



# Technical Assistance Report

---

Project Number: 50041-001  
Regional Policy and Advisory Technical Assistance (R-PATA)  
August 2016

## Enhancing Coordination of the Central Asia Regional Economic Cooperation Program

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
CAREC	–	Central Asia Regional Economic Cooperation
IT	–	information technology
NFP	–	national focal point
OIF	–	overall institutional framework
RCC	–	regional cooperation coordinator
TA	–	technical assistance

## NOTE

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

<b>Vice-President</b>	W. Zhang, Operations 1
<b>Director General</b>	S. O'Sullivan, Central and West Asia Department
<b>Director</b>	P. Srivastava, Officer-in-Charge, Regional Cooperation and Operations Coordination Division (CWRC)
<b>Team leader</b>	G. Wu, Regional Cooperation Specialist, CWRC
<b>Team members</b>	W. Hong, Principal Regional Cooperation Specialist, CWRC K. Rosbach, Economist (Regional Cooperation), CWRC

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.

## CONTENTS

	<b>Page</b>
POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	2
III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE	4
A. Impact and Outcome	4
B. Methodology and Key Activities	4
C. Cost and Financing	5
D. Implementation Arrangements	5
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	9
3. Outline Terms of Reference for Consultants	10



## POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 50041-001</b>	
<b>Project Name</b>	Enhancing Coordination of the Central Asia Regional Economic Cooperation Program	<b>Department /Division</b>	CWRD/CWRC
<b>Country</b>	REG	<b>Executing Agency</b>	Asian Development Bank
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>ADB Financing (\$ million)</b>	
✓ Transport	Transport policies and institutional development		1.00
Energy	Energy sector development and institutional reform		0.50
Industry and trade	Industry and trade sector development		0.50
		<b>Total</b>	<b>2.00</b>
<b>3. Strategic Agenda</b>	<b>Subcomponents</b>	<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
Regional integration (RCI)	Pillar 1: Cross-border infrastructure Pillar 2: Trade and investment Pillar 4: Other regional public goods		
<b>4. Drivers of Change</b>	<b>Components</b>	<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change Institutional development Organizational development	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities		
Partnerships (PAR)	Bilateral institutions (not client government) Implementation International finance institutions (IFI) Private Sector Regional organizations United Nations organization		
Private sector development (PSD)	Conducive policy and institutional environment Promotion of private sector investment		
<b>5. Poverty Targeting</b>		<b>Location Impact</b>	
Project directly targets poverty	No	Regional	High
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>2.00</b>	
Policy and advisory technical assistance: Technical Assistance Special Fund		2.00	
<b>Cofinancing</b>		<b>0.00</b>	
None		0.00	
<b>Counterpart</b>		<b>0.00</b>	
None		0.00	
<b>Total</b>		<b>2.00</b>	
<b>9. Effective Development Cooperation</b>			
Use of country procurement systems	No		
Use of country public financial management systems	No		



## I. INTRODUCTION

1. Since its initiation in 2001, the Central Asia Regional Economic Cooperation (CAREC) program has made significant progress toward its goal of development by promoting and facilitating regional cooperation in transport, energy, trade, and other key areas of mutual interest. The program has grown to become a premier regional cooperation mechanism anchored on partnership among 10 member countries with the support of six multilateral institutions.<sup>1</sup> The flexibility and pragmatism that guide CAREC operations have worked well in allowing countries to proceed multitrack and multispeed. The program proactively enables results-based regional projects and policy initiatives critical to trade expansion and sustainable development. CAREC operations have grown rapidly over the past 15 years. In 2001, the first six CAREC-related projects were approved with a combined value of \$247 million. As of the end of 2015, a total of 166 projects have been approved with an aggregate amount of \$27.7 billion, reinforced with policy dialogues to ensure the investment returns. Continuous support to the CAREC program was reiterated in the Joint Ministerial Statement of the 14th CAREC Ministerial Conference held in Ulaanbaatar, Mongolia on 25 September 2015.<sup>2</sup> The Asian Development Bank (ADB) plays a multifaceted role, including that of lead or coordinating development partner and honest broker, provider and facilitator of investment financing, and secretariat for the CAREC program.

2. ADB has supported regional economic cooperation in Central Asia and the implementation of CAREC through several technical assistance (TA).<sup>3</sup> Since the ongoing “umbrella” TA was approved in August 2012, the program has entered a new stage of implementation and made remarkable achievements, including the following:<sup>4</sup>

- (i) The Wuhan Action Plan, endorsed at the 11th CAREC Ministerial Meeting in October 2012, charts the next steps of the CAREC program, with the aim of achieving seamless connectivity and greater prosperity in the region. As a first step, the CAREC governments formulated a list of medium-term priority projects to mainstream regional cooperation fully into the national development strategies.
- (ii) With regard to transport, a midterm review of the Transport and Trade Facilitation Strategy was conducted in 2012–2013 and a refined Strategy 2020<sup>5</sup> was endorsed at the 12th CAREC Ministerial Meeting in November 2013. To expand the multimodal corridor network further, priority infrastructure projects and a set

---

<sup>1</sup> The CAREC member countries are 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 ADB, the European Bank for Reconstruction and Development, the International Monetary Fund, the Islamic Development Bank, the United Nations Development Programme, and the World Bank. ADB is CAREC Secretariat.

<sup>2</sup> Joint Ministerial Statement at the 14th Ministerial Conference given in Ulaanbaatar, Mongolia on September 2015. <http://www.carecprogram.org/uploads/events/2015/029-14th-CAREC-Ministerial-Conference/Key-Documents/2015-CAREC-MC-Joint-Ministerial-Statement.pdf>.

<sup>3</sup> Earlier ADB TA projects comprise: (i) ADB. 2012. *Technical Assistance for Enhancing Coordination of the Central Asia Regional Economic Cooperation Program*. Manila (TA 8148-REG). (ii) ADB. 2007. *Technical Assistance for Strengthening Central Asia Regional Economic Cooperation, 2007–2012*. Manila (TA 6409-REG). (iii) ADB. 2005. *Technical Assistance for Greater Silk Road Initiative 2006*. Manila (TA 6272-REG). (iv) ADB. 2004. *Technical Assistance for Greater Silk Road Initiative 2005*. Manila (TA 6199-REG). (v) ADB. 2002. *Technical Assistance for Greater Silk Road Initiative*. Manila (TA 6053-REG). (vi) ADB. 2001. *Technical Assistance for Regional Economic Cooperation in Central Asia, Phase II-Year Three*. Manila (TA 5988-REG).

<sup>4</sup> ADB. 2012. *Technical Assistance for Enhancing Coordination of the Central Asia Regional Economic Cooperation Program*. Manila (TA 8148-REG, \$3 million, approved on 30 August). The TA was implemented from September 2012 to August 2015. After a major change of scope was approved in June 2014, the TA completion date was extended to 31 August 2016 and the amount increased by \$2.5 million.

<sup>5</sup> ADB. 2014. *CAREC Transport and Trade Facilitation Strategy 2020*. Manila.

of complementary soft sector initiatives have been identified in the areas of road safety, railway development strategy, road asset management, and transport facilitation.

- (iii) To facilitate trade, the CAREC countries have intensified efforts to (a) align their customs legal framework with the Revised Kyoto Convention, (b) assess the scope and cost of modernizing sanitary and phytosanitary measures to facilitate trade, and (c) establish a low-cost regional transit regime.
- (iv) With regard to energy, progress was made under the Energy Work Plan, 2013–2015,<sup>6</sup> and a new Energy Strategy and Work Plan, 2016–2020<sup>7</sup> was developed and adopted at the 14th CAREC Ministerial Meeting in September 2015. The new strategy refines its focuses on investments in cross-border energy infrastructure, energy trade, the development and prioritization of sustainable energy resources, energy efficiency, clean energy, and new technologies.
- (v) With regard to trade policy, a Trade Policy Strategic Action Plan, 2013–2017 was endorsed at the 12th CAREC Ministerial Meeting in November 2013 expanding its agenda to support the implementation of the World Trade Organization's accession and post-accession commitments; trade in industrial goods and services; and tariff issues and non-tariff barriers. Two more CAREC members acceded to the World Trade Organization: Tajikistan in May 2013 and Kazakhstan in November 2015.
- (vi) With regard to economic corridor development, the Almaty–Bishkek Corridor Initiative was endorsed at the 13th Ministerial Meeting in 2014, and a joint working group between the two cities was established thereafter. This initiative is making good progress towards completing a comprehensive report reflecting a holistic and multisectoral approach to economic corridor development and identifying the policy, institutional, and infrastructure requirements for the pilot initiative.
- (vii) With regard to knowledge initiatives, the physical base of the CAREC Institute was launched and began initial operations in March 2015 in Urumqi, Xinjiang Uygur Autonomous Region, People's Republic of China.

3. This policy and advisory TA<sup>8</sup> will enable ADB to support the CAREC program further in its second decade of implementation, with the goal of strengthening regional economic cooperation in the CAREC region. The design and monitoring framework is in Appendix 1.

## II. ISSUES

4. As the reintegration of the Eurasian continent gathers momentum, the CAREC countries have an unprecedented opportunity to emerge as a center for trade and commerce and achieve higher levels of inclusive economic growth. In isolation, none of the region's economies will be able to capture this opportunity fully, but all will benefit from working together to build on their strengths for mutual progress. The CAREC countries are increasingly recognizing the importance of CAREC in helping them adapt to emerging challenges in an economic landscape that is rapidly changing, both regionally and globally. By reflecting on key lessons from the past 15 years and taking into account ADB's first Regional Cooperation and Integration Operational Plan<sup>9</sup> and the recommendations from the Independent Evaluation Department's Thematic

---

<sup>6</sup> ADB. 2012. *Energy Sector Coordinating Committee Work Plan 2013–2015*. Manila.

<sup>7</sup> ADB. 2015. *Strategy and Work Plan (2016–2020) for Regional Cooperation in the Energy Sector of CAREC Countries*. Manila.

<sup>8</sup> The Vice-President for Operations 1 approved The TA concept paper on 13 June 2016.

<sup>9</sup> Under preparation and expected to be approved in the third quarter of 2016.

Evaluation Study on ADB support for regional cooperation and integration,<sup>10</sup> CAREC can further enhance its coordination in the following areas:

- (i) **Stronger country ownership.** As CAREC countries continue to develop awareness of the importance of regional cooperation in achieving national development goals, country ownership of the CAREC program must be enhanced further to reflect the complementary role of regional initiatives more explicitly in their respective national development plans.
- (ii) **A more innovative agenda.** The multiplicity of regional forums and institutions could strain country-level capabilities in managing their participation in various regional initiatives, which may result in less than effective participation in the overall institutional CAREC framework (see Appendix 2).<sup>11</sup> It is thus essential to innovate and keep agendas highly relevant to ensure the strong, consistent engagement of the CAREC members.
- (iii) **More responsive working mechanism.** CAREC continues to undergo a widening and deepening process in response to the changing global, regional, and national economic, social, and political landscapes. A more responsive overall institutional framework is required to ensure that all parties concerned at different levels act jointly and more vigorously to engage with and tap the expertise and resources of all existing and potential CAREC stakeholders.
- (iv) **More effective financing coordination.** Along with the changing financial landscapes, CAREC needs to fine-tune its strategic positioning in the individual sector and the program as a whole to keep finding new ways of doing business and bringing new values to developing member countries to maintain CAREC as an effective platform to increase international interest in investing in regional connectivity infrastructure.
- (v) **More robust sector cooperation.** Since its initiation, CAREC priority sector cooperation has achieved tangible results. Meanwhile, CAREC sector coordinating committees are facing challenges in implementing respective sector-specific strategies, formulating more innovative projects, and mobilizing more financial resources to bridge the funding gap.
- (vi) **Greater support for economic corridor development.** As CAREC countries become more physically connected and continue to develop, it is increasingly necessary for them to cooperate at a higher level and focus on linking markets, ideas, and people. Developing economic corridors can further this next generation agenda. Consistent efforts in this area can bring together existing and new infrastructure, policies, and institutions to attract private investment that will create jobs and growth.
- (vii) **Continuous interface with the private sector.** Promoting public–private partnership by actively reaching out to and engaging with the private sector has always been a focus of CAREC. The dual-track approach of effectively involving the private sector at both the program and project level will remain valuable.
- (viii) **Enhanced regional cooperation through new membership.** Georgia has expressed its interest in joining the CAREC program as its 11th member. Expanding CAREC’s membership will enhance the program’s regional impact and make the Secretariat’s coordination work more challenging.

<sup>10</sup> ADB. 2015. *Asian Development Bank Support for Regional Cooperation and Integration*. Manila. <http://www.adb.org/sites/default/files/evaluation-document/110946/files/adb-support-rci.pdf>.

<sup>11</sup> CAREC’s overall institutional framework is the governing structure of the CAREC program, which defines the ministerial conference as the decision-making body, the senior officials’ meeting as the recommendatory body to the ministerial conference, and the sector coordinating committees as responsible for ensuring the effective and timely implementation of the medium-term priority projects and formulation of their respective strategies and action plans.

5. It is thus increasingly necessary for ADB and CAREC to demonstrate strong support, responsiveness, and flexibility to address challenges stemming from resource constraints, effective coordination, the alignment of national and regional initiatives, and increasing technical demands as CAREC countries progressively move toward stronger regional cooperation.

### III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE

#### A. Impact and Outcome

6. The project impact is aligned with strengthened regional economic cooperation in the CAREC region. The outcome will be enhanced coordination among CAREC stakeholders, including national and sector focal points, private sector groupings, and development partners in the region.

#### B. Methodology and Key Activities

7. The key outputs are (i) planned multisector and multitrack approach promoted by high-level CAREC meetings, (ii) knowledge products for deepening and widening the CAREC program prepared and disseminated, (iii) regular dialogue and information exchanged among ADB and other development partners, and (iv) CAREC program's outreach and promotional means diversified and strengthened.

8. **Planned multisector and multitrack approach promoted by the Central Asia Regional Economic Cooperation Program's high-level meetings.** The program will continue to emphasize infrastructure connectivity, but will need to complement this with other types of investment to support member countries' efforts to transform their economies in step with urban agglomeration, economic diversification, and interventions to strengthen cooperation in other areas to address social and other aspects of trade expansion and improved competitiveness. Recognizing member countries' different developmental levels, the program will maintain its multitrack approach in identifying pilot countries, trade routes, and corridors to generate demonstrations for the rest to follow. CAREC has convened regular, significant, and high-profile meetings involving ministers, senior government officials, and development partners, which play an important role in determining the program's direction and strategy. The TA will continue to support these annual meetings, as well as other side meetings and events that promote a multisector and multitrack approach to resolving issues associated with the implementation of CAREC 2020.

9. **Knowledge products for deepening and widening the Central Asia Regional Economic Cooperation program prepared and disseminated.** Knowledge products will be made available in the form of publications, multimedia, and training sessions to build on and further develop the CAREC countries' knowledge base. The knowledge products will address the CAREC countries' particular capabilities and operational needs in the form of capacity building. The TA will ensure the timely production, proper dissemination, and wider reach of knowledge products. By increasing awareness of the importance of regional cooperation, CAREC's contribution through its activities and projects, as well as the benefits derived from the program, will attract more support and develop stronger commitment and country ownership.

10. **Regular dialogue and information exchanged among ADB and other development partners.** The TA will continue to encourage concerted efforts from ADB, its development partners, and bilateral aid agencies to respond to the CAREC countries' development needs, mobilize resources more effectively, and take full advantage of the benefits of this alliance.

11. **Central Asia Regional Economic Cooperation program's outreach and promotional means diversified and strengthened.** With the support of the TA, the CAREC team will continue to improve and innovate in organizing outreach activities, providing several forums popularizing CAREC to gain broader support, and holding in-depth discussions on how to make CAREC more relevant and responsive. The website, which serves as the repository of relevant documents and publications, will be periodically maintained and improved to fulfill its function as the primary information portal.

### **C. Cost and Financing**

12. The TA is estimated to cost \$2 million equivalent, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The cost estimates and financing plan are in Appendix 2.

### **D. Implementation Arrangements**

13. The TA will be implemented over 24 months from September 2016 to August 2018. ADB will be the executing agency. In ADB, the Regional Cooperation and Operations Coordination Division of ADB's Central and West Asia Department will be responsible for administering and supervising the TA.

14. The TA will finance approximately 10 person-months of international and 360 person-months of national consulting services, to be engaged annually during the implementation period. ADB will employ consultants in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). International consultants will include experts in sector and regional cooperation and public relations to provide technical advice and analytic support on a range of issues relating to regional economic cooperation and the implementation of CAREC strategies and action plans, as well as to help produce promotional, informational, and general media materials. National consultants based at ADB headquarters and in the CAREC member countries will include (i) national advisors to the CAREC national focal points, (ii) regional cooperation coordinators, (iii) sector experts and coordinators, (iv) two regional cooperation program officers, (v) a regional cooperation program analyst, (vi) a web developer and administrator, (vii) a website and publications expert, and (viii) an administrative coordinator. International and national resource persons will also be engaged. The consultants' outline terms of reference are in Appendix 3. 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) the CAREC unit within the Central and West Asia Department will manage them overall.

15. The TA equipment budget includes computers and small office equipment to be procured in accordance with ADB's Procurement Guidelines (2015, as amended from time to time). TA funds will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

## **IV. THE PRESIDENT'S DECISION**

16. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$2,000,000 on a grant basis for Enhancing Coordination of the Central Asia Regional Economic Cooperation Program, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

<b>Impact the TA is Aligned with:</b>			
Strengthened regional economic cooperation in the CAREC region (CAREC 2020) <sup>a</sup>			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting</b>	<b>Risks</b>
<p><b>Outcome</b> Enhanced coordination among CAREC stakeholders, including CAREC national and sector focal points, private sector groupings, and development partners engaged in the region</p>	<p>a. By August 2018, at least three agreements or initiatives reached or launched (2015 baseline: two)</p> <p>b. By August 2018, no less than 90% of the subregional projects aligned with national plans (2015 baseline: 86%)</p>	<p>a. Summaries of the proceedings of sector coordinating committees, forums, and other meetings</p> <p>b. Summaries of the proceedings of sector coordinating committees, forums, and other meetings</p>	<p>Officials in CAREC member countries involved in various regional cooperation mechanisms (e.g., CAREC, the Shanghai Cooperation Organization, and the Economic Cooperation Organization) coordinate ineffectively, resulting in fragmented regional cooperation efforts.</p> <p>Some governments or specific government agencies are reluctant to share undertakings in certain areas due to perceived threats to national interest (e.g., investment promotion).</p>
<p><b>Outputs</b> 1. Planned multisector and multitrack approach promoted by high-level CAREC meetings</p>	<p>1a. Annual high-level CAREC meetings, sector committee meetings, and other work group meetings held on a timely basis from September 2016</p> <p>1b. Joint sector committee meetings held at least twice a year, and key documents frequently shared among different sector committees and working groups from January 2017 (2015 baseline: joint sector committee meeting held once a year)</p>	<p>1a. Reports of sector committees', senior officials', and ministerial meetings</p> <p>1b. Records of activities and meeting proceedings</p>	<p>Outreach and promotional content driven by countries is less interesting to the general public.</p>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	<p>1c. The number of cross-participants in sector committee meetings increased 20% annually from January 2017 (2015 baseline: 52 people)</p> <p>1d. By August 2018, at least one more country or corridor section piloted for economic corridor development in CAREC (2015 baseline: one corridor section)</p>	<p>1c. Sector progress reports of senior officials' meetings</p> <p>1d. Reports of the ministerial conference and references to economic corridor development in the CAREC strategic framework and sector strategies</p>	
2. Knowledge products for deepening and widening the CAREC program prepared and disseminated	2a. By August 2018, no fewer than three knowledge products delivered annually, either through publication or web dissemination (2015 baseline: two)	2a. Consultant reports and staff working papers	
3. Regular dialogue and information exchanged among ADB and other development partners	3a. By August 2018, no fewer than four programs or initiatives about CAREC exchanged among ADB and other development partners (2015 baseline: three)	3a. Summaries and reports of consultation meetings, as well as development partners' submissions on CAREC projects (as incorporated in the CAREC portfolio)	
4. CAREC program's outreach and promotional means diversified and strengthened	<p>4a. No fewer than six CAREC events held in CAREC countries each year (2015 baseline: four)</p> <p>4b. By August 2018, readership of the CAREC website increased by 15% (2015 baseline: 17,550 visitors to the English website and 6,030 visitors to the Russian website)</p>	<p>4a. The CAREC website (<a href="http://www.carecprogram.org">www.carecprogram.org</a>) and CAREC social media in CAREC member countries</p> <p>4b. Consultants' reports on readership statistics</p>	
<b>Key Activities with Milestones</b>			
<p><b>1. Planned multisector and multitrack approach promoted by high-level CAREC meetings</b></p> <p>1.1. CAREC ministerial conferences (at least one per year) planned and prepared by ADB's CAREC Secretariat and hosted or chaired by relevant CAREC countries (Q4 2016–Q3 2018).</p> <p>1.2. CAREC senior officials' meetings (at least two per year) planned and prepared by ADB's CAREC Secretariat and hosted or chaired by relevant CAREC countries (Q4 2016–Q3 2018).</p>			

1.3.	CAREC sector committee meetings and ABCI–JWG meetings planned and prepared by ADB’s CAREC Secretariat and hosted or chaired by relevant CAREC countries (Q4 2016–Q3 2018).
<b>2.</b>	<b>Knowledge products for deepening and widening the CAREC program prepared and disseminated</b>
2.1.	Rapid empirical studies of emerging CAREC issues undertaken by resource persons (Q4 2016–Q4 2017).
2.2.	New and emerging information and knowledge products disseminated through the CAREC website by the CWRD, workshops, and seminars as appropriate (Q4 2016–Q3 2018).
2.3.	New and emerging information and knowledge products intended for publication and dissemination reviewed (Q4 2016–Q3 2018).
2.4.	New and emerging information and knowledge products published and disseminated as appropriate (Q4 2016–Q3 2018).
<b>3.</b>	<b>Regular dialogue and information exchanged among ADB and other development partners</b>
3.1.	Consultation meetings and dialogue among ADB and other development partners convened regularly (Q4 2016–Q3 2018).
3.2.	Information on CAREC projects and TA projects financed and/or cofinanced by development partners collected annually for a consolidated CAREC investment portfolio.
<b>4.</b>	<b>CAREC program’s outreach and promotional means diversified and strengthened</b>
4.1.	The CAREC website refurbished, the contents updated as needed, and the database maintained (Q4 2016–Q2 2018).
4.2.	Readership statistics for the CAREC website and social media gathered annually (Q4 2016–Q2 2018).
<b>Inputs</b>	
ADB: \$2,000,000 (TASF-V)	
<b>Assumptions for Partner Financing</b>	
Not applicable.	

ABCI = Almaty–Bishkek Corridor Initiative, ADB = Asian Development Bank, CAREC = Central Asia Regional Economic Cooperation, CWRD = Central and West Asia Department, JWG = joint working group, Q = quarter, TA = technical assistance.

<sup>a</sup> ADB. 2012. CAREC 2020: A Strategic Framework for the Central Asia Regional Economic Cooperation Program 2011–2020. Manila.

Source: ADB.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Amount
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	200.0
ii. National consultants	750.0
b. International travel and per diem	150.0
2. Equipment <sup>b</sup>	10.0
3. Training, seminars, and conferences <sup>c</sup>	750.0
4. Surveys	20.0
5. Miscellaneous administration and support costs <sup>d</sup>	45.0
6. Contingencies	75.0
<b>Total</b>	<b>2,000.0</b>

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

<sup>b</sup> Personal computers, software, accessories, and other small office equipment. Equipment purchased under this technical assistance (TA) will be turned over to the governments upon completion of the TA.

<sup>c</sup> These include regular and special (need basis) meetings and conferences under the Central Asia Regional Economic Cooperation (CAREC) overall institutional framework, i.e., CAREC ministerial conferences, senior officials' meetings, national focal points consultation meetings, sector committee meetings, and the preparation of the CAREC 2020 midterm review. In compliance with the joint memo from the Strategy and Policy Department and the Office of the General Counsel dated 29 October 2013, paragraphs 3(i) and 3(ii), use of a non-ADB member carrier is permitted if it is the most direct and cost-effective route.

<sup>d</sup> Includes costs of printing, publication, and translating 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 360 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. Preferred qualifications are a graduate degree in economics, business, or a related field; experience undertaking analytical work; and familiarity with Central Asian economies. The consultant will also have an understanding of the CAREC program and regional issues across member countries. The consultant's responsibilities will include but not be limited to the following:

- (i) analyzing regional cooperation to strengthen the overall institutional framework (OIF) and strategic direction of the CAREC program further;
- (ii) performing other analytical and sector studies as required;
- (iii) assisting in the (a) implementation and midterm review of CAREC 2020, (b) preparation and development of a new strategic framework, CAREC 2030, and (c) updating of the CAREC 2020 rolling business plan;
- (iv) helping to implement sector strategies and action plans under the CAREC program;
- (v) advising the CAREC unit with regard to 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) advising on and helping to promote the participation of the private sector and business communities in the CAREC program;
- (vii) helping the head of the CAREC unit to plan, prepare for, and implement CAREC program conferences and meetings, as well as preparing resource papers; and
- (viii) providing 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 produce promotional, informational, and general media materials, in addition to specific media packages for CAREC's high-profile meetings, projects, and activities. Experts will also support outreach activities and arrange media coverage for high-profile CAREC meetings, projects, and activities, as required. The experts must have a bachelor's degree in communications, international relations, or a related field.

### C. National Consultants

4. The TA will strengthen support for CAREC coordination by providing a team of core coordinating consultants based at the Asian Development Bank (ADB) headquarters, as well as consultants based in the member countries. Georgia is expected to join CAREC as its 11th member by the end of 2016, after which national consultants will be needed in Georgia to support CAREC operations.

5. The consultants based in the participating countries will act as national advisors to the CAREC national focal points (NFPs) (see item 1 below) and regional cooperation coordinators (RCCs) (see item 2 below). The advisors will help the NFPs coordinate among in-country ministries and agencies to monitor and promote the timely implementation of CAREC agreements and events. The advisors and RCCs coordinate with CAREC unit staff and consultants at ADB headquarters, and the RCCs prepare reports and organize meetings and other events. The advisors and RCCs ensure that national commitments made during CAREC events are followed up and acted upon. Since August 2012, the advisors and RCCs have been helping to track the progress of key CAREC activities in member countries through their monthly reports to ADB, which also cover developments related to other (non-CAREC) regional cooperation initiatives.

#### 1. National Advisors to the Central Asia Regional Economic Cooperation National Focal Points (11 positions, total of 264 person-months)

6. Consultants will be engaged (one per participating country) to serve as primary liaisons between the NFPs and ADB. The consultants must have a bachelor's degree in economics, business, and/or related fields, as well as specialized experience in international organizations.

7. The consultants' responsibilities will include but not be limited to the following:

- (i) advising and otherwise assisting the NFP with regard to institutionalizing regional cooperation and planning and implementing regional cooperation activities;
- (ii) assisting in all aspects of work related to the country's participation in the CAREC program;
- (iii) helping to develop and strengthen communication channels to support the NFP's coordination activities related to regional cooperation and ensure the effective dissemination and coordination of information;
- (iv) cooperating closely with the CAREC unit, the CAREC regional cooperation coordinator, the ADB country director, and other resident mission staff to ensure the effective implementation of CAREC program strategies and activities;
- (v) helping the government prepare 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) supporting the implementation of the strategic framework CAREC 2020 through CAREC sector strategies and action plans, the CAREC Institute strategy and action plan, and the development and maintenance of the CAREC portfolio and pipeline of regional projects;
- (vii) supporting the in-country consultations for the CAREC 2020 midterm review to prepare and develop a next-10-year strategic framework CAREC 2030;
- (viii) conducting monthly updates on regional cooperation activities; and
- (ix) helping to prepare in-country studies and other research on regional cooperation conducted under CAREC.

## **2. Regional Cooperation Coordinators (11 positions, total of 264 person-months)**

8. Consultants will be engaged (one per participating country) to serve as a focal point on regional economic cooperation in the participating country. The consultants must have a bachelor's degree in economics, business, or a related field, and will preferably have experience in regional cooperation. The consultants' responsibilities will include but not be limited to the following:

- (i) coordinating CAREC-related issues with (a) national and sector focal points in the government, (b) other government bodies involved in regional cooperation activities, (c) representatives of multilateral institution partners, (d) other development partners in the field, (e) business communities, and (f) other stakeholders;
- (ii) undertaking or providing inputs into CAREC-related economic research, studies (sector, strategy, or thematic), and other analytical work, as well as helping to monitor the implementation of the strategic framework CAREC 2020, the CAREC 2020 midterm review (with a view to preparing and developing a next 10-year strategic framework CAREC 2030), and other CAREC program strategies and activities;
- (iii) assisting with 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; and
- (iv) monitoring programs and initiatives of the government, regional organizations, and other stakeholders on regional economic cooperation, and identifying, evaluating, and recommending potential areas for collaboration.

## **3. Sector Experts and Coordinators (2 positions, total of 48 person-months)**

9. 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 of various cooperation sectors, including their country's government policies and regulations. The consultants must have a university degree and experience in development work. Preferred qualifications are a postgraduate degree; experience in project administration, coordination, and/or regional cooperation; and technical knowledge of database development and management.

## **4. Central Asia Regional Economic Cooperation Core Coordinating Consultants**

### **a. Regional Cooperation Program Officer (24 person-months)**

10. 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. A graduate degree in economics, business, or a related field and extensive experience working in international organizations dealing with regional cooperation and project coordination is preferred. The consultant must also have a working knowledge of the CAREC program. The consultant's responsibilities will include but not be limited to the following:

- (i) preparing periodic monitoring reports on the implementation of the CAREC program covering the status of proposed program activities and related initiatives, as well as other outstanding operational issues;
- (ii) helping to prepare CAREC-related documents such as concept papers and project profiles for regional projects, briefing notes, and other background papers;
- (iii) providing technical and logistical assistance to the CAREC unit;
- (iv) overseeing logistics and related arrangements for CAREC ministerial conferences and senior officials' meetings, preparing resource papers for these meetings, and performing follow-up activities;
- (v) helping to arrange sector coordinating committee meetings, outreach seminars, and other CAREC workshops and meetings; and
- (vi) creating, maintaining, and upgrading a database to analyze and measure the results and outcomes of the CAREC program.

**b. Regional Cooperation Program Analyst (24 person-months)**

11. A consultant based at ADB headquarters will provide statistical, analytical, and administrative support for the implementation of the CAREC program. The consultant must have a bachelor's degree in economics, business, or a related field, and will preferably have experience in regional cooperation. The consultant's responsibilities will include but not be limited to the following:

- (i) helping to update information on the regional lending and TA plans of CAREC multilateral institution partners;
- (ii) providing 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) collecting statistical data and maintaining a database to support the requirements of CAREC reports and publications;
- (iv) maintaining an orderly and up-to-date resource library of TA files, CAREC documents, consultants' reports, and other research and background papers on regional cooperation (including electronic copies); and
- (v) ensuring 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 (24 person-months)**

12. The consultant will primarily support the design, development, and maintenance of the CAREC program website, with a focus on technical issues. The consultant must have a bachelor's degree in computer science, information technology (IT), network administration, or another computer-related field, preferably with experience in and knowledge of database design; hypertext preprocessor or PHP programming; and structured query language or MySQL database, Linux Server, and Apache web server administration. The consultant's responsibilities will include but not be limited to the following:

- (i) helping to improve the design and navigation facility of the CAREC program website hosted outside of ADB, using available technologies and related free programs from the internet, in collaboration with the CAREC web team;
- (ii) helping to conceptualize and execute database-related systems for the website;
- (iii) developing, maintaining, and improving the website's management systems for content, documents, projects, events, and resources;
- (iv) helping to develop interactive maps for CAREC transport and energy corridors;

- (v) helping to develop, improve, and maintain the Russian-language version of the content management system and mirror website in Russian, in collaboration with the CAREC Russian language IT assistant;
- (vi) coordinating with relevant ADB departments on IT-related matters, as necessary;
- (vii) helping to administer the database and web server operating systems, as necessary;
- (viii) managing the development server hosted outside ADB; and
- (ix) undertaking other IT-related tasks necessary for updating website content.

**d. Website and Publications Expert (24 person-months)**

13. The consultant will help the CAREC unit develop and maintain the CAREC program website, and help edit and/or proof work for CAREC publications. The consultant must have a bachelor's degree in communications, international relations, or a related field, with extensive experience in website development and maintenance. The consultant's responsibilities will include but not be limited to the following:

- (i) helping to develop and maintain the CAREC program website, including the CAREC Institute web page content embedded in the CAREC program site;
- (ii) developing content for all new web pages for the CAREC program website in a timely manner;
- (iii) developing and implementing a schedule to ensure that all website pages are regularly and comprehensively updated;
- (iv) coordinating with ADB's Department of External Relations to develop, maintain, and update the CAREC program pages on the ADB website;
- (v) providing inputs, as requested, for other CAREC informational materials;
- (vi) editing and/or proofreading other CAREC publication materials, as requested; and
- (vii) undertaking other related activities assigned by the CAREC unit, such as the preparation of presentation materials, reports, and other documents to be used in high-level meetings and conferences.

**e. Administrative Coordinators (2 positions, 48 person-months)**

14. Administrative coordinators will be engaged to provide administrative support for all aspects of the CAREC unit's work. The coordinators must have a bachelor's degree in a related field, preferably with experience in administrative support and cooperation work.

**D. Other Consultants**

**1. International and National Resource Persons**

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