



# Technical Assistance Report

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Project Number: 47213–001  
Regional—Capacity Development Technical Assistance (R-CDTA)  
December 2013

## Civil Society Participation for Development Effectiveness

## ABBREVIATIONS

ADB	–	Asian Development Bank
CoP	–	community of practice
CSO	–	civil society organization
CPS	–	country partnership strategy
DMC	–	developing member country
NGOC	–	Nongovernment Organization and Civil Society Center
NGO	–	nongovernment organization
TA	–	technical assistance

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Type</b>	–	Regional—Capacity development technical assistance (R-CDTA)
<b>Targeting classification</b>	–	General intervention
<b>Sector (subsector)</b>	–	Multisector (information and communication technology)
<b>Theme (subthemes)</b>	–	Social development (human development, other vulnerable groups), governance (civil society participation), capacity development (client relations, network, and partnership development)
<b>Location (impact)</b>	–	Regional (high)

### NOTE

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

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## I. INTRODUCTION

1. Strategy 2020 of the Asian Development Bank (ADB) identified partnerships as one of the five drivers of change that would help ADB realize its vision of “an Asia and Pacific free of poverty.”<sup>1</sup> ADB recognizes that civil society participation helps improve the quality of its development services.<sup>2</sup> ADB’s 1998 policy, Cooperation Between Asian Development Bank and Nongovernment Organizations (NGOs), established a broad framework of cooperation between ADB and NGOs and committed ADB to engage with and seek the participation of NGOs.<sup>3</sup> To support the implementation of this policy, ADB established the NGO Center in 2001, later renamed the NGO and Civil Society Center (NGOC), and also created a civil society organization (CSO) Cooperation Network consisting of staff focal points (CSO anchors) for civil society cooperation across ADB’s relevant headquarters-based departments, regional departments, and resident missions.<sup>4</sup> Periodically, the NGOC has developed work plans of ADB’s formal activities to strengthen engagement and partnership with CSOs.<sup>5</sup> The project design and monitoring framework is in Appendix 1.<sup>6</sup>

2. In 2009, the NGOC completed a 10-year review of ADB’s Cooperation with NGOs policy and put forward lessons and recommendations for further implementation.<sup>7</sup> ADB’s CSO Cooperation Network meetings in 2012 and 2013 identified the need to develop technical assistance (TA) to support the implementation of ADB’s Cooperation with NGOs policy through deepening and expanding civil society participation in ADB’s policy, programs, and projects.<sup>8</sup>

## II. ISSUES

3. CSOs were formally recognized internationally for the first time as independent development actors in their own right at the Third High Level Forum on Aid Effectiveness at Accra in 2008. This was a significant advancement in situating the distinctive contributions of CSOs to development and making them essential partners in the development process. CSO participation in service delivery and advocating for development has contributed to meeting the

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<sup>1</sup> ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2010*. Manila.

<sup>2</sup> ADB. 2009. *Civil Society Organization Sourcebook: A Staff Guide to Cooperation with Civil Society Organization*. Manila. Civil society organizations (CSOs) are non-state actors whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests. They have a presence in public life, expressing the interests and values of their members or others, and are based on ethical, cultural, scientific, religious, or philanthropic considerations. CSO Participation is the process of engaging stakeholders influence or contribute to designing, implementing, and monitoring development activity.

<sup>3</sup> ADB. 1998. *Cooperation Between Asian Development Bank and Nongovernment Organizations*. Manila. The term nongovernment organization (NGO) has been replaced with CSO to reflect the broad range of nongovernment organizations and other civic bodies with whom ADB interacts.

<sup>4</sup> The name change to NGO and Civil Society Center represents the same shift described in footnote 3.

<sup>5</sup> ADB. *ADB–CSO Cooperation Work Plan, 2013–2016*. Manila. Unpublished. CSOs unite people to advance shared goals and interests. They have a presence in public life, expressing the interests and values of their members or others, and are based on ethical, cultural, scientific, religious, or philanthropic considerations. CSOs include NGOs, professional associations, foundations, independent research institutes, community-based organizations, faith-based organizations, people’s organizations, social movements, and labor unions.

<sup>6</sup> The TA first appeared in the business opportunities section of ADB’s website on 27 November 2013.

<sup>7</sup> The review included: ADB. *Lessons and Recommendations from Ten Years of Implementing ADB’s Policy on Cooperation with NGOs*. Manila. Unpublished. It also included regional dialogues with NGO anchors and an NGOC strategic planning exercise.

<sup>8</sup> A reconnaissance mission to inform the TA was fielded to Cambodia to seek input from government project implementation unit staff, consultants, and CSOs that are jointly implementing the Second Rural Water Supply and Sanitation Sector Project and the Emergency Food Assistance Project. Cambodia was identified by CSO anchor as a country with some good examples of CSO cooperation in operation.

Millennium Development Goals objectives because of (i) the ability of CSOs to use social and mass media to mobilize dialogue and action for their causes, (ii) the extensive international and local reach of CSOs, and (iii) the agility and willingness of CSOs to take advantage of new trends and seek new and innovative ways to alleviate poverty.

4. CSOs are now recognized as having a vital role in providing services that are complementary to those provided by governments and private sector actors, especially in regions where government presence is fragile and weak.<sup>9</sup> Civil society participation fundamentally supports good governance, citizenship, and accountability. It promotes equitable growth through social inclusion of the poor, women, and other marginalized groups.<sup>10</sup> In general, the Asia and Pacific region has a long tradition of active civil society in social services and is home to well-established and major CSOs.

5. The role of young people's participation in development has recently changed with the advent of social media, which has contributed to the growth of youth organizations among new and emerging CSOs. The population of young people worldwide rose to 1.21 billion in 2010, from 461 million in 1950.<sup>11</sup> Asia has the largest number of young people, 754 million.<sup>12</sup> Recognizing the potential of youth in development, the World Bank, International Monetary Fund, and the United Nations actively engage youth.<sup>13</sup>

6. ADB's Strategy 2020 identified partnerships as one of the five drivers of change, noting, "Partnerships with international development agencies, multilateral and bilateral institutions, the private sector, NGOs, community-based organizations, and foundations will become central to planning, financing, and implementing ADB operations."<sup>14</sup>

7. The Independent Evaluation Department of ADB consistently attributes a high value to civil society participation and the continuing need to strengthen and mainstream the participation of CSOs in ADB operations. ADB pursues cooperation with CSOs to (i) incorporate innovations, knowledge, and approaches in ADB services; (ii) strengthen effectiveness in delivering development results; and (iii) ensure sustainability of such results.

8. CSOs are insufficiently engaged by both ADB and ADB developing member countries (DMCs) in development projects. Despite ADB's commitment to improve engagement and partnerships with stakeholders, some of its projects and programs have been subject to criticism from CSOs that have raised issues and concerns. Recent research revealed that about 60% of issues and concerns raised by CSOs on ADB projects were related to inadequate communication and participation.<sup>15</sup> ADB perception surveys show that CSOs consistently rate ADB's performance below the average rating given by other non-CSO stakeholders responding

<sup>9</sup> ADB. 2009. *Agriculture and Natural Resources Sector in Nepal, Sector Assistance Program Evaluation*. Manila.

<sup>10</sup> ADB. *ADB-CSO Cooperation Workplan, 2013–2016*. Manila. Unpublished.

<sup>11</sup> The United Nations definition of youth includes people aged 15–24 years.

<sup>12</sup> United Nations. 2011. *Youth Demographics Worldwide*. Department of Economic and Social Affairs, Population Division. Geneva.

<sup>13</sup> World Bank. Youth Engagement. <http://blogs.worldbank.org/youthink/how-world-bank-engages-youth>; IMF. Youth Dialogue Initiative. <http://www.imf.org/external/region/mcd/youthdialog/rt/Cairo-RTS.htm>; United Nations. UN Youth Engagement. <http://www.un.org/youthenvoy/the-secretary-general-youth/five-year-action-agenda/>

<sup>14</sup> ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2010*. Manila.

<sup>15</sup> Unpublished research report completed in 2012 by ADB intern. K. Roseberry. *Communication and Participation in ADB Projects: Identifying and Closing Gaps for Project Success*. Manila. Unpublished.

to the survey, demonstrating they are more dissatisfied than these other groups.<sup>16</sup> Moreover, DMCs tend to view CSOs as competitors in development, missing the opportunity to harness innovative, cost-effective, and inclusive practices. These reasons highlight the importance of improving civil society participation in program and project planning, design, and implementation.

9. The modality through which ADB harnesses NGO engagement depends on the broader context of government–CSO relations and entry points provided by ADB operations. Some of the challenges to facilitating better partnerships with CSOs include the following: (i) DMC clients and ADB staff lack the time, resources, or experience to engage with CSOs during project planning and design; (ii) there is a lack of perceived added value of CSO participation; (iii) insufficient outreach and mechanism to engage CSOs in knowledge sharing events; (iv) inadequate knowledge products and a need to increase consultation and participation activities with CSOs and DMCs; and (v) ADB does not utilize partnerships as effectively as it could.<sup>17</sup>

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

10. The impact of the TA will be strengthened development effectiveness resulting from greater CSO engagement. Increasing meaningful engagements among ADB, CSOs, and DMCs in ADB-financed projects will contribute to more projects completed with enhanced development results. Involving more CSOs in ADB-financed projects can help improve development outcomes and sustainability, contributing to fewer project issues and concerns, and more people participating in and benefiting from the development projects.

11. The outcome of the TA will be increased civil society contribution in ADB operations. Meaningful participation will be incorporated in country partnership strategies (CPSs) and project design and implementation. Indicators and targets for achievement are (i) all CPS and relevant sector assessments include civil society participation, increasing from the current baseline of 60% in 2013; and (ii) all projects have a stakeholder analysis, and all relevant projects have a participation plan.<sup>18</sup>

#### B. Methodology and Key Activities

12. The TA will mainstream and sustain civil society participation in ADB operations through four outputs.

13. **Output 1: Innovative knowledge solutions generated and shared through engagement with CSOs and youth using online media, forums, conferences, and ADB's Annual Meeting.** This output will be achieved by partnering with experienced CSOs and youth groups to (i) generate an innovative solutions knowledge bank of possible projects to fund; (ii) include youth in ADB policy discussion and use their insights and ideas to contribute to ADB knowledge; (iii) engage with CSOs and youth by supporting their participation in ADB's communities of practice (CoPs), resident mission events, and ADB's Annual Meeting; and (iv) collect and publish examples and stories on the engagement and external knowledge of CSOs

<sup>16</sup> ADB. 2012. *ADB Perceptions Survey*. Manila; ADB. 2012. *Multinational Survey of Stakeholders 2012*. Manila. Across all categories surveyed, CSO respondents rank ADB's performance lower than that of other respondents.

<sup>17</sup> CSO anchors are primarily employed as safeguard officers, external relations officers, gender specialists, or other full-time staff, and they are constrained by time and lack of funds to carry out CSO outreach work.

<sup>18</sup> Relevant projects are defined as those identified as having medium or high depth of participation in the summary poverty reduction and social strategy. They are relevant projects for participation plans.

by funding exhibits and competitions on innovative proposals and by promoting social media outreach and knowledge searches. Sectors and thematic areas with potential to engage CSOs and youth include water and sanitation, environment, education, governance, gender, employment, and skills development for youth.<sup>19</sup>

**14. Output 2: Expanded partnerships with CSOs to involve innovative youth participation in development.** Key activities will include: (i) produce research on youth in development practices and draft a framework for ADB's engagement with youth, (ii) establish partnerships with youth and youth-focused CSOs to support inclusive youth engagement, (iii) support youth perspectives and ideas in ADB's project operations and policy discussion through youth declaration and recommendation statements, (iv) support youth events and youth participation in project operations, and (v) mobilize youth operational partnerships and demonstration project implementation activities through local stakeholder mobilization on pilot projects.

**15. Output 3: Enriched ADB–DMC–CSO relations through interaction and communication on projects, country development issues, and country programming.** Key activities will include: (i) establish "Go to CSO Network" for routine ADB resident mission engagement,<sup>20</sup> (ii) develop regular outreach sessions and information sharing days so that CSOs are more informed about how ADB works and DMCs can have a dialogue with CSOs, (iii) engage a pilot regional CSO specialist to support resident mission anchors on DMC–CSO interaction and CSO participation projects, (iv) document good practices of CPS engagement, (v) support improved communications and social media through NGOC and resident mission anchors, and (vi) develop a basic guide for CSOs about how ADB engages with civil society.

**16. Output 4: Increased meaningful participation of civil society in projects and sectors.** The TA will provide technical or financial assistance to selected projects and sectors to enable meaningful CSO participation for improved operations results. The criteria for support will be developed in consultation with the NGOC and operations department processing teams.<sup>21</sup> Selected DMCs will be trained in approaches to participation as outlined in ADB's Strengthening Participation for Development Results. Sector-based participatory tools will be expanded and communication and dissemination further developed using the internet and development communication channels. CSO participation in project design and implementation will be supported.

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

17. The TA is estimated to cost \$750,000 which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V).

### **D. Implementation Arrangements**

18. The TA will be implemented over 36 months, from January 2014 to December 2016. ADB, through the Public Management, Governance and Participation Division of the Regional Sustainable Development Department, will be the executing agency. The management of the

<sup>19</sup> The consulting firm and individual consultants, including resource persons, may also support TA activities.

<sup>20</sup> "Go to CSO Network" are groups or individuals that ADB staff can consult with regularly to get an idea of the CSO community with respect to ADB actions or policies. Trusted individuals or groups that CSO anchors at resident missions have built relationship and can count on to give quick and honest feedback.

<sup>21</sup> Meaningful participation is based on the use of the core principles of participation as listed in ADB. 2012. *Strengthening Participation for Development Results*. Manila.



TA will be carried out by the division's NGOC team members. CSO Cooperation Network members will coordinate implementation of in-country and regional TA activities.

19. The TA will mobilize and engage 12 person-months of individual international consultants and 47 person-months of individual national consultants. All consultants will be selected in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). All procurement will be done in accordance with ADB's Procurement Guidelines (2013, as amended from time to time). CSO anchors, CSO Cooperation Network members, the TA management team, and ADB staff from collaborating CoPs or projects will serve as resource persons for TA activities. Administrative support staff can conduct activities supported by the TA.<sup>22</sup> TA funds may be used to support increased CSO participation in ongoing projects and preparatory TA.

20. Proceeds of the TA will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Progress will be monitored using intended outcomes and outputs described in the design and monitoring framework.

21. Under output 2, ADB, through letters of agreement with project holders, will finance innovative, small grants ranging from \$5,000 to \$30,000 to support youth-led demonstration projects. Criteria for the projects will include youth-led action-oriented solutions that contribute to development.<sup>23</sup> The TA will explore the possibility of supporting UNESCO's youth-led projects that have been short-listed from the 8th Youth Conference.<sup>24</sup> Partner organizations such as Plan International, World Economic Forum-Global Shapers, and Asia Society for Social Improvement and Sustainable Transformation will also be engaged through letters of agreement to support CSOs and youth activities relating to the Annual Meeting, conferences, forums, media, knowledge systems, and training.

#### IV. THE PRESIDENT'S DECISION

22. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$750,000 on a grant basis for Civil Society Participation for Development Effectiveness, and hereby reports this action to the Board.

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<sup>22</sup> Cost estimates include support services such as travel and related costs for secretarial and administrative services for assisting in implementation and administration.

<sup>23</sup> See attached supplement. Supplementary appendix available upon request.

<sup>24</sup> United Nations Educational, Scientific and Cultural Organization. Youth Conference 2013. <http://www.unesco.org/new/en/youth-forum-2013/.../youth-led-projects/>

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b></p> <p>Strengthened development effectiveness resulting from greater CSO engagement</p>	<p>By 2020, 100% of policy, program, and project-level initiatives include adequate civil society participation as defined by “Strengthening Participation for Development Results” (baseline: 74% in 2011 for design and implementation stages of sovereign operations)</p>	<p>Report and Recommendation of the President</p> <p>Regional Sustainable Governance, Public Management and Participation Division database</p>	<p><b>Assumptions</b> ADB operations support increasing participation of CSOs in projects</p> <p>Government open to working with CSOs</p> <p><b>Risks</b> ADB staff cannot partner with CSOs due to complex system and lack of ways to partner</p> <p>DMCs do not want to work with CSOs</p> <p>CSOs do not want to work with ADB or DMC</p> <p>CSOs do not have capacity to engage with ADB and governments</p>
<p><b>Outcome</b></p> <p>Increased civil society contribution in ADB operations</p>	<p>By 2016, all CPS and relevant sector assessments include civil society participation (baseline: 60% in 2013)</p> <p>All projects have stakeholder’s analysis</p> <p>Relevant projects have participation plan</p>	<p>NGOC Annual Survey</p> <p>CPS reports</p>	<p><b>Assumptions</b> CSOs are willing to work with ADB on projects</p> <p>ADB is willing to incorporate CSO participation action plan in CPS</p> <p><b>Risk</b> ADB operations not able to capture innovations due to complexity and traditional approaches of ADB</p>
<p><b>Outputs</b></p> <p>1. Innovative knowledge solutions generated and shared through engagement with CSOs and youth using online media, forums, conferences, and ADB’s Annual Meeting</p>	<p>Generate a solutions knowledge bank of innovative projects by youth to be funded as pilot projects (database to be supported by working with key CSO partners with common interests to promote youth engagement)</p> <p>At least five CoPs will have regular engagement and participation from CSOs and youth partners in their knowledge sharing forum</p> <p>Two ADB Annual Meetings incorporate CSOs and youth participation as one</p>	<p>Events programs</p> <p>NGOC Annual Report</p> <p>Annual Meeting highlights report</p> <p>Annual Meeting survey of participants</p> <p>Qualitative youth feedback</p>	<p><b>Assumptions</b> Government system supportive of engagement with CSOs</p> <p>ADB operations supportive of CSO anchors supporting CSO engagements</p> <p><b>Risks</b> Time constraints on CSO anchors</p> <p>CSOs lack capacity to engage with ADB and DMCs</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	of the key civil society program events		
2. Expanded partnerships with CSOs to involve innovative youth participation in development	<p>Three youth declarations or recommendations statements adopted by ADB partners by 2016</p> <p>ADB will have a framework for working with youth by 2014</p> <p>Mobilized youth partnerships on innovative projects from solutions bank and select projects to fund</p> <p>Targeting 10 projects across 3 years (2014–2016) to fund as pilots</p>	<p>ADB's NGOC website, Facebook account, and annual report</p> <p>Qualitative youth feedback</p>	
3. Enriched ADB–DMC–CSO relations through interaction and communication on projects, country development issues, and country programming	<p>All resident mission CSO anchors have effective “Go to CSO Network” by 2016</p> <p>Increased posts and quality materials available on Facebook and Twitter; and increased number of Facebook “likes” from 32,000 to 50,000 by 2016</p> <p>75% of resident missions conduct semiannual joint DMC–CSO outreach by 2016 (baseline: 60% in 2013)</p>	<p>CSO anchors report to NGOC at year end</p> <p>Report generated by web query</p>	
4. Increased meaningful participation of civil society in projects and sectors	<p>10 projects with participation in design and implementation, with participation plans attached to the report and recommendation of the President by 2016</p> <p>All ADB learning resource centers to train targeted stakeholders, including DMCs,<sup>a</sup> in participation methods as per “Strengthening Participation for Development Results”</p>	<p>NGOC annual report as collected from DMC resident missions</p> <p>Project documents that reflect civil society participation during project processing, implementation, or monitoring and evaluation</p>	
<b>Activities with Milestones</b>			<b>Inputs</b>
<p><b>1. Innovative knowledge solutions generated and shared through engagement with CSOs and youth using online media, forums, conferences, and ADB's Annual Meeting</b></p> <p>1.1. Partner with CSOs and youth to generate and share knowledge solutions at ADB knowledge forums, ADB Annual Meeting, CoPs, and external stakeholder events (months 1–22)</p> <p>1.2. Collect materials on CSO engagements and knowledge to be used in publications and on the web as e-publications, blogs, and on social media</p>			<p><b>Asian Development Bank: \$750,000 (TASF-V)</b></p> <p>Note: This fund will be used to leverage other collaborative financing from CSOs wishing to partner with ADB on the activities</p>

<p>(months 9–24)</p> <p>1.3. CSO and youth engagements with ADB's CoP knowledge sharing events. This will be done through supporting prominent CSO speakers to share at ADB's learning forums; entry point CoPs include governance, gender, education, water, and environment (months 3–24)</p> <p>1.4. CSO and youth participation at ADB Annual Meeting events (months 3–24)</p> <p>1.5. Identify and showcase successful youth operations by organizing a “solutions search” for projects that will be implemented by youth (months 1–9)</p> <p><b>2. Expanded partnerships with CSOs to involve innovative youth participation in development</b></p> <p>2.1. Identify and develop partnerships for inclusion of youth in policy and country dialogue (months 1–24)</p> <p>2.2. Develop framework for ADB's engagement with youth (months 1–12)</p> <p>2.3. Mobilize youth to support project operations, including pilot youth initiatives (months 3–24)</p> <p>2.4. Develop social media (Facebook, Twitter, and new forms of media) to increase youth engagement and ADB knowledge sharing and generation (months 1–36)</p> <p>2.5. Project management, administrative support, and monitoring (months 1–36)</p> <p><b>3. Enriched ADB–DMC–CSO relations through interaction and communication on projects, country development issues, and country programming</b></p> <p>3.1. Identify regional departments and DMCs to carry out outreach activities and information sharing day (months 1–6)</p> <p>3.2. Support CSO anchors in a participatory outreach plan (months 7–10)</p> <p>3.3. Identify CPSs to be approved 2014–2016 for enhanced CSO engagement (months 1–5)</p> <p>3.4. Engage consultants in the participating region to support CSO anchors in identifying a plan for a “Go to CSO Network”; develop a civil society outreach plan for resident missions (months 3–12)</p> <p><b>4. Increased meaningful participation of civil society in projects and sectors</b></p> <p>4.1. Identify projects and sectors to support CSO participation (months 3–6, first batch)</p> <p>4.2. Reach agreement with operations departments and DMCs to collaborate on the first batch of projects and outreach (months 1–6, repeat during months 9–12)</p> <p>4.3. Develop templates for enhanced stakeholder analysis and participation plans for projects and sectors (months 6–9)</p> <p>4.4. Mobilize consultants to support project preparatory technical assistance teams (months 6–24)</p>	<p>listed in the design and monitoring framework.</p>
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ADB = Asian Development Bank, CoP = community of practice, CPS = country partnership strategy, CSO = civil society organization, DMC = developing member country, NGOC = Nongovernment Organization and Civil Society Center.

<sup>a</sup> Project executing agency officials and project implementation agency officials.

Source: Asian Development Bank.

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

<b>Item</b>	<b>Amount</b>
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants (12 person-months)	120.0
ii. National consultants (47 person-months)	110.0
b. International and local travel	70.0
c. Reports and communications	5.0
2. Equipment (e.g., computers, printers, etc.) <sup>b</sup>	5.0
3. Workshops, trainings, seminars, and conferences <sup>c</sup>	60.0
4. Pilot youth project grants	90.0
5. Partnership letters of agreement	250.0
6. Miscellaneous administration and support costs	15.0
7. Contingencies	25.0
<b>Total</b>	<b>750.0</b>

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

<sup>b</sup> All equipment procured as part of the technical assistance shall remain the property of ADB.

<sup>c</sup> All trainings, workshops, conferences, and seminars must occur in ADB member countries.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will be carried out over 36 months, from January 2014 to December 2016, with the Asian Development Bank (ADB) as the executing agency. The TA will mobilize and engage 12 person-months of individual international consultants and 47 person-months of individual national consultants. Consultants will be recruited to (i) develop a guide on civil society organizations (CSOs) working with ADB and CSO opportunities with ADB, (ii) support CSO participation in selected projects, (iii) support and coordinate youth engagement, (iv) provide project management support, (v) collect and write stories on CSO and developing member country (DMC) engagements on projects, and (vi) support social media work. All consultants will report to ADB's NGO and Civil Society Center (NGOC). CSO Cooperation Network members will coordinate implementation of in-country TA activities.

### **A. Civil Society Organization Participation Expert** (international, 10 person-months)

2. The consultant will support resident mission CSO anchors of the participating operations department to serve as the technical expert on CSO participation and assist in appropriate implementation of CSO participation in projects and outreach activities. The consultant will:

- (i) build relations with CSOs through improved communications;
- (ii) support resident mission anchors to develop relationships with designated DMC officials;
- (iii) support operations in identifying strategic opportunities to build CSO–DMC relations;
- (iv) provide operational support to increase meaningful participation in ADB operations; and
- (v) provide technical support to resident missions and operations staff for incorporating participation into targeted projects.

3. The qualifications for the International Civil Society Consultants will include: advanced University degree in Social Science, Social Work, Sociology, Development Studies or other related fields suitable for the assignment. At least 8 years of experience in the field of development programs or project management with strong element of interrelation with or support to CSO participation. Demonstrated work experience in engaging with governments and CSOs in development projects. Strong communications, report writing, and interpersonal skills.

### **B. Researcher(s)** (international, 2 person-months)

4. The consultant(s) will research and draft framework for engaging with youth, interview CSOs that have experience working with ADB and DMCs to prepare a guide for CSOs on working with ADB. The guide will include a question and answer section that can be utilized for the NGOC page on ADB's website. The consultant should have experience in ADB processes for CSO contracting and be aware of the questions posed and issues encountered by CSOs contracting with ADB. The consultant will:

- (i) review other multilateral institutions' engagements with youth and develop framework for ADB to engage with the youth;
- (ii) consult with ADB Operations Services and Financial Management Department to identify areas of concern to CSOs;
- (iii) meet with operations department project officers to identify issues encountered in the process of contracting with CSOs;

- (iv) produce a paper on questions and answers for CSOs working with ADB that will be posted on the webpage of the NGOC; and
- (v) interview CSOs that have secured contracts with ADB to find out the questions and challenges faced during procurement in ADB-financed projects.

5. The qualifications for the International Researcher(s) will include: advance University degree in Social Science, Social Work, Sociology, Development Studies or other related fields suitable for the assignment. At least 8 years of experience in the field of development programs or strategy development. Strong communications, report writing, and interpersonal skills.

**C. National Consultants (47 person-months)**

6. Five national consultants (writer, social media specialist, youth coordinator, project coordinator, and youth specialist) will be contracted to provide coordination and support to output activities. The following tasks will be carried out by the national consultants:

- (i) collect and write stories on CSOs and government cooperation in ADB-financed projects;
- (ii) support selected projects in CSO participation and outreach;
- (iii) provide social media support by providing content, usage analysis, and inputs to increase visibility;
- (iv) support and manage youth activities with partners; and
- (v) provide overall project management.

7. The qualifications for the National Consultants will include: University degree in Social Science, Social Work, Sociology, Development Studies or other related fields suitable for the assignment. At least 2 to 5 years of experience in the field of expertise. Strong management, communications, writing, and interpersonal skills.

