



Technical Assistance Report

Project Number: 47156
Regional—Capacity Development Technical Assistance (R-CDTA)
December 2013

Supporting the Operationalization of Community- Driven Development in Developing Member Countries (Cofinanced by the Republic of Korea e-Asia and Knowledge Partnership Fund)

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CDD	–	community-driven development
DMC	–	developing member country
ICT	–	information and communication technology
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Regional—Capacity development technical assistance (R-CDTA)
Targeting classification	–	General intervention
Sector (subsectors)	–	Multisector (preprimary and basic education; irrigation, drainage and flood protection; social protection; public administration; information and communication technology; water supply and sanitation)
Themes (subthemes)	–	Social development (other vulnerable groups), governance (public administration— national and decentralized), capacity development (institutional development)
Location impact	–	Regional (high), national (high)
Partnership	–	Republic of Korea e-Asia and Knowledge Partnership Fund

NOTE

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

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I. INTRODUCTION

1. The *Asian Development Outlook 2013* published by the Asian Development Bank (ADB) estimates that Asia will grow at 6.7% in 2014,¹ yet trends have shown that the benefits of high growth have not been evenly spread across society. Ensuring inclusive and sustainable growth is a strategic agenda for ADB, and a policy priority for many ADB developing member countries (DMCs). Experience has shown that centralized, top-down approaches often make local citizens passive recipients in the development process, resulting in weak service delivery partly caused by a lack of accountability by service providers.

2. This regional technical assistance (TA) will support knowledge generation for and capacity building in the DMCs on community-driven development (CDD) approaches. The design and monitoring framework is in Appendix 1.² CDD gives control over planning decisions and investment resources to community groups and local governments.³ A 2009 study showed that CDD (i) results in more cost-effective delivery of international development partners' funding for a broad range of infrastructure and other community projects; (ii) is more responsive to local community infrastructure demands, generating increased benefits; (iii) instills a sense of ownership that translates to better operation and maintenance, and increased sustainability; (iv) provides a fund disbursement mechanism that promotes transparency and limits leakages; and (v) results in projects with higher rates of return than other ADB-financed projects.⁴

II. ISSUES

3. Building on the results of two previous CDD TA projects,⁵ this TA will address the following issues: (i) weak coordination among sector agencies to deliver basic services effectively in response to local development needs, (ii) limited knowledge of DMC officials on how to design CDD projects and programs appropriate to the country context, and (iii) lack of information and communication technology (ICT) infrastructure that can improve basic service delivery at the local level.

4. A 2013 report on five CDD projects observed that local governments are usually chosen as the sustaining agent of CDD projects.⁶ However, local service provision is often constrained by unclear and overlapping responsibilities across tiers of government, fragmentation of functions at the local government level, and constraints in fiscal arrangements between national and local governments. Experience has shown that once a CDD platform is established at the local level, it can be used for multiple objectives, such as (i) infrastructure and basic service delivery, (ii) livelihood opportunities, (iii) climate adaptation and disaster risk management, and

¹ ADB. 2013. *Asian Development Outlook 2013*. Manila.

² The TA first appeared in the business opportunities section of ADB's website on 22 October 2013.

³ The study defines community-driven development (CDD) as having the following five features: (i) community focus, (ii) participatory planning and design, (iii) community control of resources, (iv) community involvement in implementation, and (v) community-based monitoring and evaluation.

⁴ ADB. 2009. *Supporting Community-Driven Development in Developing Member Countries: Community-Based Development in Water and Sanitation Project*. Manila. Examples of small-scale infrastructure are rural roads, water supply systems, sanitation facilities, community irrigation systems, postharvest facilities, classrooms, day care centers, and health stations. Also included are non-infrastructure investments such as microlending, training, and other forms of community investment.

⁵ ADB. 2007. *Technical Assistance for Supporting Community-Driven Development in Developing Member Countries*. Manila (RDTA 6400, approved in May 2007); ADB. 2010. *Technical Assistance for Sharing Knowledge on Community-Driven Development in Asia and the Pacific*. Manila (TA 7543-REG, approved in June 2010). Both technical completion reports were rated *satisfactory*.

⁶ ADB. 2013. *Sharing Knowledge on Community-Driven Development in Asia and the Pacific*. Consultant's report. Manila (TA 7543-REG).

(iv) safety nets and social service delivery. However, such an integrated approach requires improved coordination among sector agencies, local governments, communities, and other local stakeholders.⁷ This is based on the increased recognition that institutionalizing CDD approaches into a broader system of decentralized governance requires the up-front involvement of local governments as co-producers of local development—a reversal of earlier CDD approaches that created parallel service delivery structures to bypass local governments.

5. DMCs are at varying stages of readiness to apply CDD approaches in project operations, ranging from expressed interest to national scale-up. Indonesia and the Philippines, for example, have accumulated experience in the implementation of large-scale CDD programs. Several DMCs have either pilot tested CDD elements or integrated these as components of larger projects, while others are keen to adopt CDD approaches but have yet to begin implementation. The designs of CDD projects differ with regard to geographic scope, time frames, implementation arrangements, subproject selection mechanisms, funding flows, roles of secondary agents (i.e., national and local government and civil society organizations), and forms of the community decision-making processes. The need for local development varies from community to community and country to country, requiring a flexible approach tailored to local circumstances.

6. Since late 1990s, vast resources have been invested globally in ICT to improve ways to manage and deliver projects, and improve access by bringing services closer to beneficiaries. During the ICT for Development Forum 2013, ADB recognized the importance of ICT as a tool to promote and enable inclusive and sustainable development. With the rapid growth of investment in mobile communication, an increasing number of poor, particularly the rural poor and those living in geographically isolated communities, are connected through mobile and smart phones, and for some, through internet access. ICT has the potential to improve the quality of basic services to these far-flung, isolated communities by virtually connecting them to affordable education, health, agriculture, commerce, finance, and government services to complement the facility and services provided through CDD projects.⁸

7. Some DMCs have initiatives to provide information on commodity prices prevailing in urban markets to small farmers and other rural producers.⁹ These fledgling efforts can be strengthened and taken further to develop virtual marketplaces to facilitate trade. In the health care sector, village health workers can be assisted in the diagnosis of patient needs right at their homes, through the use of dedicated algorithms transmitted via cell phone short messaging services that will enable nurses or other para-professionals based at village health centers and, if necessary, doctors in municipal clinics to provide diagnostic input and advice.

⁷ H. Binswanger-Mkhize, J.P. de Regt, and S. Spector, eds. 2009. *Scaling Up Local & Community Driven Development (LCDD): A Real World Guide to Its Theory and Practice*. Washington, DC: World Bank.

⁸ ICT tools may also enhance implementation of a CDD project through the use of a web-based ICT platform or dashboard accessed through smartphones that will allow CDD fieldworkers to seek quick guidance from multiple colleagues at once on the handling of difficult situations during implementation. The ICT platform or dashboard can also function as a management system to store lessons that can improve CDD project implementation and further, as an e-marketplace-cum-repository of community project proposals seeking potential development partners.

⁹ Examples of ICT initiatives supporting CDD include: (i) application of community-based e-services to improve the service quality of village health centers and education facilities; (ii) use of e-government kiosks to improve local government services or coordinate multiple development interventions from different sector agencies; and (iii) establishment of telecenters (i.e., internet access centers) to enable online searches for jobs or training opportunities to improve livelihoods in the poorest CDD targeted municipalities.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact of the TA will be increased application of CDD approaches in selected DMCs. The outcome will be increased knowledge and capacity of participating DMCs in using CDD approaches.

B. Methodology and Key Activities

9. In response to growing DMC demand for CDD knowledge solutions, the TA will (i) produce analytical work on CDD approaches to support the agenda of inclusive growth; (ii) conduct cross-country learning exchanges on CDD approaches to contribute to building the capacity of selected DMCs; and (iii) identify ICT initiatives to improve basic service delivery at the local level. The knowledge generated through this TA will assist DMCs to guide the CDD and ICT approaches. Outputs will be widely shared.

10. **Output 1: Analytical work on community-driven development approaches produced.** Analytical work will be conducted to better understand the dynamics of local level responses to multisectoral interventions at the community level. In addition to the desk review of existing studies (footnote 6), impact evaluations, and case studies, the analytical work will identify communities to hold focus group discussions and small surveys to analyze the experience of knowledge partners in Indonesia and the Philippines who have scaled up CDD operations as part of their inclusive growth strategy.¹⁰ The analytical work will review the individual functions and institutional relationships between the community, local government, central government sector agencies, and private sector organizations involved in pro-poor interventions, to assess complementarity and synergies of various poverty reduction projects at the community level, and the responses of the community. Several dimensions of these multiple interventions will be studied, such as the influence of CDD participatory planning and decision-making processes on the interventions of sector agencies; contributions of CDD-built infrastructure to improved basic service delivery and livelihood opportunities; how social capital strengthened through CDD processes has been translated into economic capital and increased local economic activities; and others.

11. The analytical work will also identify institutional constraints faced by the CDD projects before and during implementation, particularly in the early stages. Identification of institutional constraints, and how these were addressed, will be of great value to other DMCs with different political, intergovernmental, and local government setups. These field findings will be used to identify potential entry points for introducing CDD approaches into ADB operations, as well as the basic prerequisites for the readiness of DMCs to adopt CDD, including fiduciary frameworks and community-level capacity.¹¹

12. **Output 2: Cross-country learning exchanges promote community-driven development approaches.** This component will focus on cross-country learning exchanges

¹⁰ S. Wong. 2012. *What Have Been the Impacts of World Bank Community-Driven Development Programs?* Washington, DC: World Bank.; see also footnote 6. Case studies to be undertaken will be selected from ADB's ongoing or proposed CDD projects so that the specific lessons learned can have immediate applicability to improve ADB project operations.

¹¹ The analysis will include fund flow mechanisms that will be efficiently and effectively used for the intended purpose, taking into consideration vulnerability to corruption. A tool kit or checklist that would serve as reference to developing member countries (DMCs) interested in the CDD approach will be produced.

between Indonesian and Philippine knowledge partners who are considered advanced in the use of CDD approaches, and other DMCs in the region that have expressed interest in CDD. Using predetermined selection criteria (including the applicability of the TA activities to ongoing or planned ADB projects)¹² and in consultation with the regional departments, three DMC projects—each with strong community-based features—have been selected to participate in this component. The three projects are either starting up or are ongoing. The DMC projects that will be included within this output are (i) the Coastal Towns Infrastructure Improvement Project in Bangladesh, (ii) the North Pacific Economic and Public Financial Management in the Federated States of Micronesia, and (iii) the Building Climate Resilience in the Pyanj River Basin Project in Tajikistan. The TA will strengthen the community-based features of the selected projects through peer-to-peer learning exchanges and technical inputs from the CDD international consultant. Through this output, the TA will also build the capacity of participating DMCs in designing projects with CDD features that fit the country context. Regional conferences, workshops, and other similar learning activities will be organized to share knowledge and experience with other DMCs and CDD practitioners in Asia and the Pacific.

13. Output 3: Information and communication technology initiatives supporting CDD identified. This component will explore ICT initiatives that will complement CDD projects in the selected DMCs. To ensure that the potential ICT initiative will have strong links with ADB operations, two projects will be selected from among the DMC countries or projects with CDD features that participated in components 1 and 2. The selection will be based on the needs identified by ADB team leaders, executing agencies, and implementing agencies for extending e-operations as the pilot cases. The TA will produce two ICT country studies on potential community-based e-service to expand the project reach and/or provide improved services to remote beneficiaries.

14. The three outputs of the TA are designed to be mutually reinforcing. The analytical work of output 1 on the dynamics of multiple pro-poor programs on the ground will feed into output 2, serving as inputs to the three DMCs that will be assisted in enhancing the CDD features of their projects. DMCs participating in output 2 will also receive technical inputs from knowledge partners in Indonesia and the Philippines through cross-country learning exchanges, conferences, workshops, and other learning activities. Two DMCs participating in outputs 1 and 2 will receive further assistance to identify ICT tools to complement CDD project implementation by improving access to basic services delivery at the local level.

C. Cost and Financing

15. The TA is estimated to cost \$700,000 equivalent, of which, \$200,000 will be financed on a grant basis by the Technical Assistance Special Fund (TASF–V), and \$500,000 equivalent will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund and administered by ADB. Detailed cost estimates are in Appendix 2. In-kind government inputs are expected in the form of information provision, collaboration on the design of CDD initiatives, and meeting participation.

¹² Includes DMC or project selection criteria, DMC's potential interest on CDD, ADB's current involvement in CDD-related policy dialogue and investment, projects at an early stage of preparation or implementation, small projects or small components of a big project, and potential for scaling up the pilot-tested approach to ADB operations. Government concurrence will be sought during TA implementation.

D. Implementation Arrangements

16. The TA duration is 2 years beginning February 2014. Government departments¹³ in Indonesia and the Philippines will be tapped as knowledge partners for three national workshops in Bangladesh, the Federated States of Micronesia, and Tajikistan; and two regional workshops in Indonesia and the Philippines. ADB's Regional and Sustainable Development Department will be the executing agency, and will work closely with the respective team leaders in regional departments providing supporting, advisory, and coordinating roles. ADB staff may serve as resource persons in these workshops, and provide administrative or secretarial support services for the implementation of regional training activities.

17. Consultants will be engaged on an individual basis in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The project requires a total of 14 person-months of international consulting services and 40 person-months of national consulting services. The team will consist of (i) one international consultant with experience in designing and implementing CDD programs and projects in Asia and the Pacific (7 person-months); various international consultants with CDD expertise that will respond to different topics required from the three DMCs (total of 7 person-months); (ii) seven national consultants with a total of 36 person-months—two national social development consultants from two DMCs (total of 10 person-months); two ICT consultants from two DMCs (total of 6 person-months) who will work together with the two national social development consultants; and one research and knowledge management consultant based in ADB headquarters (24 person-months). The national ICT consultants for each of the selected DMCs will work closely with the national social development consultants and/or international CDD consultant to facilitate discussions with the community and local government officials to identify the proposed pilot ICT initiatives. As the TA requires a distinctive combination of specialists on CDD and social development, ICT, and research and knowledge management for the international and national consultants, it is unlikely that a consulting firm will be able to provide such diverse specializations. In this regard, the TA must be flexible in its recruitment policy. The outline terms of reference for consultants are in Appendix 3.

18. In-kind government inputs are expected to be in the form of information provision, collaboration on the design of CDD initiatives, and participation in national and regional meetings. The proposed budget will also support capacity building for DMCs, knowledge creation and sharing, and publication and dissemination activities. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund, and (ii) ADB providing the balance not exceeding the equivalent of \$200,000 on a grant basis, for Supporting the Operationalization of Community-Driven Development in Developing Member Countries, and hereby reports this action to the Board.

¹³ Ministry of Home Affairs and Ministry of Public Works, Indonesia; and Department of Social Welfare and Development, the Philippines.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Increased application of CDD approaches in selected DMCs</p>	<p>At least two new requests for projects with CDD features from DMCs reflected in the ADB project pipeline by 2018 (baseline: 0)</p>	<p>Country operations business plan Reports and recommendations of the President</p>	<p>Assumption Projects are well designed with appropriate interventions implemented properly by competent and dedicated staff</p> <p>Risk Political economy factors do not allow the implementation of an inclusive growth agenda</p>
<p>Outcome Increased knowledge and capacity of participating DMCs in using CDD approaches</p>	<p>At least two scoping studies prepared to operationalize the CDD approaches in selected DMCs by 2015 (baseline: 0)</p>	<p>CDD scoping studies Project preparatory information system</p>	<p>Assumptions Sustained commitment of DMCs and development partners to participate actively in the TA</p> <p>Sufficient relevant models are developed, refined, and shared among participating countries and institutions</p> <p>Risk Participation of DMCs is hindered by political factors and internal limitations</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Analytical work on CDD approaches produced 2. Cross-country learning exchanges promote CDD approaches 3. ICT initiatives supporting CDD identified 	<p>By 2015: At least 2 reports on policy and strategy options on enhancing local development through CDD</p> <p>At least three DMCs provided with technical inputs on CDD approaches through cross-country learning exchanges</p> <p>At least two cross-country learning events and one regional forum conducted</p> <p>At least two ICT country studies prepared</p>	<p>ADB studies Research papers Minutes of meetings Case studies Proceedings or reports on workshops, e-learning events, and meetings Minutes of meetings Scoping reports</p>	<p>Assumption DMCs have sustained interest in knowledge sharing events, and actively share their ideas and experiences</p>

Activities with Milestones	Inputs																
1. Analytical work on CDD approaches produced	Asian Development Bank: \$200,000 Republic of Korea e-Asia and Knowledge Partnership Fund: \$500,000																
1.1 Participation of Indonesia and the Philippines is confirmed (Q1 2014) 1.2 Individual international consultants engaged (Q2 2014) 1.3 Inception workshop undertaken with selected DMCs to discuss and agree on the details of the analytical work (Q2 2014) 1.4 Analytical work agreed on with participating DMCs conducted (Q3–Q4 2014)	<table border="1"> <thead> <tr> <th data-bbox="824 342 1218 373">Item</th> <th data-bbox="1224 342 1435 373">Amount (\$'000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="824 373 1218 405">Consultants</td> <td data-bbox="1224 373 1435 405">423.6</td> </tr> <tr> <td data-bbox="824 405 1218 436">Training, seminars, and conferences</td> <td data-bbox="1224 405 1435 436">150.0</td> </tr> <tr> <td data-bbox="824 436 1218 468">Surveys and Studies</td> <td data-bbox="1224 436 1435 468">50.0</td> </tr> <tr> <td data-bbox="824 468 1218 499">Printing and publication</td> <td data-bbox="1224 468 1435 499">27.0</td> </tr> <tr> <td data-bbox="824 499 1218 562">Miscellaneous administration and support costs</td> <td data-bbox="1224 499 1435 562">44.4</td> </tr> <tr> <td data-bbox="824 562 1218 594">Contingency</td> <td data-bbox="1224 562 1435 594">5.0</td> </tr> <tr> <td data-bbox="824 594 1218 625">Total</td> <td data-bbox="1224 594 1435 625">700.0</td> </tr> </tbody> </table>	Item	Amount (\$'000)	Consultants	423.6	Training, seminars, and conferences	150.0	Surveys and Studies	50.0	Printing and publication	27.0	Miscellaneous administration and support costs	44.4	Contingency	5.0	Total	700.0
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Consultants	423.6																
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Miscellaneous administration and support costs	44.4																
Contingency	5.0																
Total	700.0																
2. Cross-country learning exchanges promote CDD approach 2.1 Desk review of portfolio to select participating DMCs undertaken (Q1 2014) 2.2 List of participating DMCs finalized (Q4 2013) 2.3 National social development consultants engaged (Q2 2014) 2.4 Inception workshop undertaken with selected DMCs to discuss the details of TA needs (Q2 2014) 2.5 Cross-learning exchange held between DMCs with advanced CDD experience and DMCs that are willing to start up or at the initial stage of CDD implementation (Q3–Q4 2014) 2.6 Agreed design of the potential CDD project and program with the participating DMCs (Q1 2015) 2.7 Selected DMCs supported in designing the potential CDD project and program (Q2 2015) 2.8 Regional conference conducted to present the outputs of the TA (Q3 2015)	Note: The participating governments are expected to provide inputs in the form of information provision, collaboration on the design of CDD initiatives, and meeting participation.																
3. ICT initiatives supporting CDD identified 3.1 ICT and research and knowledge management consultants engaged (Q1 2014) 3.2 Inception workshop undertaken to identify the ICT needs that complement CDD approaches in selected DMCs (Q2 2015) 3.3 Detailed scoping conducted on potential ICT initiatives that complement the CDD approaches in selected DMCs (Q3–Q4 2014) 3.4 Development of models on how to use ICT to complement CDD approaches (Q2 2015)																	

ADB = Asian Development Bank, CDD = community-driven development, DMC = developing member country, ICT = information and communication technology, Q = quarter, TA = technical assistance.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank ^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	50.1
ii. National consultants	38.3
b. International and local travel	24.1
c. Reports and communications	8.6
2. Training, seminars, and conferences ^c	42.9
2. Surveys and studies ^d	14.3
3. Printing and publication ^e	7.7
4. Miscellaneous administration and support costs ^f	
a. TA review mission	6.3
b. Special TA administration mission	6.3
5. Contingency	1.4
Subtotal (A)	200.0
B. Republic of Korea e-Asia and Knowledge Partnership Fund ^b	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	125.3
ii. National consultants	95.6
b. International and local travel	60.2
c. Reports and communications	21.4
2. Training, seminars, and conferences ^c	107.1
2. Surveys and studies ^d	35.7
3. Printing and publication ^e	19.3
4. Miscellaneous administration and support costs ^f	
a. TA review mission	15.9
b. Special TA administration mission	15.9
5. Contingency	3.6
Subtotal (B)	500.0
Total	700.0

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

^b Financed by the Republic of Korea e-Asia and Knowledge Partnership Fund. Administered by the Asian Development Bank (ADB).

^c Including honoraria, country briefings, cross-learning visits, and participation of developing member country representatives; cost of travel of ADB staff as resource persons in international or regional workshops, conferences, and forums; participation of other resource persons; and other capacity building support. May also include the travel cost of ADB staff to provide administrative or secretarial support services for the implementation of regional training activities (workshops, seminars) for the technical assistance (TA) in accordance with the ADB memo approved on 26 June 2013 on the Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget.

^d Including costs for editors.

^e Including costs for survey field researchers, enumerators, focus group discussions, survey materials and related costs for field work and data gathering for preparation of analytical studies.

^f Including staff travel to support TA implementation and administration in accordance with the ADB memo approved on 26 June 2013 on the Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A total of 48 person-months of national and international consulting services will be required to ensure that the technical assistance (TA) is effectively managed and the intended outcome is achieved. The core TA team will comprise individual international consultants including a team leader and various experts on community-driven development CDD (total of 14 person-months), four national social development consultants (total of 10 person-months), two national information and communication technology (ICT) consultants (total of 6 person-months), and a research and knowledge management consultant (total of 24 person-months). The positions for the international consultants will require expertise in CDD, and technical advisory experience in developing countries in Asia and the Pacific on CDD-related activities and projects. The person-months allocated for the second international consultant position will be used to engage more than one consultant to deliver the required outputs and support analytical work in Indonesia. The national social development consultants should be experts in CDD, social development, and knowledge management. The ICT consultants will have expertise in information technology applications and tools, while the research and knowledge management consultant will be an expert in research, publication, coordination, and conference management. The social development consultants will be engaged to undertake CDD analytical studies and coordinate knowledge management activities in their respective country of assignment, while the international consultants are also tasked to carry out the analytical work for Indonesia and the Philippines. Each consultant will be responsible for finalizing his or her outputs in close coordination with the Asian Development Bank (ADB) project leader and key stakeholders in regional operations departments and developing member countries (DMCs). The selection and finalization of study areas, including their scope and methodology, will be done in close collaboration with regional operations departments.

A. International Consultants

1. Community-Driven Development Specialist cum Team Leader (7 person-months, intermittent)

2. The CDD specialist will have at least 10 years of experience in poverty reduction and participatory development, including experience in designing and implementing CDD programs and projects in Asia and the Pacific. The consultant will have an educational background in social science, political science, public administration, social development, or other relevant field. He or she should have a good conceptual understanding of CDD, community development, and local development, and have undertaken similar work in the past, with a minimum of 10 years work experience in developing countries and institutions similar to ADB. Familiarity with multilateral institutions' lending schemes is mandatory. The CDD specialist will also act as team leader and be primarily responsible for overseeing and preparing the analytical studies, knowledge dissemination, and learning activities of the CDD network established by ADB, with the following tasks:

- (i) undertake a stakeholder mapping and analysis of potential stakeholders who can contribute to and benefit from the TA;
- (ii) consult with operations department staff and network partners to identify projects that can be the subject of analytical work;
- (iii) undertake a desk review of related literature and CDD programs in the region, including studies conducted, manuals and tools developed, and past and ongoing country programs involving CDD;

- (iv) with the assistance of the social development, ICT, and research and knowledge management consultants, improve the web-based learning and knowledge-sharing tools on CDD;
- (v) provide team leadership during project implementation by supervising and guiding other consultants on the development and finalization of analytical studies;
- (vi) travel to participating DMCs and provide technical inputs and/or facilitation support to counterparts and ADB project teams in preparing the studies;
- (vii) lead in the preparation of a study on the opportunities for synergies between CDD approaches and local development as well as identification of opportunities utilizing ICT solutions to complement CDD operations;
- (viii) prepare a final report and consolidation of all analytical studies, in collaboration with other consultants;
- (ix) make presentations at regional or national workshops to disseminate results;
- (x) act as a resource person for ADB and DMCs on CDD;
- (xi) liaise with other development and funding agencies and governments to promote coordination and consistency with respect to the approach and recommendations of the study; and
- (xii) perform other tasks relevant to this TA.

2. Community-Driven Development Specialists (7 person-months, intermittent)

3. Different projects may require various technical expertise combined with CDD knowledge during implementation. To address this skill and expertise gap, international CDD specialist(s) may be engaged on short-term consulting contracts to provide direct project support in the field or to work in tandem with other CDD specialists to respond to the project needs. The CDD specialists may have expertise in engineering, financial management, procurement, institutional capacity building, or related areas. In addition, the consultant(s) should have at least 7 years of experience in poverty reduction and participatory development, including experience in designing and implementing CDD programs and projects in Asia and the Pacific. The CDD specialist(s) will also support the team leader and be primarily responsible for the following tasks:

- (i) provide technical advisory inputs to operations department staff and network partners to identify CDD interventions that would best benefit the communities;
- (ii) carry out analytical work in Indonesia and other DMCs, as needed;
- (iii) support the team leader in synthesizing findings in the field to strengthen the CDD components in projects that will be pre-identified with operations departments;
- (iv) conduct capacity building activities, including small training activities, to transfer knowledge to the communities;
- (v) travel to participating DMCs and provide technical inputs and/or facilitation support to counterparts and ADB project teams in preparing the studies;
- (vi) prepare field study reports highlighting best practices and lessons learned that can be shared with other DMCs or project sites;
- (vii) provide inputs to the team leader for preparation of the final report;
- (viii) make presentations at regional or national workshops to disseminate results, as needed;
- (ix) act as a resource person for ADB and DMCs on CDD;

- (x) liaise with other development and funding agencies and governments to promote coordination and consistency with respect to the approach and recommendations of the study; and
- (xi) perform other tasks relevant to this TA.

B. National Consultants

4. The national consultants will be selected and recruited to support the TA; be based in their country of assignment; and perform tasks under the supervision of staff of ADB's Poverty Reduction, Gender, and Social Development Division of the Regional and Sustainable Development Department.

1. Social Development Consultants (10 person-months, intermittent)

5. The social development consultants will have at least 8 years of experience in CDD and local participatory development, with an educational background in development studies, social development, public administration, or related fields. The consultants will primarily be responsible for the conduct of analytical work on CDD and coordination of knowledge sharing activities in his or her country of assignment, with the following tasks:

- (i) consult with operations department staff and network members to identify areas of analytical study, including a list of projects that can be the subject of analytical work;
- (ii) in coordination with the international consultant and the ADB team leader, undertake a desk review of related literature and programs on CDD in the country of assignment, including studies undertaken, tools and manuals developed, and past and ongoing country programs involving CDD;
- (iii) lead in preparing analytical studies on CDD in the assigned country;
- (iv) review previous studies and available literature on scaling up CDD implementation, including those by other international agencies, private entities, and nongovernment and civil society organizations;
- (v) review the different institutional, policy, and legal environments supporting or deterring scaling up of community development practice in the countries or subregions;
- (vi) develop models on how to use ICT to complement the CDD approach;
- (vii) assist the team leader and international consultant in collecting data and information, drafting analytical study reports, and preparing report presentations in the regional workshop or conference; and
- (viii) perform other tasks relevant to this TA.

2. Information and Communication Technology Consultants (3 person-months each for two countries, intermittent)

6. The national ICT consultants will have a university degree in ICT or related areas such as community radio broadcasting, and at least 5 years of relevant experience. They will be based in their respective country of assignment and perform the following tasks:

- (i) support the conduct of detailed scoping on potential ICT initiatives that complement CDD approaches in selected DMCs;
- (ii) support DMCs in the identification of ICT application and tools based on the scoping results and discussions with DMCs;

- (iii) in coordination with the international consultant, national consultants, and team leader, lead the enhancement of web-based learning and knowledge-sharing tools for the TA;
- (iv) manage e-learning events and facilitate online networking and other means to enhance knowledge exchange;
- (v) update and improve the CDD project database;
- (vi) collect key documents and data related to CDD project preparation and implementation, and input them to a database that includes a directory of resource persons and consultants, regional institutes, nongovernment organizations or civil society organizations involved in CDD, other multilateral and bilateral aid agencies, and knowledge products produced by ADB and others; and
- (vii) perform other tasks relevant to this TA.

3. Research and Knowledge Management Consultant (24 person-months, continuous)

7. The knowledge management consultant will have extensive experience in research, analytical work, knowledge management, dissemination of information, and the use of ICT in information and knowledge management. He or she will be primarily responsible for enhancing the ADB-initiated CDD network, and will manage organization of knowledge-sharing events. The consultant will also

- (i) provide support to the international consultant in the conduct of analytical studies and other activities during TA implementation;
- (ii) coordinate and collaborate with the knowledge management unit of ADB in developing and executing the knowledge management work plan of the TA;
- (iii) examine best practices in knowledge sharing and management, and recommend approaches for the TA;
- (iv) lead and design knowledge events and preparation of materials and activities for DMCs, development partners, and ADB staff on CDD practices and issues in the region;
- (v) prepare a plan for the regional dissemination and management of knowledge on CDD, using primarily web-based forums and venues;
- (vi) collect information and tools to update ADB's CDD database;
- (vii) support the preparation of studies by collecting and processing key documents and data;
- (viii) participate in and document meetings and workshops;
- (ix) provide logistical and administrative support for training, conferences, knowledge exchange, and conduct of studies;
- (x) assist the team leader in overall TA administration and logistics for the studies, workshops, and publications; and
- (xi) perform other tasks relevant to this TA.