



# Technical Assistance Report

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Project Number: 47142  
Capacity Development Technical Assistance (CDTA)  
December 2013

**Republic of the Philippines: Enhancing Capacities  
for the KALAHI–CIDSS National Community-Driven  
Development Project**  
(Financed by the Japan Fund for Poverty Reduction)

Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 16 December 2013)

|               |   |            |
|---------------|---|------------|
| Currency unit | – | peso/s (P) |
| P1.00         | = | \$0.0226   |
| \$1.00        | = | P44.17     |

## ABBREVIATIONS

|              |   |  |
|--------------|---|--|
| ADB          | – | Asian Development Bank   |
| ARMM         | – | Autonomous Region in Muslim Mindanao   |
| DSWD         | – | Department of Social Welfare and Development   |
| ICT          | – | information and communication technology   |
| KALAHI–CIDSS | – | Kapit-Bisig Laban sa Kahirapan (Linking Arms Against Poverty)–<br>Comprehensive and Integrated Delivery of Social Services |
| L&D          | – | learning and development   |
| M&E          | – | monitoring and evaluation  |
| KC-NCDDP     | – | KALAHI–CIDSS National Community-Driven Development Project   |
| TA           | – | technical assistance   |

## TECHNICAL ASSISTANCE CLASSIFICATION

|                                 |   |   |
|---------------------------------|---|---|
| <b>Type</b>                     | – | Capacity development technical assistance (CDTA)  |
| <b>Targeting classification</b> | – | Targeted intervention–geographic  |
| <b>Sector (subsectors)</b>      | – | Multisector (agriculture and rural sector development, preprimary and basic education, social protection, water supply and sanitation)  |
| <b>Themes (subthemes)</b>       | – | Social development (human development), capacity development (organizational development), governance (public administration—national, decentralized, and regional), gender equity (empowerment and rights) |
| <b>Location (impact)</b>        | – | Rural (high), urban (medium), national (medium)   |
| <b>Partnership</b>              | – | Japan Fund for Poverty Reduction  |

## NOTE

In this report, “\$” refers to US dollars.

|                         |   |
|-------------------------|---|
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## I. INTRODUCTION

1. The Government of the Philippines, through the Department of Social Welfare and Development (DSWD), requested the Asian Development Bank (ADB) to cofinance the government's KALAHI–CIDSS National Community-Driven Development Project (KC-NCDDP), including capacity development technical assistance (TA) to support its implementation. The KC-NCDDP is the government's flagship program, which aims to improve access to basic services, reduce poverty, and support the recovery and rehabilitation efforts in communities affected by Typhoon Yolanda (international name: Haiyan). The TA is included in the 2014–2016 country operations business plan for the Philippines.<sup>1</sup> During the fact-finding mission on 9–11 October 2013, the government and ADB agreed on the TA impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference for consultants. The design and monitoring framework is in Appendix 1.<sup>2</sup>

## II. ISSUES

2. The KC-NCDDP increases the coverage of the Kapit-Bisig Laban sa Kahirapan (Linking Arms Against Poverty)–Comprehensive and Integrated Delivery of Social Services (KALAHI–CIDSS) project being managed by DSWD to include poor communities, particularly those in provinces severely affected by Typhoon Yolanda.<sup>3</sup> While the KC-NCDDP will train program staff and stakeholders under its capacity building and institutional support component,<sup>4</sup> the TA will complement and strengthen capacity building and institutional support by providing a needs-based learning and development (L&D) framework, sharply focused interventions, and cost-effective pedagogical methods to develop the required professional and technical competencies. These components will be implemented with ADB project support that will assist poor communities improve their resiliency to natural hazards.<sup>5</sup>

3. Building on the KALAHI–CIDSS management structure and systems, DSWD is the executing agency for the KC-NCDDP. While DSWD is widely recognized as a highly competent and well-governed agency, the sizeable geographical and financial scaling-up of community-driven development operations, and the extent of reconstruction activities in affected areas alongside the expansion of its other programs will put a strain on its management and oversight capacities. Fiduciary risks are likely to increase with the scaling-up due to higher number of procurement packages and financial transactions, which will increase by two to three times. The greater involvement of more national government agencies, local government units, and development agencies poses potential coordination challenges. To address these concerns, DSWD will (i) strengthen national and subnational management and governance systems; (ii) provide adequate staff (an additional 5,215 regional and municipal staff will be hired, of which

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<sup>1</sup> ADB. 2013. *Country Operations Business Plan: Philippines, 2014–2016*. Manila. In the plan, the TA is titled Enhancing Capacities for the National Community-Driven Development Program (formerly Strengthening Capacity for Scaled-Up Implementation of Community-Driven Development).

<sup>2</sup> The TA first appeared in the business opportunities section of ADB's website on 14 November 2013.

<sup>3</sup> KALAHI–CIDSS was launched in 2002, with cofinancing from the World Bank. In 2004, the Spanish Agency for International Development Cooperation provided financing to KALAHI–CIDSS under the Empowerment and Development of Communities project. In 2010, the World Bank provided additional financing to KALAHI–CIDSS until May 2014. The Millennium Challenge Corporation provided parallel financing. As of December 2012, KALAHI–CIDSS covered 8,435 barangays (villages) in 364 poor municipalities and supported 8,776 subprojects, reaching 1.95 million households.

<sup>4</sup> Program staff include project management staff based at the national and regional DSWD offices and community facilitators and area coordinators in the field. Program stakeholders include community volunteers, counterpart staff of local government units, and staff of other government agencies.

<sup>5</sup> ADB. 2013. *Report and Recommendations of the President to the Board of Directors: Proposed Loan to the Republic of the Philippines for the KALAHI–CIDSS National Community-Driven Development Project*. Manila.

about 80% are community facilitators providing frontline services); (iii) decentralize functions to regional offices; (iv) strengthen the grievance redress system; (v) simplify procedures and reporting requirements, including the community empowerment activity cycle to better respond to the diverse and unique circumstances of beneficiaries;<sup>6</sup> (vi) establish robust monitoring and audit systems, including third party monitoring and evaluation (M&E) and oversight by civil society organizations; and (vii) provide capacity development programs for KC-NCDDP staff, local government unit counterparts, and other program stakeholders.

4. Drawing from the experiences of KALAHİ–CIDSS, the following training programs are initially identified to be delivered under the KC-NCDDP: (i) community-driven development concepts and approaches; (ii) development planning and management; (iii) conflict resolution and mediation; (iv) community facilitation; (v) financial management; (vi) procurement; (vii) project management; (viii) M&E, and environmental and social safeguards, including approaches to respond to special circumstances of communities (e.g., indigenous peoples, areas affected by conflict and/or climate change, or disaster prone); (ix) gender; and (x) grievance redress. While many of these programs were designed and delivered under KALAHİ–CIDSS, no systematic review of the course content, delivery methods, and learning outcomes has been undertaken.

5. A review of training interventions is therefore very timely and important in view of the complexity and magnitude of the KC-NCDDP operations, the aftermath of the disaster, the diverse competency and training requirements at different levels of program administration, and the huge number of staff and stakeholders that need to be trained, particularly during inception of the KC-NCDDP implementation. Thus, the project's capacity-building interventions need to be better attuned to the distinct learning profiles and needs of program staff and stakeholders. For example, community facilitators and area coordinators will require specialized and continuing training support as they are at the front line of program implementation. Similarly, effective and efficient delivery of capacity-building programs for finance and procurement specialists is crucial in mitigating fiduciary and governance risks. The results of the review will inform the L&D framework that will guide the planning, management, and monitoring of capacity development activities to support the KC-NCDDP implementation.

6. Training interventions will need to be better aligned with the required institutional adjustments and program design enhancements, such as rationalizing the community empowerment activity cycle process; enhancing gender sensitivity of program activities; adapting subprojects in communities affected by climate change, disasters, and conflict; and reflecting local culture and circumstances. The KC-NCDDP also needs to address the challenges encountered during KALAHİ–CIDSS implementation in the provision of adequate training materials and easy access to learning resources while at work or during deployment to the field. Although knowledge exchange and regular interaction among program staff have been helpful in enhancing work performance, such opportunities have been constrained by the lack of financial resources; the scale-up will further strain DSWD capacity to fully support them. Thus, DSWD is looking at options for establishing a knowledge portal and using information and communication technology (ICT) for human resources development. ICT can also be utilized in establishing a skills and training registry system for program staff.

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<sup>6</sup> The community empowerment activity cycle comprises the following phases: (i) social preparation; (ii) project identification, selection, and planning; (iii) project approval; (iv) subproject implementation, monitoring, evaluation, and operation and maintenance; and (v) transition.

7. KC-NCDDP coverage is expected to expand in the coming years to include the Autonomous Region in Muslim Mindanao (ARMM), through a parallel program financed entirely by the government. The inclusion of the ARMM will result in an additional 104 municipalities covering about 600,000 households. DSWD has requested development partners, including ADB, to assist in adapting the KC-NCDDP design to ARMM's unique sociopolitical context and identifying ARMM's capacity development requirements in preparation for future program implementation.

8. Given this background, the TA will support the capacity building and institutional support component of the KC-NCDDP, particularly within the context of using the community-driven development approach in responding to the post-disaster needs of communities. In coordination with other development partners, the TA will assist DSWD in managing the needed capacity building interventions that (i) emphasize needs-based training programs; (ii) respond to program management needs; (iii) develop and sustain institutional capacity for planning and management of training programs; and (iv) strengthen national and subnational capacity to promote, monitor, assist, and evaluate decentralized training programs. In the aftermath of Typhoon Yolanda, the TA will help build and deepen capacities further for timely implementation of not only ADB supported activities, but also those of other development partners. In addition, the TA will help identify ARMM's capacity development needs for future rollout of the KC-NCDDP. Furthermore, the TA will generate knowledge and replicable practices that will help inform ADB's engagement in social development programs with other developing member countries.

9. ADB, the World Bank, Millennium Challenge Corporation, and the Government of Australia are closely coordinating their support for the KC-NCDDP. The TA will be informed by the results of the review of the community empowerment activity cycle and other analytical work related to the KC-NCDDP, with support from the World Bank. It will build on existing capacity building models and approaches, such as the management and leadership training assisted by the Millennium Challenge Corporation and complement the World Bank-supported training of trainers. The TA will be closely coordinated with DSWD's Technical Assistance Facility, which is supported by the Government of Australia. The facility is tasked with harmonizing and coordinating all TA support provided by DSWD's development partners.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

10. The TA impact is improved implementation of the KC-NCDDP. The outcome is improved competencies of program staff and stakeholders to implement the KC-NCDDP.

#### B. Methodology and Key Activities

11. The TA outputs are (i) L&D framework established, (ii) curriculum design and learning modules completed, and (iii) institutional support systems established.

12. **Learning and development framework established.** The TA will help develop a well-considered and gender-sensitive L&D framework that provides the strategic direction for developing the required competencies of program staff and stakeholders to support the KC-NCDDP implementation. The TA will conduct a learning needs assessment of program staff and stakeholders, including a review of past and ongoing capacity building interventions under KALAHI-CIDSS. The assessment results will be used in defining appropriate and targeted

learning solutions and interventions such as on-the-job training, mentoring, coaching, learning from peers, job shadowing, and e-learning.

13. The L&D framework seeks to develop a performance-oriented learning culture that motivates and challenges program staff and stakeholders to acquire and continuously improve their competencies. Its underlying perspectives are (i) program staff and stakeholders have diverse skill and learning needs that are met through a variety of learning options, (ii) blended learning approaches promote effective learning, and (iii) individuals have different learning styles. The L&D framework, which will also identify key roles in program implementation and learning programs that support skills development and job performance, will be made available in print and electronic versions.

14. The TA will also conduct a preliminary assessment of the institutional and organizational readiness of the ARMM for future implementation of the KC-NCDDP. It will recommend strategies and options for addressing identified capacity gaps.

15. **Curriculum design and learning modules completed.** Based on the needs assessment and L&D framework of output 1, the TA will develop a curriculum-based approach to learning for program staff and stakeholders. The curriculum will provide learners with a learning track or stream of programs for building and enhancing competencies. It will comprise a series of building blocks for staff and stakeholders to develop their skills and capabilities. Core programs and specialized courses will be provided.

16. Core programs will equip staff and stakeholders with basic knowledge, tools, and techniques to help them carry out their functions efficiently and effectively. Such programs will address knowledge and skills gaps to achieve the desired results. Specialized courses, comprising intermediate and advanced programs, will update and sharpen expertise. Participation in these courses may require completion of introductory or prerequisite courses. Among the required competency areas initially identified by DSWD are development management, local governance, working in multidisciplinary settings, data analysis and management, conflict management, community procurement and finance, knowledge management, and local disaster response and disaster risk reduction.

17. The TA will support the development and pilot-testing of learning modules and making learning resources available in print and electronic versions. M&E will be built into the programs to track and assess learning outcomes. The TA will introduce a credit system for key programs to reflect the achievement of knowledge and skills of staff and stakeholders. The TA will also explore options with selected higher educational institutions in awarding academic credits for successful completion of core and specialized programs toward earning postgraduate certificate and degree programs.

18. **Institutional support systems established.** The TA will identify the appropriate institutional and organizational arrangements for developing and managing ICT-enabled L&D programs, including an M&E system for tracking learning progress and outcomes. It will support the establishment of a web-based learning resource center and a skills and learning registry system. It will help establish ICT-enabled learning support mechanisms for participating in the core and specialized programs, as well as other learning opportunities such as community or learners or peer-to-peer learning, mentoring, and coaching. The TA will help establish partnerships with selected higher educational institutions and training institutes.



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

19. The TA is estimated to cost \$2,145,000, of which \$1,500,000 will be financed on a grant basis by the Japan Fund for Poverty Reduction, and administered by ADB. The government will provide counterpart support in terms of remuneration of counterpart staff, office accommodation, utilities, and other in-kind contributions. The value of the government contribution is estimated to account for about 30% of the total TA cost. The cost estimates and financing plan are in Appendix 2.

### **D. Implementation Arrangements**

20. DSWD will be the executing agency and will implement the TA under the direct supervision and guidance of the DSWD secretary. Chaired by the DSWD secretary, the National Program Management Team will oversee TA implementation, provide quality assurance, and extend policy direction and support. It will ensure that the TA complements initiatives and related activities coordinated by the Technical Assistance Facility. The implementing agencies will include the national and regional program management offices, and participating provincial, municipal, and barangay local government units.

21. ADB will engage consultants through individual consultant selection in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The terms of reference for international (8 person-months) and national (38 person-months) consulting inputs are in Appendix 3. To provide the TA with flexibility to mobilize expertise as the KC-NCDDP evolves, the terms of reference and selection criteria for 15 person-months of national consulting services—in areas including financial management, L&D modules, and systems design and programming—will be determined during project implementation. The consultants will administer the activity costs related to workshops, training, seminars, conferences, and studies. All procurement will be done in accordance with ADB's Procurement Guidelines (2013, as amended from time to time). All procured assets will be transferred to DSWD after TA completion. Disbursements under the TA will be made in accordance with the *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

22. The TA will be implemented from January 2014 to December 2015. DSWD will monitor and periodically report on the TA activities, progress, and accomplishments. ADB will conduct regular supervision missions and closely coordinate with DSWD. Knowledge, lessons, expected outputs, and outcome evaluation will be disseminated through workshops and publications, as well as the government websites and print and social media.

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

23. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$1,500,000 to the Government of the Philippines to be financed on a grant basis by the Japan Fund for Poverty Reduction for Enhancing Capacities for the KALAHI-CIDSS National Community-Driven Development Project, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

| <b>Design Summary</b>   | <b>Performance Targets and Indicators with Baselines</b>  | <b>Data Sources and Reporting Mechanisms</b>  | <b>Assumptions and Risks</b>   |
|---|---|---|--|
| <p><b>Impact</b><br/>Improved implementation of the KC-NCDDP</p>  | <p>CDD subprojects completed by 2019 have at least an overall satisfactory rating</p> <p>75% of trained staff and stakeholders demonstrate effectiveness in applying CDD approaches and relevant policies and guidelines by 2019</p>  | <p>DSWD annual report</p> <p>KC-NCDDP progress reports</p>                          | <p><b>Assumption</b><br/>Government support to the KC-NCDDP is sustained.</p> <p><b>Risk</b><br/>The political leadership changes.</p>   |
| <p><b>Outcome</b><br/>Improved competencies of program staff and stakeholders to implement the KC-NCDDP</p>           | <p>All trained staff and stakeholders possess the required training competencies by 2015</p> <p>75% of trained staff and stakeholders apply a gender-inclusive approach to community empowerment activity cycle activities by 2015</p>  | <p>Training course completion reports</p> <p>TA progress and completion reports</p> | <p><b>Assumption</b><br/>Management supports capacity building activities.</p> <p><b>Risk</b><br/>The turnover rate of program staff is high.</p>  |
| <p><b>Outputs</b><br/>1. L&amp;D framework established</p> <p>2. Curriculum design and learning modules completed</p> | <p>L&amp;D framework incorporates gender concerns and is validated and endorsed by DSWD by Q2 2014</p> <p>Learning curriculum and modules respond to the learning profiles and needs of program staff and stakeholders by Q3 2014</p> <p>Alternative learning delivery methods identified by Q2 2014</p> <p>Capacity assessment results validated and endorsed by ARMM authorities by Q3 2014</p> <p>Gender-sensitive learning curriculum and modules implemented beginning Q3 2014</p> <p>By Q4 2014, 75% of trained program staff and stakeholders report at least satisfactory rating of training curriculum</p> | <p>TA progress report</p>   | <p><b>Assumption</b><br/>Program staff and stakeholders are highly motivated.</p> <p><b>Risk</b><br/>Heavy workload and/or competing priorities constrain participation of staff and stakeholders in capacity building activities.</p> |

| Design Summary  | Performance Targets and Indicators with Baselines  | Data Sources and Reporting Mechanisms  | Assumptions and Risks |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
|---|--|--|-----------------------|------|-------------|-------------|---------|-----------|--------|----------------------------------|---------|---------|--------|------------------------------|--------|---------------|---------|
| 3. Institutional support systems established  | <p>and modules</p> <p>50% of pilot training participants are women</p> <p>Institutional and organizational arrangements for developing, managing, and sustaining L&amp;D programs established by Q3 2014</p> <p>ICT-enabled learning resources established by Q4 2014</p> <p>Mechanisms to improve institutional coordination, particularly within a post-disaster context, established by Q3 2014</p> <p>Two knowledge products in L&amp;D for CDD implementation disseminated by Q2 2015</p> |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| <p><b>Activities with Milestones</b></p> <p><b>1. L&amp;D framework established</b></p> <p>1.1. Complete review of KALAHÍ–CIDSS training interventions by Q1 2014</p> <p>1.2. Identify knowledge and skills gaps of program staff and stakeholders, and options for addressing them (e.g., training, coaching, mentoring) by Q2 2014</p> <p>1.3. Validate items 1.1 and 1.2 by Q2 2014</p> <p>1.4. Identify key performance indicators by Q2 2014</p> <p>1.5. Complete preliminary capacity development needs assessment of the ARMM by Q2 2014</p> <p><b>2. Curriculum design and learning modules completed</b></p> <p>2.1. Develop gender-responsive L&amp;D curriculum based on the results of the needs analysis by Q3 2014</p> <p>2.2. Pilot test L&amp;D modules among 360 trainees by Q4 2014</p> <p>2.3. Develop training materials and references by Q3 2014</p> <p>2.4. Pilot online delivery of selected training courses by Q1 2015</p> <p>2.5. Complete pilot training of trainers by Q4 2014</p> <p>2.6. Introduce credit system for key programs by Q3 2014</p> |  | <p><b>Inputs</b></p> <p><b>Japan Fund for Poverty Reduction: \$1,500,000</b></p> <table border="1" data-bbox="805 1136 1446 1373"> <thead> <tr> <th data-bbox="813 1146 1279 1171">Item</th> <th data-bbox="1279 1146 1438 1171">Amount (\$)</th> </tr> </thead> <tbody> <tr> <td data-bbox="813 1171 1279 1203">Consultants</td> <td data-bbox="1279 1171 1438 1203">633,435</td> </tr> <tr> <td data-bbox="813 1203 1279 1234">Equipment</td> <td data-bbox="1279 1203 1438 1234">59,800</td> </tr> <tr> <td data-bbox="813 1234 1279 1266">Training, workshop, and seminars</td> <td data-bbox="1279 1234 1438 1266">547,400</td> </tr> <tr> <td data-bbox="813 1266 1279 1297">Studies</td> <td data-bbox="1279 1266 1438 1297">65,000</td> </tr> <tr> <td data-bbox="813 1297 1279 1329">Miscellaneous administration</td> <td data-bbox="1279 1297 1438 1329">57,300</td> </tr> <tr> <td data-bbox="813 1329 1279 1360">Contingencies</td> <td data-bbox="1279 1329 1438 1360">137,065</td> </tr> </tbody> </table> <p>Note: The government will provide counterpart support in the form of remuneration of counterpart staff, office accommodation, utilities, and other in-kind contributions.</p> |                       | Item | Amount (\$) | Consultants | 633,435 | Equipment | 59,800 | Training, workshop, and seminars | 547,400 | Studies | 65,000 | Miscellaneous administration | 57,300 | Contingencies | 137,065 |
| Item  | Amount (\$)  |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| Consultants   | 633,435  |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| Equipment   | 59,800   |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| Training, workshop, and seminars  | 547,400  |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| Studies   | 65,000   |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| Miscellaneous administration  | 57,300   |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |
| Contingencies   | 137,065  |  |                       |      |             |             |         |           |        |                                  |         |         |        |                              |        |               |         |

| <b>Activities with Milestones</b>  | <b>Inputs</b> |
|--|---------------|
| <p>2.7. Disseminate learning modules in print and electronic versions by Q4 2014</p> <p><b>3. Institutional support systems established</b></p> <p>3.1. Recommend L&amp;D management system by Q2 2014</p> <p>3.2. Identify institutional and organizational arrangements for developing and managing L&amp;D programs by Q2 2014</p> <p>3.3. Establish ICT-enabled learning support mechanisms by Q4 2014</p> <p>3.4. Develop M&amp;E system for training interventions by Q3 2014</p> <p>3.5. Facilitate institutional partnerships with higher educational institutions and training institutes by Q3 2014</p> <p>3.6. Disseminate knowledge products in L&amp;D by Q2 2015</p> |               |

ARMM = Autonomous Region in Muslim Mindanao, CDD = community-driven development, DSWD = Department of Social Welfare and Development, KALAHÍ-CIDSS = Kapit-Bisig Laban sa Kahirapan (Linking Arms Against Poverty)–Comprehensive and Integrated Delivery of Social Services, L&D = learning and development, M&E = monitoring and evaluation, KC-NCDDP = KALAHÍ-CIDSS National Community-Driven Development Project, Q = quarter, TA = technical assistance.

Source: Asian Development Bank.

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

| Item   | Amount          |
|--|-----------------|
| <b>Japan Fund for Poverty Reduction<sup>a</sup></b>            |                 |
| 1. Consultants   |                 |
| a. Remuneration and per diem                                   |                 |
| i. International consultants                                   | 201.60          |
| ii. National consultants                                       | 390.24          |
| b. International and local travel                              | 29.50           |
| c. Reports and communications                                  | 12.09           |
| 2. Training, workshops, and seminars <sup>b</sup>              |                 |
| a. Training, conferences, seminars, and workshops              | 467.45          |
| b. Resource persons  | 53.30           |
| c. Facilitators  | 26.65           |
| 3. Equipment <sup>c</sup>                                      | 59.80           |
| 4. Studies <sup>d</sup>  | 65.00           |
| 5. Miscellaneous administration and support costs <sup>e</sup> | 57.30           |
| 6. Contingencies   | 137.07          |
| <b>Total</b>   | <b>1,500.00</b> |

Note: The technical assistance (TA) is estimated to cost \$2,145,000, of which contributions from the Japan Fund for Poverty Reduction are presented above. The government will provide counterpart support in the form of remuneration for counterpart staff, office accommodation, utilities, and other in-kind contributions. The value of the government contribution is estimated to account for 30% of the total TA cost.

<sup>a</sup> Administered by the Asian Development Bank.

<sup>b</sup> About 12 pilot training courses, four conferences, and 15 workshops and seminars will be conducted in Metro Manila, the Visayas, and Mindanao. Each training, conference, workshop, and seminar will have 20–40 participants. All these will be administered by consultants.

<sup>c</sup> Includes desktop computers, notebooks, multimedia projectors, printers, and computer applications and programs. These will remain ADB's property until disposed of or transferred to the government upon TA completion.

<sup>d</sup> Studies will include (i) training needs assessment for the KC-NCDDP, (ii) capacity needs assessment in the ARMM, and (iii) competency framework. The studies will be administered by consultants.

<sup>e</sup> Include costs of printing, publication, and office operations.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will require 8 person-months of international and 38 person-months of national consulting services. All consultants will report to the Asian Development Bank (ADB) project officer and the Department of Social Welfare and Development (DSWD) of the Government of the Philippines. More detailed terms of reference for the consultants will be prepared during TA implementation. To provide the TA with flexibility to mobilize expertise as the Kapit-Bisig Laban sa Kahirapan (Linking Arms Against Poverty)—National Community-Driven Development Project evolves, the terms of reference and selection criteria for 15 person-months of national consulting services—in areas including financial management, learning and development (L&D) modules, and systems design and programming—will be determined during TA implementation.

### A. International Consultant

2. **Lead consultant and capacity development expert** (international, 8 person-months, intermittent). The expert will supervise the work of the other team members and take responsibility for the following tasks in close consultation with DSWD and other stakeholders:

- (i) Conduct a review of capacity building and training interventions and training management systems, including delivery methods, under the Kapit-Bisig Laban sa Kahirapan—Comprehensive and Integrated Delivery of Social Services (KALAHI—CIDSS).
- (ii) Identify knowledge and skills gaps of staff and stakeholders of the National Community-Driven Development Program, as well as gender-sensitive options (training and nontraining) for addressing the gaps in consultation with the DSWD gender and development specialist.
- (iii) Design and formulate key performance indicators for measuring staff development outcomes.
- (iv) Based on items (i)–(iii), develop and recommend a gender-sensitive L&D framework, including an appropriate training management system that identifies the structures, responsibilities, and accountabilities for planning, organizing, and managing (including procurement of training services), and monitoring and evaluation (M&E) of training interventions.
- (v) Develop the criteria and minimum standards for the quality delivery of in-house (DSWD) and outsourced traditional and e-learning programs developed under the TA.
- (vi) Explore and facilitate partnerships with civil society organizations in the delivery of capacity development activities, and with higher educational institutions to sustain capacity development initiatives.
- (vii) Plan, organize, and administer conferences, seminars, and workshops.
- (viii) Ensure the gender sensitivity of training modules and materials, including gender equality in access to training.
- (ix) Closely coordinate with the team to ensure the alignment of curriculum and modules with the L&D framework.
- (x) Ensure timely submission of reports and outputs of all consultants engaged by the TA, and prepare TA progress and completion reports.
- (xi) Complete any other tasks as may be reasonably requested by ADB or DSWD.

3. The expert should have an advanced degree in public administration, social science, management, economics, or a related discipline; have at least 15 years of experience in human resources development and change management covering the public and private sectors,

including nongovernment organizations; have relevant professional experience in Asia and the Pacific region; and be familiar with processes and procedures of multilateral development and bilateral institutions (an advantage).

## **B. National Consultants**

4. **Training specialist** (national, 8 person-months, intermittent). The specialist will undertake the following:

- (i) Develop training curricula based on the results of needs analysis and in consultation with DSWD, the lead consultant, and capacity development expert.
- (ii) Establish curriculum standards.
- (iii) Consolidate and review the training modules in coordination with other TA consultants.
- (iv) Develop a training plan in consultation with DSWD, and coordinate and monitor all training activities.
- (v) Manage the delivery of pilot training of modules.
- (vi) Conduct and administer training, seminars, and conferences.
- (vii) Coordinate the procurement of resource persons and logistical requirements of trainings.
- (viii) Document lessons and good practices in training delivery to enhance the design of modules and conduct of training.
- (ix) Provide inputs to TA progress reports.
- (x) Complete any other tasks as may be reasonably requested by ADB or DSWD.

5. The specialist must have an advanced degree in public administration, management, social sciences, economics, or a related field; at least 10 years of experience in design, delivery, management, and monitoring of training programs in various contexts; and a good knowledge and understanding of local culture and institutional or organizational systems.

6. **Institutional and organizational development expert, Autonomous Region in Muslim Mindanao** (national, 3 person-months, intermittent). The expert will undertake the following:

- (i) Formulate a framework and methodology for identifying capacity development needs in the Autonomous Region in Muslim Mindanao (ARMM) in consultation with DSWD, the ARMM regional government, local government units (LGUs), development partners, and other stakeholders.
- (ii) Conduct a preliminary scoping based on item (i).
- (iii) Validate the results with DSWD, the ARMM regional government, LGUs, development partners, and other stakeholders; and finalize the results.
- (iv) Recommend options for moving forward on the scoping activity.
- (v) Prepare indicative financing requirements for a more detailed needs assessment in the ARMM.
- (vi) Coordinate with the lead consultant and capacity development expert and other members of the ADB team to ensure consistency in the delivery of outputs.
- (vii) Conduct and administer consultations, briefings, and workshops, as the need arises.
- (viii) Complete any other tasks as may be reasonably requested by ADB or DSWD.

7. The expert must have an advanced degree in community development, public administration, management, social sciences, or a related field; at least 10 years of experience in designing, managing, and delivering training related to community participation and

development, local development processes, and social development programs; and experience working in the ARMM (an advantage). Residency in the ARMM is a plus.

8. **Content specialists and module developers** (national, 16 person-months, intermittent). The consultants will be engaged to develop modules on the following, but not limited to (i) community-driven development (CDD) approaches, and local development planning and management; (ii) conflict resolution and mediation; (iii) financial management and procurement; (iv) project management, and monitoring and evaluation; (v) environmental and social safeguards, including approaches to respond to special circumstances of communities (e.g., presence of indigenous peoples, and disaster-prone and climate-change-affected areas); and (vi) gender mainstreaming. Tasks will include the following:

- (i) Develop training courses and modules including manuals and materials in coordination with the training specialist, and the lead consultant and capacity development expert.
- (ii) Identify the appropriate instructional strategies for attaining the learning objectives of the courses.
- (iii) Consult DSWD and other stakeholders on the training courses and modules developed, and consult the gender and development specialist in DSWD and counterpart in ADB's Southeast Asia Department on the gender mainstreaming module, to ensure quality of the module content.
- (iv) Deliver pilot training of modules in coordination with the lead consultant, training specialist, and other TA consultants.
- (v) Revise and finalize the training design and modules based on the results of consultations and pilot training.
- (vi) Complete any other tasks as may be reasonably requested by ADB or DSWD.

9. The consultants must have advanced degrees in education, public administration, community development, social science, or a related discipline; at least 10 years of relevant professional experience in training course design and module development; a good understanding of the community-driven development approach; and, preferably, experience in providing capacity development interventions for indigenous peoples, ARMM, or disaster- and climate-change-affected areas.

10. **E-learning expert** (national, 5 person-months, intermittent). The expert will undertake the following specific tasks:

- (i) Identify e-learning tools (e.g., e-learning courses, online reference materials, pre-recorded presentations) for specific training courses in close consultation with DSWD, LGUs, communities, and other stakeholders.
- (ii) Design, develop, and pilot test e-learning courses, as appropriate.
- (iii) Manage and administer e-learning courses and events.
- (iv) Coordinate with the other members of the team to ensure consistency in the delivery of outputs.
- (v) Assess the ICT infrastructure requirements (e.g., servers) and other supporting services (e.g., bandwidth, ICT staff) needed to support the e-learning program and prepare a budget to finance these resources as well as recommend possible sources of financing.
- (vi) Complete any other tasks as may be reasonably requested by ADB or DSWD.

11. The expert must have an advanced degree in information technology and management, education, management, public administration, or a related discipline, with at least 5 years of relevant professional experience in e-learning methods.



12. **Knowledge management expert** (national, 3 person-months, intermittent). The expert will undertake the following specific tasks:

- (i) In coordination with DSWD, establish appropriate peer-to-peer learning systems such as through the use of social media or networks, twinning arrangements, or other knowledge-sharing tools, as deemed appropriate, to facilitate and enhance knowledge exchange and learning of program staff and stakeholders.
- (ii) In consultation with DSWD and other stakeholders, organize and administer knowledge-sharing events.
- (iii) Complete any other tasks as may be reasonably requested by ADB or DSWD.

13. The expert must have an advanced degree in public administration, management, communications, social science, or a related discipline; at least 10 years of relevant professional experience in knowledge management and capacity development; and good understanding of the CDD approach.

14. **Monitoring and evaluation expert** (national, 3 person-months, intermittent). The expert will undertake the following specific tasks, in consultation with DSWD and stakeholders:

- (i) Design and develop the M&E system to track and assess the learning outcomes and the quality delivery of traditional and e-learning programs designed under the TA, both in-house and outsourced.
- (ii) Coordinate with other TA consultants in the documentation and dissemination of best practices.
- (iii) Complete any other tasks as may be reasonably requested by ADB or DSWD.

15. The expert must have a degree in economics, statistics, public administration, management, or a related field; at least 10 years of work experience in the design and management of M&E systems of government-financed and foreign-assisted social development programs; and experience with a CDD project (an advantage).