Technical Assistance Report

Project Number: 47114
Regional–Capacity Development Technical Assistance (R–CDTA)
December 2013

Pacific Information and Communication Technology Investment Planning and Capacity Development Facility

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
FSM	–	Federated States of Micronesia
ICT	–	information and communication technology
IDC	–	indefinite delivery contract
ITU	–	International Telecommunication Union
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Regional Capacity development technical assistance (R–CDTA)
Targeting classification	–	General intervention
Sector (subsector)	–	Transport and Information and Communication Technology (ICT)
Themes (subthemes)	–	**Economic growth** (widening access to markets and economic opportunities), private sector development (public private partnerships), capacity development (institutional development)
Location (impact)	–	National (high), regional (medium)

NOTE

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

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I. INTRODUCTION

1. There is a high potential for Pacific island countries to take full advantage of information and communication technology (ICT) in addressing their unique development challenges. Their geographic isolation and associated high transport and communication costs have left most Pacific island countries economically isolated from regional and international markets. These factors also limit the provision of basic services to remote areas and outer islands.

2. Recognizing the potential of ICT, there is growing interest among the Pacific island countries to invest in ICT infrastructure. Several fiber optic submarine cable backbones have been installed in the region and more opportunities are being explored. Regional initiatives have been created to strengthen national capacity and promote regional cooperation on ICT growth.[1] In 2010, the Framework for Action on ICT for Development in the Pacific was formulated to guide future actions in key areas such as policy, legislation, and regulatory frameworks; human capacity building; and infrastructure and access.

3. To fully exploit ICT opportunities and potential, Pacific island countries should have sufficient capacity to objectively analyze the costs and benefits of available investment options, and to make informed decision during negotiations. At the same time, the countries need to develop institutional, policy, and human resource capacity to effectively manage and utilize ICT-enabled services, so that social and economic benefits are maximized. Recent ICT-related initiatives and investments in the Pacific offer valuable lessons to help develop approaches for planning future institutional development initiatives and evaluating new investments.[2] Earlier ICT initiatives helped prepare sector analysis, reviewed ICT policy and conducted project preparatory related assessments, piloted health information systems, and supported the integration of government databases. The demand-driven approach and close consultations with host governments led to successful delivery of these outputs. ADB continues to receive requests from Pacific developing member countries (DMCs) to assist in addressing challenges they face. The proposed capacity development technical assistance (TA) will serve as a facility to support Pacific DMCs in making informed and strategic decisions on ICT investment and use that optimize the benefits of connectivity.[3]

II. ISSUES

4. **Current service access.** To some extent, reforms and increased competition in the ICT market in many Pacific island countries have improved access to and availability of services, and reduced their price over the last 5 years. Approximately 60% of the Pacific population has access to mobile phones. However, the penetration level ranges from less than 10 subscribers per 100 inhabitants in Kiribati, Papua New Guinea, and Solomon Islands to 71 subscribers per 100 inhabitants in Fiji.[4] Internet access remains a challenge with less than 30 internet users per 100 inhabitants, and broadband services accessible to less than 5 subscriptions per 100

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1 ICT regional initiatives include Communication Action Plan (approved in 1999), Pacific Islands ICT Policy and Plan (approved in 2002), and Pacific Plan Digital Strategy approved in 2005.

2 ADB. 2009. *Technical Assistance for Information and Communication Technology-Based Inclusive Growth and Poverty Reduction*. Manila (TA-REG 7399); ADB. 2011. *Technical Assistance for Pacific Regional Information and Communication Technology Connectivity (Phase 2).* Manila (TA-REG 7787); ADB. 2011. *Technical Assistance for Strengthening Regulatory Capacity for Information and Communication Technology Development in the Pacific.* Manila (TA-REG 7901); ADB. 2012. *Broadband for Development Project.* Manila (Loan 2897 and Grant 0304); ADB. 2013. *Technical Assistance to Solomon Islands for Information and Communication Technology for Better Education Services*. Manila (TA-SOL 8487).

3 The TA first appeared in the business opportunities section of ADB's website on 7 November 2013.

4 Network Strategies. 2010. *Review of Pacific Regional Digital Strategy*. Pacific Island Forum Secretariat. Suva.

inhabitants (footnote 4). Low investment in ICT infrastructure has kept service costs very high, as services continue to rely on obsolete hardware and equipment, as well as insufficient telecommunications bandwidth. Pacific island countries are dependent on satellite as the main bandwidth provider despite the expense and low speed of this form of coverage. High monthly fees for basic broadband (256 kilobits per second), ranging from $25 to $1,000, deprive most of the population of internet access.[5] Downstream ICT applications and use across sectors, such as e-government, e-commerce, e-health, and e-education, are either nonexistent or at an embryonic stage. Communities in remote areas and outer islands face the greatest challenge in accessing telecommunications and internet services.

5. **Monopoly in telecommunications market.** Most countries in the Pacific have a public sector monopoly, if not a joint public–private venture, in the telecommunications market. Issuance of multiple licenses to telecommunications and internet service providers has not been successful, because the new entrants have been unable to negotiate acceptable interconnection terms. Only 6 of the 14 Pacific DMCs have introduced competition in internet or mobile services.[6] Those without competition tend to have smaller populations, except Kiribati and the Federated States of Micronesia (FSM).

6. **Human resources and institutional capacity.** The human resources and institutional capacity in ICT remains limited in the Pacific. Challenges identified during the Pacific ICT Survey 2002 remain valid and need to be addressed.[7] These include (i) limited access to training on information infrastructure (e.g., computers and internet) for individuals, social service facilities, and organizations; (ii) unequal opportunity for ICT training, especially for women; (iii) limited budgetary allocations and high costs of ICT training; and (iv) difficulties in retaining qualified personnel, if any. Some progress has been made since 2009 with support from international agencies and aid programs.[8] Nevertheless, much remains to be done to keep up with the rapid pace of advancements in ICT.

7. **Incomplete or outdated policy and regulatory framework.** Reforms are progressing in telecommunications and ICT policies. Most Pacific island countries have recently enacted telecommunications legislation, although some countries have not begun to reform outdated and incomplete legislation in the telecommunications sector. The delays are partly due to the long process of making policy changes, lack of capacity, and resource constraints. Only 6 of the 14 DMCs have a national ICT policy.[9]

8. All Pacific DMCs will be eligible for assistance under the TA upon request.[10] The initial focus will be on the Cook Islands, the FSM, Palau, Samoa, Solomon Islands, Timor-Leste, and Tonga, all of which have requested ADB's support for their ICT development. These countries

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5 Secretariat of the Pacific Community. 2010. *Framework for Action on ICT for Development in the Pacific*. Suva.

6 These countries are Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga, and Vanuatu.

7 Pacific Islands Forum Secretariat. 2002. *Working Paper: Pacific ICT Capacity and Prospects*. Suva.

8 The training and capacity building opportunities include those by the Pacific Islands Telecommunications Association Pacific Network Operators Group; the Secretariat of the Pacific Community's ICT outreach program, which includes in-country and regional training in fields such as geographic information systems, remote sensing, GeoCMS, network administration, and the Linux operating system; e-government workshops by the United Nations Asian and Pacific Training Centre for Information and Communication Technology; and ICT-related courses and certification by the University of the South Pacific.

9 These countries are the Cook Islands, Fiji, Palau, Papua New Guinea, Samoa, and Tonga. Solomon Islands is developing a national ICT policy and strategic plan.

10 Additional financing may be sourced with increased country demands. No TA funds will be disbursed for any subproject without ADB obtaining approval or a certificate of no objection from the Pacific DMCs for the TA and the subcomponents to be financed thereunder.

share fundamental ICT challenges in different degrees and forms. They need to quickly develop basic capacity to assess, plan, and capture ICT investment opportunities and make strategic decisions on ICT development based on a sufficient understanding of the opportunities and constraints in the sector.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impact will be increased economic opportunities and improved service delivery through ICT in the Pacific. The outcome will be enhanced government capacity and leadership in ICT development in selected Pacific DMCs.

B. Methodology and Key Activities

10. To respond to the fundamental requirements of ICT development, the TA's focus will include supporting the following core priority areas essential to creating an enabling environment for ICT development and utilization:

(i) ICT legislative and regulatory frameworks that are relevant and appropriate to the market size and capacity.
(ii) Feasible ICT investment plans that are technically sound and environmentally and socially acceptable.
(iii) Capacity to manage the ICT sector in the use and application of ICT as well as ongoing enhancement of institutional and regulatory capacity to promote open, nondiscriminatory access to ICT.

11. **Output 1. Demand-driven ICT technical advice, assessment, and capacity development.** Technical expertise, assessment, diagnostics, and other analytical work and capacity building activities will be provided to Pacific DMCs to permit informed decisions and negotiations in (i) designing policy and regulatory framework, (ii) devising investment options, and (iii) using and applying ICT in public and social service delivery.[11] This will also cover collection and maintenance of accurate data required for policy formulation, regulation, and ICT investment planning. These activities will be undertaken with the engagement of government staff and national institutions, through on-the-job training as well as participation in appropriate training opportunities, to help build country capacity and create a cadre of national staff who are familiar with the critical elements of preparing ICT investments. ADB will evaluate all government requests under this output. Requests should be linked to ongoing or immediate national ICT investments and programs within the core TA priority areas and should be outside the scope of ongoing assistance by other development partners.[12] A mapping exercise to

[11] The TA will supplement three ADB regional technical assistance projects (see footnote 2) in assisting the preparation of ICT investments for the Federated States of Micronesia (FSM) and Palau (environmental and social impact assessment and economic, poverty, and gender assessment); Samoa (environmental and social impact assessment, economic, poverty and gender assessment, and consultative workshops); Timor-Leste (initial analytical and due diligence work); and Solomon Islands and Tonga for additional analytical work as needed.

[12] The World Bank, in partnership with the Australian Agency for International Development, the New Zealand Agency for International Development, and the Pacific Region Infrastructure Facility, has also been supporting Pacific island countries in ICT development. It has ongoing TA projects on telecommunications regulatory assistance, and ICT development at the regional and country level, such as in Fiji, the Marshall Islands, the FSM, Palau, and Timor-Leste; an ICT development project in Kiribati; a rural communications project in Papua New Guinea; an ICT sector development policy operation in the Marshall Islands; and an operation to support ICT

determine country e-readiness will be undertaken at the beginning of the project with assistance from the ongoing TA being administered by ADB's Regional and Sustainable Development Department.[13] The outcome of this exercise is expected to inform the countries and ADB on potential areas for support.[14]

12. **Output 2. Knowledge production and management on ICT development experience.** The TA will take stock of lessons learned from ICT legislative and policy formulation, infrastructure investment experience, and ICT application and human resource capacity development in the Pacific. Although there are several sources of information on ICT (e.g., handbooks and publications) in other countries and regions, there is little information on the Pacific.[15] The TA will produce a compendium of the key lessons from Pacific experience, as well as examples and practices elsewhere that are most relevant in the Pacific context. The compendium will be consolidated as a practical, user-friendly guidebook to be disseminated to policy makers, line ministries, and ICT practitioners. This output is also expected to inform the private sector and development partners on issues related to facilitating ICT investment, and formulating and adopting ICT policies. The guidebook will be developed in consultation with intended users to ensure that the approaches advocated are practical.[16] Associated activities through this component will also help increase awareness of other countries' activities, and increase links and networking for future collaboration.

C. Cost and Financing

13. The TA is estimated to cost $1.4 million, of which $700,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V) and $400,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-Others). The governments will provide counterpart support in the form of office space, and administrative and coordination support for the consultants. The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

14. ADB will be the executing agency responsible for consultant recruitment and procurement in close consultation with participating governments. Concurrence will be sought from participating governments for shortlisting of consultants. The focal agency in each participating country, together with consultants, will implement the TA. ADB's main government counterpart in each country will assist ADB in identifying the TA focal agency based on the scope of the government's requests. The participating governments will mobilize key

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regulatory development in Solomon Islands. ADB has been collaborating with the World Bank in a prospective ICT project in the FSM, Palau, and Samoa, which could be potentially supported by this TA.

[13] ADB. 2013. *Midterm Review of the Republic of Korea e-Asia and Knowledge Partnership Fund*. Manila (TA 8396).

[14] Preliminary mapping of the status of priority countries has been prepared and is available upon request.

[15] International Telecommunication Union (ITU) and InfoDev websites are the major sources of information, handbooks, and toolkits on various topics and discussions on ICT. The most prevalent themes refer to ICT use and application, and legislative and regulatory issues discussed at the broader and increasingly country level. Specifically, InfoDev, in cooperation with the ITU, developed an ICT regulation toolkit to help regulators design effective and enabling regulatory frameworks where lessons applicable to the Pacific could be drawn. ITU released an e-readiness and assessment framework in preparing for an e-government implementation toolkit. This framework could serve as a useful reference in preparing the ICT guidebook in the Pacific context. Publications on ICT in small states mostly deal with the topics of e-governance or ICT application in public services (e.g., M. Edgardo, ed. 2008*. Small States, Smart Solution. Improving Connectivity and Increasing the Effectiveness of Public Services*. World Bank, Washington, DC; Commonwealth Secretariat. 2013. *E-governance in Small States*. London).

[16] Other dissemination platforms, such as social media and web-based applications where feasible, will be developed in consultation with participating governments.

government staff and national organizations to participate in undertaking analytical work and other technical advice through on-the-job experience or appropriate training to help build country capacity for ICT development. Close coordination will be maintained with resident missions, other development partners, and the Pacific Islands Forum during TA implementation.

15. The proposed TA will finance up to 33 person-months of international consulting services and 40 person-months of national consulting services. A combination of individual consultant selection and indefinite delivery contracts (IDCs) for consulting firms will be used in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The consultants will consist of ICT technical specialists as primary experts, including financial, business, legal, social, environmental, gender expertise, and other experts as required. The experts will have experience in their respective fields and demonstrate sound technical knowledge of ICT business. The outline terms of reference for the consultants are in Appendix 3. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). The TA will be implemented over 48 months, commencing on 13 January 2014.

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 $1,100,000 on a grant basis for Pacific Information and Communication Technology Investment Planning and Capacity Development Facility, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines[a]	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Increased economic opportunities and improved service delivery through ICT in the Pacific	By 2020: Increased ICT penetration in the Pacific (baseline: 87 mobile subscriptions per 100 inhabitants in 2009; less than 30 internet users per 100 inhabitants in 2010; 5 broadband subscription per 100 inhabitants in 2010)	Industry reports and employment statistics Pacific Islands Forum Secretariat reports	**Assumption** Government remains committed to having ICT-supportive policy and regulations. **Risks** Changes in administration bring about a shift in government priorities. Up-take of ICT is low due to competing sector priorities.
Outcome Enhanced government capacity and leadership in ICT development in selected Pacific DMCs	By 2017: Increased number of Pacific DMCs with ongoing, confirmed, in preparation, or prospective ICT investment (e.g., the Federated States of Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste)	Pacific Islands Forum secretariat reports Industry reports or studies	**Assumption** There is strong government and private sector interest in pursuing ICT development. **Risk** There are frequent changes in government personnel and discontinuities in capacity building programs.
Outputs 1. Demand-driven ICT technical advice, assessment, and capacity development	During 2014–2017: [Number of] assessments and diagnostic and analytical work related to (i) policy and regulatory framework, (ii) investment options, and (iii) use and application of ICT in public and social service delivery prepared, with the participation of concerned government staff and national organizations in selected Pacific DMCs Number of rapidly delivered country-driven technical	Project annual and quarterly progress reports Back-to-office reports Stakeholder consultation proceedings Consultant reports	**Assumptions** Beneficiary countries are strongly committed to mobilizing full participation of concerned government staff and national organizations, and to use this TA as a vehicle to build capacity through on-the-job experience. Accurate information is accessible and key stakeholders

Design Summary	Performance Targets and Indicators with Baselines[a]	Data Sources and Reporting Mechanisms	Assumptions and Risks
	solutions (e.g., negotiating with potential investors, preparing legal documents) related to ICT investment in selected Pacific DMCs Number of government and line ministries staff trained on ICT use and application in public and social service delivery, and on ICT institutional and regulatory supervision By November 2014: Guidebook and other innovative dissemination platforms on ICT development and investment experience in the Pacific		participate during consultations. Government is committed to timely provision of counterpart support and required approval. **Risk** Activities are driven by consultants, without sufficient engagement and participation of nationals.
2. Knowledge production and management on ICT development experience			
Activities with Milestones **Output 1. Demand-driven ICT technical advice, assessment, and capacity development.** 1.1 TA activities and timelines will be finalized per each participating country. The host government and ADB will approve the detailed work plan, schedule, and deliverables of engaged experts or consulting firm. 1.2 TA activities will be undertaken, which may include conducting research, evaluation, consultation, field survey, and desk review or collecting required baseline data from existing credible sources and assessment of technical solution, with full participation and engagement of concerned government staff and national organizations. 1.3 Capacity building will be rolled out upon government request, based on the skills or knowledge assessment related to ICT use and application and institutional strengthening of national regulators. 1.4 Draft reports will be submitted to ADB and the government for review and comments before finalizing. **Output 2. Knowledge production and management on ICT development experience** 2.1 Detailed work program, annotated outline of the guidebook, and other potential dissemination platforms submitted to ADB and participating government as part of consultants' TA inception report (by March 2014) 2.2 Key experience gathered from selected Pacific island countries and countries outside the region (by June 2014) 2.3 Draft guidebook prepared incorporating suggestions and feedback from key stakeholders; identify other dissemination platforms as deemed applicable by participating countries (by August 2014) 2.4 Final guidebook prepared and printed for dissemination (by November 2014)			**Inputs** **Asian Development Bank: $1.1 million** (TASF-V and TASF-other sources) Government in-kind contribution (office accommodation, staff time, and other administrative and coordination support)

ADB = Asian Development Bank, DMC =developing member country, ICT = information and communication technology, TA = technical assistance.

[a] Percentage or number increase, where applicable, will be determined during the baseline survey at the beginning of the project.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
($'000)

Item	Amount
Asian Development Bank[a]	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	624.00
ii. National consultants	244.00
b. International and local travel	101.00
c. Reports and communications[b]	30.00
2. Training, seminars, and conferences	50.00
3. Surveys[c]	15.00
4. Miscellaneous[d]	6.00
5. Contingencies	30.00
Total	**1,100.00**

Note: The technical assistance is estimated to cost $1.4 million, of which contributions from the Asian Development Bank are presented in the table above. Participating governments will provide counterpart support in the form of office accommodation, staff time, and other administrative and coordination support. The value of government contribution is estimated to account for 20% of the total TA cost.

[a] Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V and TASF-other sources).
[b] Including preparation and printing of guidebook.
[c] Including surveys for conducting environmental, gender, and social assessment.
[d] Including visas and other miscellaneous costs.
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The purpose of the technical assistance (TA) is to improve the capacity of Pacific developing member country (DMC) governments to promote information and communication technology (ICT) development. Key priority areas include improving the enabling environment for ICT growth; and building capacity for ICT application, regulatory functions, and making informed decisions on ongoing and forthcoming ICT ventures based on a sufficient understanding of the nature and implications of the investment.

2. Detailed terms of reference will be formulated for each output category on a case-by-case basis. The Asian Development Bank (ADB) will evaluate government requests for assistance based on (i) government commitment to pursue ICT development; (ii) relevance and links to ongoing and forthcoming ICT investment and programs in the country; (iii) complementarity with development partners; and (iv) capacity to mobilize the full participation of government staff and national organizations from concerned areas who will take part in TA activities through on-the-job and other training. ADB, through the Pacific Department, will coordinate the overall TA activities working closely with resident missions and other development partners.

3. The proposed TA will finance up to 33 person-months of international consulting services and 40 person-months of national consulting services.[1] Preference will be given to individual consultants for simple assignments requested by the government and for ICT specialists to be engaged under output 2. Indefinite delivery contracts (IDCs) will be utilized for work of a more comprehensive scope. It will involve advanced shortlisting of a range of qualified firms and issuance of an indefinite delivery contract (IDC) without guarantee of a specific IDC assignment, and subsequent selections for IDC assignment based on the fixed-budget selection method. Consultants will be engaged in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).

A. Output 1: Demand-Driven ICT Technical Advice, Assessment, and Capacity Development

4. Output 1 will enable the Pacific DMCs to make informed decisions in preparing ICT investments and programs, and formulating strategic actions. A total of 28 person-months of international consulting services and 32 person-months of national consulting services will be engaged for this output. Key activities will include conducting research, consultation, field survey, and desk review or collection of required baseline data from existing sources to produce the analysis or assessment required by the government. Consultations or peer review will be undertaken as necessary to ensure the quality of outputs. Short-term technical expertise may also be provided to respond quickly to opportunities for ICT investment as they arise. This may include providing technical advisory services to identify potential investors or private sector partners or assistance during negotiation and preparation of legal agreements, contracts, and other binding documents. ADB will review government requests for technical expertise. Capacity building will be undertaken based on skills or knowledge assessment related to ICT use and application in public and social services, and in institutional strengthening of national regulators. The approach will draw experience from within and outside the Pacific. Draft reports will be submitted to ADB and the government for review and comments before finalizing the output.

[1] Additional person-months may be provided to international and national consultants depending on available resources and the Pacific DMC's demands.

5. Output 1 will include but not limited to the following activities and products.

(i) Sector assessments covering key information such as telecommunications market, services, demand, competition policy, regulatory and institutional matters, domestic and international connectivity and infrastructure, access issues, and pricing.
(ii) Investment proposals with potential private sector involvement in international or domestic connectivity, including information on technical design and specifications, operating cost, technical and institutional capacity of the country for implementation, and potential risk to business viability and sensitivity under different scenarios.
(iii) Proposals on feasible ICT applications for delivering public and social services (e-government, e-health, e-education).
(iv) Learning sessions or capacity building training programs rolled out to line ministries on the use and application of ICT in e-governance, social services, and regulatory guidelines and functions.
(v) Analyses of direct, induced, and cumulative environmental impacts associated with the proposed ICT investment and alternative feasible changes to the design if required.
(vi) Analyses of potential socioeconomic and poverty reduction impacts of ICT, including affordability assessment and capacity of the government to mitigate risk.
(vii) Analyses of gender impact of ICT investment and opportunities for promoting gender equity, especially in terms of access to ICT infrastructure, training, and capacity building.
(viii) Technical support for negotiations with potential private investors on the scope of partnership, terms of financing, and sharing of risk.
(ix) Coordination support for joint country or regional initiatives in ICT investment.

6. The consultants for output 1 will consist of ICT technical specialists as the primary experts, as well as financial, business, legal, social, environmental, gender experts, and other specialists, as required, who are knowledgeable about ICT. The experts will have experience in their respective fields and demonstrate sound technical knowledge of ICT business. If consultants are engaged through a firm, the team will be led by a team leader who will assume overall responsibility in delivering the agreed outputs and working with government-assigned staff and other experts engaged by the TA.

B. Output 2: Knowledge Production and Management on ICT Development Experience

7. Output 2 will serve as a compendium of key lessons from regulatory and legislative, ICT investment, and application support for ICT development. It will identify and consolidate useful experience from within the Pacific and other regions that is applicable in the Pacific context. Key activities include a stock-taking exercise, and consultations with key stakeholders and development partners.

8. **ICT specialist (international, 5 person-months).** The consultant will be an ICT specialist with experience in knowledge management to identify lessons on the key dimensions of ICT development. The specialist will have experience in similar work, preferably in a small country context.

9. Tasks for the international ICT specialist in output 2 include but are not limited to the following.

(i) Gather and assess ICT benchmarking practices and tangible experience from regulatory and legislative, ICT investment, and application support for ICT development within and outside the Pacific.
(ii) Package and document the experience and outcome of facilitating ICT development relevant to the Pacific context.
(iii) Prepare a user-friendly guidebook, and if feasible, other innovative dissemination platforms (e.g., using social media and other web-based applications) in consultation with key stakeholders to ensure ownership of the outputs and practical approach.
(iv) Facilitate and engage in regional knowledge sharing exercises.

10. Deliverables may include a guidebook and knowledge products as deemed relevant to inform policy makers, line ministries, and ICT practitioners in preparing for ICT investment and development in the Pacific.

11. **ICT specialists (national, 8 person-months total).** The national consultant from each selected country will be an ICT expert with broad knowledge about ICT development issues. The specialists will have experience in ICT planning and investment involving the public and private sector.

12. Tasks for the national ICT specialists in output 2 include but are not limited to the following.

(i) Assist in gathering information on best practices and experience from regulatory and legislative formulation, ICT investment, and application support for ICT development at the country level.
(ii) Assist in preparing a user-friendly guidebook and other innovative dissemination platforms where feasible.
(iii) Facilitate consultations and gather feedback during the preparation of the guidebook and other dissemination platforms and knowledge-sharing events with key stakeholders and development partners.