries and agencies assign competent officials responsible for CAREC, and mainstream such responsibilities in the officials' work plans.</p> <p>CAREC members reach consensus on exploring new areas of cooperation and commit to further follow-up work.</p>														
<p>2. CAREC coordination support is strengthened.</p>	<p>Regular monitoring and reporting on CAREC projects enhance information-sharing on regional cooperation initiatives.</p> <p>An increase of at least 50% is recorded in the number of legitimate hits (annual) on the CAREC website by end 2014 from 24,224 in 2011 (January–December).</p>	<p>CAREC monthly progress report</p> <p>CAREC annual development effectiveness reviews</p> <p>Technical monitoring data on website access</p>															
Activities with Milestones		Inputs															
<p>1. The regional and national bodies under the CAREC OIF increase their effectiveness.</p>		<p>ADB: \$2.3 million (TASF-IV) ADB: \$0.7 million (TASF-other sources)</p>															
<p>1.1 Organize and conduct 3 or more CAREC ministerial conferences (minimum of 1 annually in 2012–2015).</p>		<table border="1"> <thead> <tr> <th data-bbox="818 1402 1166 1430">Item</th> <th data-bbox="1166 1402 1443 1430">Amount (\$'000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="818 1430 1166 1457">Consultants</td> <td data-bbox="1166 1430 1443 1457">1,610</td> </tr> <tr> <td data-bbox="818 1457 1166 1484">Equipment</td> <td data-bbox="1166 1457 1443 1484">10</td> </tr> <tr> <td data-bbox="818 1484 1166 1547">Training, seminars, and conferences</td> <td data-bbox="1166 1484 1443 1547">1,080</td> </tr> <tr> <td data-bbox="818 1547 1166 1575">Studies</td> <td data-bbox="1166 1547 1443 1575">50</td> </tr> <tr> <td data-bbox="818 1575 1166 1638">Miscellaneous administration and support costs</td> <td data-bbox="1166 1575 1443 1638">100</td> </tr> <tr> <td data-bbox="818 1638 1166 1665">Contingency</td> <td data-bbox="1166 1638 1443 1665">150</td> </tr> </tbody> </table>		Item	Amount (\$'000)	Consultants	1,610	Equipment	10	Training, seminars, and conferences	1,080	Studies	50	Miscellaneous administration and support costs	100	Contingency	150
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<p>1.2 Organize and conduct 4 or more CAREC senior officials' meetings in 2013–2015 (2 or more annually).</p>																	
<p>1.3 Organize and conduct 8 meetings of the sector coordinating committees for energy, trade policy, trade facilitation, and transport (2013–2015).</p>																	
<p>1.4 Organize and conduct 2 or more national coordination meetings in each CAREC member country (2013–2015).</p>																	
<p>1.5 Conduct consultations with ministries and agencies involved in CAREC (first quarter 2013–2015)</p>																	
<p>1.6 Liaise closely with national and sector focal points (ongoing)</p>																	

Activities with Milestones	
<p>1.7 Conduct study on strengthening national coordination mechanisms (second quarter 2014 [in cooperation with the CAREC Institute])</p> <p>2. CAREC coordination support is strengthened.</p> <p>2.1 Coordinate all CAREC activities (ongoing)</p> <p>2.2 Formulate an outreach plan (third quarter 2013) and implement it (ongoing)</p> <p>2.3 Carry out CAREC outreach activities, including updating the CAREC program website and organizing events and forums for public–private sector partnership (ongoing)</p> <p>2.4 Liaise with multilateral institution partners and other key stakeholders of the CAREC program (ongoing)</p> <p>2.5 Monitor developments in other RCI programs involving CAREC countries (ongoing)</p> <p>2.6 Update the CAREC 2020 rolling business plan (prior to the annual CAREC ministerial conference)</p>	

ADB = Asian Development Bank, CAREC = Central Asia Regional Economic Cooperation, IMF = International Monetary Fund, OIF = Overall Institutional Framework, RCI = Regional Cooperation Initiative, TASF = Technical Assistance Special Fund.

^a As of end-2011, \$17 billion of CAREC-related investments have been approved, of which \$4 billion were approved in 2010–2011. At the 10th Ministerial Conference, ADB committed to providing \$4.2 billion to support CAREC projects in 2012–2014. Unless existing trends change dramatically, a comparable amount of investment is expected to be provided by other CAREC multilateral institution partners in the coming 2 years. Thus, in total, at least \$8 billion of CAREC investments could be generated by 2014, following the current projection of multilateral institution partner support, and enhanced coordination of the CAREC program leading to the cumulative estimated figure of \$25 billion.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	200.00
ii. National consultants	1,200.00
b. International and local travel	210.00
2. Equipment ^b	10.00
3. Training, seminars, and conferences	1,080.00
4. Surveys	50.00
5. Miscellaneous administration and support costs ^c	100.00
6. Contingencies	150.00
Total	3,000.00

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-IV = \$2,300,000 and TASF-other sources = \$700,000).

^b Personal computers, software, accessories, and other small office equipment. Equipment purchased under this technical assistance (TA) will be turned over to implementing agencies upon completion of the TA, pursuant to ADB's Project Administration Instruction 5.09, section T on Turning Over or Disposing of Equipment and Vehicles.

^c Includes translation costs for documents and web pages into the Russian language.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Introduction

1. A team of individual consultants will be engaged to support a range of activities under the Central Asia Regional Economic Cooperation (CAREC) program. Approximately 10 person-months of international and 324 person-months of national consulting services will be engaged annually during the technical assistance (TA) implementation period. The indicative person-month allocation and terms of reference are set out below.

B. International Consultants

1. Sector and Regional Cooperation Experts (8 person-months)

2. Consultant(s) will be engaged to serve as experts in the four priority sectors of cooperation under CAREC. The consultant(s) will provide technical advice on a range of issues relating to regional economic cooperation and support the implementation of CAREC strategies and action plans and CAREC 2020. The consultant's responsibilities will include but not be limited to the following:

- (i) Perform analytical studies of regional cooperation in relation to further strengthening of the Overall Institutional Framework (OIF) and the strategic direction of the CAREC program.
- (ii) Perform other analytical and sector studies as required.
- (iii) Assist in the implementation of CAREC 2020 and updating the CAREC 2020 rolling business plan.
- (iv) Assist in the implementation of sector strategies and implementation action plans under the CAREC program.
- (v) Advise the CAREC Unit in establishing productive working relationships with other regional cooperation organizations working in Central Asia and neighboring countries, as well as with bilateral and multilateral donors interested in CAREC.
- (vi) Advise on, and assist in, promoting participation of the private sector and business communities in the CAREC program.
- (vii) Assist the head of the CAREC Unit in planning, preparing for, and implementing conferences and meetings for the CAREC program, including the preparation of resource papers.
- (viii) Provide other technical and coordinating support to the OIF, as required.

2. Public Relations Experts (2 person-months)

3. Public relations experts will be engaged to help in the production of promotional, informational, and general media materials, in addition to specific media packages for CAREC's high-profile meetings, projects, and activities. Consultant(s) will also support outreach activities and arrange for media coverage of high-profile CAREC meetings, projects, and activities, as required.

C. National Consultants

1. National Advisors to the CAREC National Focal Points (10 positions; total of 120 person-months, annually)

4. Consultants will be engaged (one per CAREC participating country) to serve as primary liaison between the national focal points (NFPs) and ADB. The consultant's responsibilities will include but not be limited to the following:

- (i) Provide advisory services and other assistance to the NFP in institutionalizing regional cooperation and in planning and implementing regional cooperation activities.
- (ii) Assist in all aspects of work related to the country's participation in the CAREC program.
- (iii) Help develop and strengthen channels of communication to support the NFP's coordination activities related to regional cooperation and ensure effective information dissemination and coordination.
- (iv) Cooperate closely with the CAREC Unit, the CAREC regional cooperation coordinator, the Asian Development Bank (ADB) country director and other resident mission staff to ensure effective implementation of CAREC program strategies and activities, including activities of the CAREC Institute.
- (v) Assist the government with preparations for CAREC meetings and conferences, by organizing in-country consultation meetings with relevant agencies and preparing supporting materials such as position papers, briefing notes, speeches and presentations.
- (vi) Support implementation of the strategic framework CAREC 2020, through CAREC sector strategies and action plans, the CAREC Institute strategy and action plan, and development and maintenance of the CAREC portfolio and pipeline of regional projects.
- (vii) Conduct monthly updates on regional cooperation activities.
- (viii) Assist in the preparation of studies and other research on regional cooperation conducted in-country under CAREC.

2. Regional Cooperation Coordinators (10 positions; total of 120 person-months, annually)

5. Consultants will be engaged (one per CAREC participating country) to serve as a focal point on regional economic cooperation in the CAREC participating country. The consultant's responsibilities will include but not be limited to the following:

- (i) Coordinate CAREC-related issues with national and sector focal points in the government, other government bodies involved in regional cooperation activities, representatives of multilateral institution partners and other development partners in the field, business communities, and other stakeholders.
- (ii) Undertake or provide inputs into CAREC-related economic research, studies (sector, strategy, or thematic), and other analytical work, including assistance in monitoring implementation of the strategic framework CAREC 2020, and CAREC program strategies and activities, including activities of the CAREC Institute.
- (iii) Assist in the logistics and other arrangements for meetings and conferences under the OIF, including ad hoc working group meetings, sector coordinating

committee meetings, senior officials' meetings, and ministerial conferences, as well as in-country workshops and outreach seminars.

- (iv) Monitor programs and initiatives of the government, regional organizations, and other stakeholders on regional economic cooperation; identify, evaluate, and recommend potential areas for collaboration.

3. Sector Experts and Coordinators (2 positions, total of 24 person-months, annually)

6. Consultants will be engaged to undertake analysis and prepare reports as required to meet the requests of the CAREC senior officials' meetings and ministerial conferences. The consultants should have extensive knowledge in various sectors of cooperation, including their country's government policies and regulations.

4. CAREC Core Coordinating Consultants

a. Regional Cooperation Program Officer (12 person-months, annually)

7. A consultant based at ADB headquarters will be engaged to provide technical support for the implementation of the CAREC OIF, which guides the CAREC program, and to the CAREC Unit, which serves as the program's secretariat. The consultant's responsibilities will include but not be limited to the following:

- (i) Prepare periodic monitoring reports on CAREC program implementation, which cover the status of proposed program activities and other related initiatives, and other outstanding operational issues.
- (ii) Help prepare CAREC-related documents such as concept papers and project profiles for regional projects, briefing notes, and other background papers.
- (iii) Provide technical and logistical assistance to the CAREC Unit.
- (iv) Oversee logistics and related arrangements for CAREC ministerial conferences and senior officials' meetings, prepare resource papers for these meetings, and perform follow-up activities.
- (v) Assist in arrangements for sector coordinating committee meetings, outreach seminars, and other CAREC workshops and meetings.
- (vi) Create, maintain, and upgrade a database for the analysis and measurement of results and outcomes of the CAREC program.

b. Regional Cooperation Program Analyst (12 person-months, annually)

8. A consultant based at ADB headquarters will provide statistical, analytical, and administrative support for the implementation of the CAREC program. The consultant's responsibilities will include but not be limited to the following:

- (i) Assist in updating information on the regional lending and technical assistance plans of CAREC multilateral institution partners.
- (ii) Provide logistical support in organizing and conducting CAREC sector committee meetings, senior officials' meetings, and ministerial conferences, as well as outreach seminars and other workshops.
- (iii) Collect statistical data and maintain a database in support of the requirements of CAREC reports and publications.

- (iv) Maintain an orderly and up-to-date resource library (including electronic copies) of TA files, CAREC documents, consultants' reports, and other research and background papers on regional cooperation.
- (v) Ensure the smooth flow of documents and communications between the CAREC Unit and various divisions of the Central and West Asia Department, the East Asia Department, and the resident missions.

c. Web Developer and Administrator (12 person-months, annually)

9. The consultant will primarily support the design, development, and maintenance of the CAREC program website, with a focus on technical issues. The consultant's responsibilities will include but not be limited to the following:

- (i) Assist in improving the design and navigation facility of the CAREC program website, hosted outside ADB, using available technologies and related free programs from the internet, and in collaboration with the CAREC web team.
- (ii) Assist in conceptualizing and executing database-related systems for the website.
- (iii) Develop, maintain and improve the website's management systems for content, documents, projects, events, and resources.
- (iv) Assist in development of interactive maps for CAREC transport and energy corridors.
- (v) Assist in developing, improving, and maintaining the Russian-language version of the content management system and mirror website in Russian, in collaboration with the CAREC Russian language information technology (IT) assistant.
- (vi) Coordinate with relevant ADB departments on IT-related matters, as necessary.
- (vii) Assist in the administration of the database and web server operating systems, as necessary.
- (viii) Manage the development server hosted outside ADB.
- (ix) Undertake other IT-related tasks necessary for updating website contents.

d. Website and Publications Expert (12 person-months, annually)

10. The consultant will assist the CAREC Unit with development and maintenance of the CAREC program website, and assist in editorial and/or proofing work for CAREC publications. The consultant's responsibilities will include but not be limited to the following:

- (i) Assist in the development and maintenance of the CAREC program website, including the CAREC Institute web page content embedded in the CAREC program site.
- (ii) Develop content for the CAREC program website, for all new web pages, in a timely manner.
- (iii) Develop and implement a schedule to ensure regular and comprehensive updating of all website pages.
- (iv) Coordinate with ADB's Department of External Relations to develop, maintain, and update the CAREC program website pages of www.adb.org.
- (v) Provide inputs, as requested, for other CAREC information materials.
- (vi) Edit and/or proof read other CAREC publication materials, as requested.
- (vii) Undertake other related activities assigned by the CAREC Unit, including for example, the preparation of presentation materials, reports, and other documents for use in high-level meetings and conferences.

e. Administrative Assistant (12 person-months, annually)

11. An administrative assistant will be engaged to provide administrative support to all aspects of the work of the CAREC Unit.

D. Other Consultants

1. International and National Resource Persons

12. Resource persons may be engaged to work closely with responsible ADB staff in preparing specific materials and making presentations at meetings and workshops.