



Technical Assistance Report

Project Number: 47233-001
Policy and Advisory Technical Assistance (PATA)
November 2013

Republic of Fiji: Transport Sector Planning and Management

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 4 November 2013)

Currency unit	–	Fiji dollars (F\$)
F\$1.00	=	\$0.54
\$1.00	=	F\$1.84

ABBREVIATIONS

ADB	–	Asian Development Bank
FNTSP	–	Fiji National Transport Sector Plan
FRA	–	Fiji Roads Authority
LTA	–	Land Transport Authority
MSAF	–	Maritime Safety Authority of Fiji
MWTPU	–	Ministry of Works, Transport, and Public Utilities
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Policy and advisory technical assistance (PATA)
Targeting classification	–	General intervention
Sector (subsectors)	–	Transport, and information and communication technology (road transport, water transport)
Themes (subthemes)	–	Economic growth (widening access to markets and economic opportunities), environmental sustainability (environmental policy and legislation), private sector development (public sector goods and services essential for private sector development)
Climate change	–	Climate change adaptation
Location (impact)	–	Rural (high), urban (medium), national (high)

NOTE

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

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Director General	X. Yao, Pacific Department (PARD)
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I. INTRODUCTION

1. The Government of Fiji requested technical assistance (TA) from the Asian Development Bank (ADB) to support the update of its 20-year national transport sector plan. There is no current country partnership strategy or country operations business plan for Fiji, although the TA is consistent with ADB's re-engagement strategy and the Pacific Approach, 2010–2014. ADB fielded a fact-finding mission on 19–25 September 2013 and agreed with the government on the TA impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference for consultants. The design and monitoring framework appears in Appendix 1.¹

II. ISSUES

2. In Fiji, the transport sector consists of land, maritime, and aviation subsectors, which are important in supporting Fiji's economy and its vibrant tourism sector, through the movement of people and goods. Fiji is an archipelagic nation of more than 332 islands, of which 110 are inhabited, and more than 500 uninhabited islets. Its land area of 18,300 square kilometers is spread over a sea area of 194,000 square kilometers. Viti Levu and Vanua Levu, the two main islands, are home to about 90% of the population of 860,000; 48% of the people live in rural areas.²

3. Fiji requires adequate transport infrastructure to improve access to economic opportunities for rural populations and to improve trade. The transport, storage, and communication sector contributed an estimated 12%–15% to the country's gross domestic product between 1995 and 2011. Transport is therefore critical to sustain economic growth over the medium to long term. Between 2003 and 2009, average household income in rural areas declined by 14%, and the incidence of poverty in rural areas increased from 40% to 43%. Moreover, the pace of economic activities in rural areas has worsened, as indicated by large declines in loans to agriculture and especially sugarcane businesses.³ In a 2013 survey, Fiji ranked 111 of 185 economies in the ease of trading across its borders, a measure of the time and cost associated with the import or export of a standard shipment by sea transport.⁴ The survey results showed that local transportation and handling accounted for 30% of costs and about 12% of time associated with imports and exports. Improving the national transport network will reduce cost and time and facilitate trade.

4. ADB's transport strategy for the Pacific island countries, articulated in the Pacific Approach, has focused on improving multimodal, integrated network connectivity for access to social services and to domestic and international markets. Fiji's dispersed geography makes intermodal links vital to connect people and goods—through the road links to the main ports of Suva (the capital) and Lautoka, and to the landing points of the interisland domestic shipping and ferry services between Viti Levu, Vanua Levu, Ovalau, and Taveuni. There are also modal options for transporting freight between northwest and southeast Viti Levu, either shipping between Lautoka and Suva ports or hauling by land along Queens Road. The international airport in Nadi is connected to the capital by Queens Road and by domestic flights to and from Nausori airport. Roads to these airports are also essential intermodal links.

¹ The TA first appeared in the business opportunities section of ADB's website on 7 November 2013.

² United Nations Statistics Division. <http://data.un.org/CountryProfile.aspx?crName=Fiji>.

³ Fiji Island Bureau of Statistics. *Fiji Household Income and Expenditure Survey 2008–2009*. Suva.

⁴ IBRD. *Doing Business, Fiji*. 2013. Washington.

5. The institutional structure in the transport sector is fragmented. The Fiji Road Authority (FRA) reports to the Prime Minister's Office and is tasked with managing the country's road assets, bridges, wharves, and jetties, except in international ports. The Ministry of Works, Transport, and Public Utilities (MWTPU) formulates and implements the land transport policy, while the Land Transport Authority (LTA) enforces road transport regulations and addresses road user issues. The Fiji Ports Corporation Limited is responsible for the main international ports; the MWTPU formulates maritime policy; and the Maritime Safety Authority of Fiji (MSAF) addresses regulatory issues for maritime transport. A more coherent and overarching transport sector policy and national transport plan are needed to coordinate a common strategy for all stakeholders.

6. Fiji's public road network contains about 11,000 kilometers of roads, of which about 13% are sealed, and about 900 bridges. A 2007 survey of road condition and maintenance needs in the network showed an increasing backlog in maintenance. At the time, the backlog in remedial and preventive maintenance for the road network, excluding bridges, was estimated at about \$215 million equivalent. There are also indications that efficient implementation will be hindered by chronic issues in the transport sector such as poor performance by international contractors, unavailability or lack of capacity to produce basic construction materials, and regular disruption by the wet climate.

7. The road transport sector also confronts user issues. Overloaded logging and sugarcane trucks are common, damaging the road network and exacerbating the backlog of maintenance. There is little monitoring of axle weights. Poorly maintained vehicles emitting black smoke are common, and initiatives are under way to reduce emissions. Traffic congestion during peak periods is significant, with the Suva to Nausori corridor identified as requiring traffic management and an alternative coastal route. Within Suva, urban roads are congested and the extensive use of one-way traffic control is increasing vehicle travel. The LTA, established in 1998, enforces road transport regulations designed to mitigate these issues.

8. Domestic maritime transport is the main mode of transportation between many islands and communities, and service efficiency, reliability, and affordability are essential to trade, tourism, and socioeconomic opportunities. A condition survey is needed to ascertain the maintenance and rehabilitation needs of the rural maritime infrastructure inventory, which consists of about 50 wharves and jetties.

9. The transport sector strategy is articulated through the 20-year Fiji National Transport Sector Plan (FNTSP) 1993, which needs a comprehensive review. The FNTSP is a guiding document for transport policy, institutional development, and infrastructure investment, covering all transport and intermodal issues. It covers (i) the three main airports of Nadi, Nausori, Labasa, and smaller domestic airports; (ii) international air services through Nadi and Nausori, and domestic air services; (iii) main ports of entry and international shipping; (iv) small wharves and jetties, and domestic shipping services to outer islands; and (v) national, municipal, and other public roads, and road transport services.

10. In 2004, a review and policy update of the FNTSP produced a revised overview of the sector, guiding objectives and policy principles, broad physical and operational descriptions, and institutional arrangements and factors shaping the sector. It emphasized policy development and implementation, with separate policy action plans for each modal subsector. However, a comprehensive update of the FNTSP is required, covering the national road and rural maritime infrastructure and associated intermodal links. It should streamline agency plans for each subsector to articulate the national strategy over the next 20 years.

III. THE TECHNICAL ASSISTANCE

11. The TA will support the government in formulating its land and maritime transport policies, and updating its 20-year FNTSP, covering the land and maritime transport subsectors and intermodal links.

A. Impact and Outcome

12. The impact of the TA will be more efficient, safe, and effective land and maritime transport infrastructure. The outcome will be approved national transport sector policies and plans.

B. Methodology and Key Activities

13. To achieve the outcome, the TA will deliver the following outputs.

- (i) **Output 1: Transport sector assessment and road map.** An assessment of existing policy and a road map for future policy direction will be undertaken. It will cover the land and maritime transport subsectors and intermodal links, with consideration of cost recovery; asset management; land and maritime transport safety; universal access considerations; disaster resilience; and climate change adaptation measures for infrastructure standards, guidelines, and asset management principles.
- (ii) **Output 2: 20-year investment plan.** A 20-year investment plan will be developed for land and maritime transport infrastructure and intermodal links. A multi-criteria framework will prioritize capital investments, upgrading, and recurrent maintenance costs for the national road network and maritime infrastructure. The framework will consider economic and financial viability, and government priorities for projects. The investment plan will take into account the synergy between (i) maritime safety, land use on ship-to-shore interfaces, transport planning, universal access, and climate change adaptation and disaster resilience for the maritime transport subsector; and (ii) road safety, land use, transport planning, universal access, and climate change adaptation for the land transport subsector. The investment plan will be supported by funding strategies to ensure a sustainable transport network.

14. To achieve output 1, reviews will be done on the existing 1993 FNTSP; the 2004 partial update; the 2009 draft land transport update; the FRA's 10-year investment plan; the MSAF's 10-year investment plan; and other relevant transport policies, plans, and strategies. The TA consultants will consult with government, survey users and the public on infrastructure perceptions and needs, and analyze the performance of the land and maritime transport subsectors. Drawing on the sector assessments, recommendations for future policy direction will be prepared.

15. To achieve output 2, the TA consultants will establish the condition inventory of transport infrastructure with support from the FRA's asset management system and develop the framework for project selection. Based on the condition survey and framework analysis, a 20-year investment plan for new capital investment, upgrading, and recurrent maintenance will be developed in consultation with the government for the land and maritime transport subsectors. The plan will integrate the FRA, LTA, and MSAF 10-year investment plans. An investment project for potential development partner financing will be identified and prepared, tentatively

comprising part of a national bridge replacement or repair program. The government has been informed that approval of the TA does not commit ADB to finance any ensuing project.

C. Cost and Financing

16. The TA is estimated to cost \$900,000, of which \$800,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-Others). The government will provide counterpart support in the form of counterpart staff, office accommodation, and other in-kind contributions. The cost estimates and financing plan appears in Appendix 2.

D. Implementation Arrangements

17. The Ministry of Finance will be the executing agency, responsible for the overall administration of the TA. The MWTPU will be the implementing agency responsible for the oversight of the consultants.

18. The TA will require consulting services consisting of 20 international person-months and 9 national person-months of specialist inputs. A consulting firm will provide the following international experts: team leader and transport planner-economist (7 person-months), maritime transport specialist (2 person-months), civil engineer (4 person-months), asset management specialist (2 person-months), financial management specialist (3 person-months), environmental safeguards specialist (1 person-month), and social and poverty specialist (1 person-month), as well as a national deputy team leader and transport planner (9 person-months). ADB will select the consultant firm using quality- and cost-based selection (with the standard quality to cost ratio of 80:20) in accordance with the Guidelines on the Use of Consultants (2013, as amended from time to time). The outline terms of reference appear in Appendix 3. Disbursement will follow direct payment procedures in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

19. The TA will be implemented over an 18-month period from approval to completion. ADB will field an inception mission, regular review missions, a midterm review mission, and a finalization mission. ADB will liaise closely with government agencies and attend key stakeholder workshops at inception, midterm, and completion. A committee chaired by the MWTPU with members from the Ministry of Finance; the Ministry of Strategic Planning, National Development, and Statistics; the Ministry of Industry and Trade; the FRA; the LTA; the MSAF; and ADB will closely monitor progress against schedules agreed at inception and evaluate the consultants' performance against the agreed draft and final deliverables.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$800,000 on a grant basis to the Government of Fiji for Transport Sector Planning and Management, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact More efficient, safe, and effective land and maritime transport infrastructure</p>	<p>Reduced road crashes by 2019 (baselines and targets to be established during implementation)</p> <p>Percentage of roads rated in good condition by 2019 increased (baselines and targets to be established during implementation)</p> <p>Reduced average road travel time by 2019 (baselines and targets to be established during implementation)</p> <p>Reduced maritime safety incidents by 2019 (baselines and targets to be established during implementation)</p> <p>Percentage of rural wharves, jetties and navigational aids rated in good condition by 2019 increased (baselines and targets to be established during implementation)</p>	<p>Baseline survey and monitoring surveys at inception, mid-term, and completion.</p> <p>Future project monitoring and evaluation surveys.</p>	<p>Assumption Government remains committed to implement updated FNTSP</p> <p>Risks Social and political instability</p> <p>Natural disasters occur, affecting infrastructure and service delivery</p> <p>Government budget allocations for investment, maintenance, and service delivery do not meet needs identified in sector plans</p>
<p>Outcome Approved national transport sector policies and plans</p>	<p>Updated National Transport Sector Plan approved by Parliament by 2015</p>	<p>Parliamentary approvals</p>	<p>Assumption Government development and transport sector priorities remain consistent</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Transport sector assessment and road map 2. 20-year investment plan 	<p>MWTPU endorses transport sector assessment and road map, and 20-year investment plan</p>	<p>Consultants' final report</p>	<p>Assumption Institutional organization of government agencies is consistent during TA implementation</p> <p>Data are available for required analyses</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks										
<p>Activities with Milestones</p> <p>1. Transport sector assessment and road map</p> <p>1.1 Review existing 1993 FNTSP; 2004 partial update; draft land transport update; 10-year FRA investment plan; 10-year MSAF investment plan; and other relevant transport policies, plans, and strategies (Q1 2014)</p> <p>1.2 Consult with government, operators, and users (Q1 2014)</p> <p>1.3 Analyze land and maritime transport subsector performance (Q2 2014)</p> <p>1.4 Prepare recommendations for future policy direction based on sector assessment (Q2 2014)</p> <p>2. 20-year investment plan</p> <p>2.1 Establish condition inventory of existing transport infrastructure from asset management system and additional condition surveys (Q1 2014)</p> <p>2.2 Develop multicriteria analysis for selection of subprojects (Q2 2014)</p> <p>2.3 Prepare 20-year investment plan for new capital investment, upgrading, and recurrent maintenance costs in consultation with key government agencies from respective subsectors (Q3 2014)</p> <p>2.4 Identify and prepare investment project suitable for development partner financing (Q3 2014)</p>			<p>Inputs</p> <p>ADB: \$800,000 (TASF-Others)</p> <table border="1" data-bbox="1130 422 1430 648"> <thead> <tr> <th>Item</th> <th>Amount (\$'000)</th> </tr> </thead> <tbody> <tr> <td>Consultants</td> <td>690.0</td> </tr> <tr> <td>Training, seminars, and conferences</td> <td>15.0</td> </tr> <tr> <td>Surveys</td> <td>15.0</td> </tr> <tr> <td>Contingencies</td> <td>80.0</td> </tr> </tbody> </table> <p>Note: The government will provide counterpart support in the form of counterpart staff, office accommodation, and other in-kind contributions.</p>	Item	Amount (\$'000)	Consultants	690.0	Training, seminars, and conferences	15.0	Surveys	15.0	Contingencies	80.0
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ADB = Asian Development Bank; FNTSP = Fiji National Transport Sector Plan; FRA = Fiji Roads Authority; LTA = Land Transport Authority; MSAF = Maritime Safety Authority of Fiji; MWTPU = Ministry of Works, Transport, and Public Utilities; Q = quarter.

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	485.0
ii. National	90.0
b. International and local travel	100.0
c. Reports and communications	15.0
2. Training, seminars, and conferences	15.0
3. Surveys	15.0
4. Contingencies	80.0
Total	800.0

Note: The technical assistance (TA) is estimated to cost \$900,000, of which contributions from the Asian Development Bank are presented here. The government will provide counterpart support in the form of counterpart staff, office accommodation, and other in-kind contributions. The value of the government contribution is estimated to account for 11% of the TA cost.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-Others).
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Scope of Consulting Services

1. The expected impact of the technical assistance (TA) is a more efficient, safe, and effective transport infrastructure. The outcome will be implemented land and maritime transport policies, and a national transport sector investment plan that provide a common strategy by coordinating all relevant government ministries and stakeholders in the transport sector. The outputs of the TA will be (i) a transport sector assessment and road map, and (ii) a 20-year investment plan, both covering land and maritime transport infrastructure. The TA will also identify and prepare an investment project for potential development partner financing, tentatively comprising a part of a national bridge replacement or repair program.

2. A team of international and national consultants will be engaged through a firm selected using the quality-and cost-based selection method in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). A total of 20 person-months of international and 9 person-months of national consulting services will be required for transport planning and economics, land transport operations, maritime operations, engineering, asset management, financial and economic analysis, environmental and social assessment, quality assurance, and training.

3. The team is expected to work closely with the Ministry of Works, Transport, and Public Utilities (MWTPU), the Fiji Roads Authority (FRA), the Land Transport Authority (LTA), the Maritime Safety Authority of Fiji (MSAF), and Fiji Ports Corporation Limited (FPCL). The team will support the government in formulating land transport and maritime transport policies and an updated Fiji National Transport Sector Plan taking into consideration relevant transport legislation and policies including (i) the Land Transport Act 1998 and supporting regulations; (ii) the 1993 Fiji National Transport Sector Plan; (iii) 2004 Policy Update report; (iv) the draft 2009 Land Transport Subsector Plan; (v) the 1993 Multimodal Transport Subsector Plan; (vi) the Fiji Road Authority Decree 2012; and (vii) the Maritime Safety Authority of Fiji Decree 2009, Maritime Transport Decree, and Ship Registration Decree.

4. **Land transport.** In carrying out the subsector assessment and road map, the TA consultants in consultation with FRA, LTA, and MWTPU will review existing policies and strategies, and assess (i) the adequacy of cost recovery arrangements and future investment strategies to finance upgrading and maintenance of land transport assets including roads, bridges, and pedestrian access; (ii) the condition of the land transport inventory; and (iii) the adequacy of asset management systems in place. The road map will provide policy directions and recommendations on (i) universal access to land transport for women, children, the elderly, and the disabled; (ii) improved road safety to reduce road crashes; (iii) traffic management systems to alleviate congestion on urban roads; (iv) controlling maximum vehicle tonnage on land transport infrastructure; (v) enhancing and promoting safe nonmotorized transport in urban and rural areas; and (vi) climate change adaptation considerations for new infrastructure investment, upgrading, and rehabilitation. The investment plan will integrate the FRA's 10-year investment plan with the findings of the sector assessment and road map, and prioritize road investment through appropriate multicriteria analysis, conducted in consultation with the government. An investment project for potential development partner financing will be prepared, with consideration of engineering, economic, financial, governance, gender, poverty, and environmental and social safeguards criteria.

5. **Maritime transport.** In formulating the maritime subsector assessment and road map, the TA consultants will consult with the MSAF, FPCL, and the MWTPU, review existing policies and strategies, review the adequacy of the existing asset management system, and establish the condition inventory for rural maritime infrastructure including wharves, jetties, and navigational aids. Likewise, they will review cost recovery arrangements and investment strategies within the MWTPU to ensure that adequate maintenance arrangements are in place, and that priorities are articulated through the investment plan. The road map will provide policy directions and recommendations on (i) universal access to maritime transport for women, children, the elderly, and the disabled; and (ii) climate change adaptation and disaster resilience considerations for new infrastructure investment, upgrading, and rehabilitation.

6. **Intermodal links.** The TA consultants will review the adequacy of intermodal links, identify potential congestion points in light of forecast traffic and users, and prioritize improvements through the investment plan.

B. Consultant Qualifications and Requirements

7. A consulting firm will be engaged to deliver the TA outputs. The team will consist of the following experts.

- (i) **Team leader and transport planner-economist** (international, 7 person-months). The team leader will design and manage the detailed work program for all aspects of the TA, supervise or conduct the required analyses and consultations, and develop and implement recommendations. The expert will be responsible for the delivery of the transport sector assessment and road map and the 20-year investment plan, including preparation of an investment project, and will conduct an institutional assessment of the national transport sector. The expert will prepare preliminary economic analyses of investments in the 20-year investment plan. He or she will also prepare a detailed economic analysis for an investment project. The expert will have (a) an advanced degree in transport planning or economics; (b) at least 10 years of experience in designing and analyzing development projects in the transport sector; and (c) work experience in the Pacific island countries or similar environments.
- (ii) **Deputy team leader and transport planner** (national, 9 person-months). The deputy team leader will assist in the design and management of the detailed work program of the TA, supervise or conduct the required analyses and consultations, and develop and implement recommendations. He or she will act as the main liaison with government officials and support the team leader in the coordination of all subsector studies. The expert will have (a) a degree in civil engineering; (b) at least 10 years of experience in designing and analyzing development projects in the transport sector; and (c) work experience with international organizations.
- (iii) **Civil engineer** (international, 4 person-months). The civil engineer will provide technical inputs on the adequacy of the transport sector assessment and road map and the 20-year investment plan. The specialist will ensure that universal access, road safety, and climate change adaptation considerations are built into the investment plan. In addition, the civil engineer will be responsible for technical and engineering aspects of an investment project, including climate change adaptation considerations. The engineer will possess (a) a tertiary

degree in civil or transport engineering; (b) at least 10 years of experience in designing and analyzing development projects, with emphasis on the transport sector; and (c) work experience in the Pacific island countries or similar environments.

- (iv) **Maritime specialist** (international, 2 person-months). The maritime specialist will provide technical inputs on the maritime transport sector assessment and road map and the 20-year investment plan. The specialist will ensure that universal access, maritime safety, and climate change adaptation considerations are built into the investment plan. The expert will have (a) an advanced degree in transport planning, economics, or civil engineering; (b) at least 10 years of experience in the maritime transport subsector; and (c) work experience in the Pacific island countries or similar environments.
- (v) **Asset management specialist** (international, 2 person-months). The specialist will review the FRA and MWTPU asset management systems for planning and maintaining infrastructure, and help develop a multi-criteria analysis for the 20-year investment plan. The specialist will have (a) a tertiary degree in civil engineering or a closely related field; (b) at least 5 years of experience in an operational role in managing infrastructure assets; and (c) work experience in the Pacific island countries or similar environments.
- (vi) **Financial management specialist** (international, 3 person-months). The specialist will assist in the review of financial aspects such as cost recovery and investment strategies in the sector assessment, road map, and 20-year investment plan. He or she will prepare preliminary financial analyses of investments in the investment plan. The specialist will be responsible for financial analysis and capacity assessments of the executing and implementing agencies to implement an investment project. The specialist will undertake a financial management assessment of an executing or implementing agency to meet ADB's requirements. The specialist will possess (a) a tertiary degree in finance; (b) at least 10 years of experience in transport or another infrastructure-related sector; and (c) work experience in the Pacific island countries or similar environments.
- (vii) **Environmental safeguards specialist** (international, 1 person-month). The specialist will prepare the required environmental assessment for an investment project and assist counterpart staff in documenting procedures. The specialist will have (a) a tertiary degree in environmental science or relevant field; (b) at least 5 years of experience in development projects; and (c) work experience in the Pacific island countries or similar environment.
- (viii) **Social and poverty specialist** (international, 1 person-month). The specialist will prepare the required indicative resettlement framework and indigenous peoples assessment for an investment project, and assist counterpart staff in documenting procedures. The specialist will also consider poverty, social, and gender dimensions in the investment project. The specialist will have (a) a tertiary degree in social sciences; (b) at least 5 years of experience in development projects; and (c) work experience in the Pacific island countries or similar environment.

C. Reports

8. Consultants will submit reports in English, in both hard copy and electronic form, to ADB and the government for distribution (three copies each). The following reports will be submitted.

- (i) **Inception report.** This will be submitted within 4 weeks of commencement of the TA. It will outline, in accordance with the terms of reference, the consultants' approach, methodology and work plan, and cost implications of consulting services. The report will provide activity and personnel schedules and recommend any changes to the implementation arrangements required. It will also present an initial background study of the sector and identify problems or decisions required to facilitate progress.
- (ii) **Midterm progress report.** This report will be submitted at the midpoint of the TA implementation. The report will summarize recommendations and concepts being developed under the terms of reference. It will also present a detailed description of the TA and identify any problems or decisions required to facilitate progress.
- (iii) **Draft final reports.** Separate reports will be submitted for (a) the updating of the FNTSP, and (b) the design of an infrastructure project. Both draft reports will be due 6 months after inception.
- (iv) **Final report.** The final report will be submitted within 1 month after receipt of comments on the respective draft final reports from the government and ADB.

9. In addition to formal reporting, the consultants will organize consultation meetings with the government and ADB during inception and review missions regarding TA administration, outputs, deliverables, and achievements; and with stakeholders on all activities under the TA as documented in the reports. In connection with these meetings, the consultants will also arrange meetings with other development partners operating in the sector. The consultants will prepare and circulate minutes of these meetings and incorporate comments in the reports and activities as appropriate.

D. Others

10. Office accommodation will be provided by the Ministry of Public Works and Utilities.

11. The consultants will manage the procurement and budget for equipment, training, resources materials and software, surveys, seminars, and conferences in the course of normal TA administration. Procurement will follow ADB's Procurement Guidelines (2013, as amended from time to time). Upon completion of the TA all equipment, materials, and data will be handed over to the government, with a notice of disposal.

12. The consultants are expected to provide their own equipment and services for computers, telephone, fax, and internet communications for the duration of their services.