



Technical Assistance Report

Project Number: 48397-001
Regional—Capacity Development Technical Assistance (R-CDTA)
December 2014

Mapping Resilience to Fragility and Conflict in Asia and the Pacific

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CPS	–	country partnership strategy
DMC	–	developing member country
FCAS	–	fragile and conflict-affected situations
TA	–	technical assistance

NOTE

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

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 48397-001	
Project Name	Mapping Resilience to Fragility and Conflict in Asia and the Pacific	Department /Division	PARD/PAUS
Country	REG, AFG, KIR, RMI, FSM, MYA, NAU, NEP, PNG, PHI, SOL, TIM, TUV, VAN	Executing Agency	Asian Development Bank
Borrower	N/A		
2. Sector	Subsector(s)	ADB Financing (\$ million)	
Public sector management	Public administration		0.90
		Total	0.90
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
Environmentally sustainable growth (ESG)	Disaster risk management		
Regional integration (RCI)	Pillar 4: Other regional public goods		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Anticorruption Client relations, network, and partnership development to partnership driver of change Civil society participation Institutional development Institutional systems and political economy Organizational development	Some gender elements (SGE)	
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities		
Partnerships (PAR)	Pilot-testing innovation and learning Bilateral institutions (not client government) Civil society organizations Implementation International finance institutions (IFI) Private Sector Regional organizations South-South partner United Nations organization		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	Yes	Nation-wide	High
Geographic targeting (TI-G)	Yes		
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.90	
Sovereign Capacity development technical assistance: Technical Assistance Special Fund		0.90	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.90	

CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

9. Effective Development Cooperation

Use of country procurement systems	No
Use of country public financial management systems	No

I. INTRODUCTION

1. Achieving development goals is particularly challenging when a state is functionally and institutionally weak, is unable to effectively extend its authority, and political legitimacy is challenged by conflicting interests and values—that is a fragile and conflict-affected situation (FCAS).¹ Based on a harmonized approach by multilateral development banks to classifying countries with FCAS, ADB identified for its 2014 operations nine countries with annual country performance assessment results below the FCAS cutoff namely, Afghanistan, Kiribati, the Marshall Islands, the Federated States of Micronesia, Nauru, Nepal, Solomon Islands, Timor-Leste, and Tuvalu. It is also recognized that other DMCs experience some characteristics of FCAS or subnational situations of fragility and conflict.

2. The ADB has a long-standing commitment to supporting development effectiveness in fragile and conflict-affected situations. ADB's Midterm Review of Strategy 2020² highlights the importance of understanding the local context, making long-term commitments, and ensuring country ownership in FCAS, in addition to being flexible in responding effectively to the unique challenges in developing member countries (DMCs) with FCAS. In addition, the Pacific Approach, 2010–2014³ further supports the implementation of ADB's approach to engaging with FCAS (footnote 1), in line with the implementation of the 2010 recommendations of the special evaluation study on FCAS⁴ and ADB's operational plan in FCAS.⁵

3. This technical assistance (TA) builds on previous assistance to ADB's engagement in FCAS,⁶ to support fragility and conflict-sensitive approaches to development in fragile states in Asia and the Pacific.⁷ Resilience mapping provides the means to capture collective local knowledge to allow all stakeholders in development to better understand the operating context and provide for context-relevant, hence resilient, interventions. This TA will support and expand the application of specific assessment tools (e.g., peacebuilding tool, guide to fragility assessment, fragility index, institutional strengthening framework, and customized risk management framework)⁸ piloted in DMCs with FCAS.⁹ This will enable governments to lead and build more effective policies and programs designed specifically to manage the complex development issues in each FCAS. A key lesson from earlier TA projects is that to avoid negative effects and maximize positive impacts for peacebuilding and/or statebuilding and development, further strengthening of government and development partners' practical tools for

¹ ADB. 2007. *Achieving Development Effectiveness in Weakly Performing Countries (The Asian Development Bank's Approach to Engaging with Weakly Performing Countries)*. Manila.

² ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

³ ADB. 2009. *ADB's Pacific Approach, 2010–2014*. Manila.

⁴ Independent Evaluation Department. 2010. *Special Evaluation Study: Asian Development Bank's Support to Fragile and Conflict-Affected Situations*. Manila: ADB.

⁵ ADB. 2013. *Operational Plan for Enhancing ADB's Effectiveness in Fragile and Conflict-Affected Situations*. Manila.

⁶ ADB. 2012. *Enhancing ADB's Engagement in Fragile and Conflict-Affected Situations*. Manila; and ADB. 2009. *Supporting ADB's Engagement in Fragile Situations*. Manila.

⁷ A conflict-sensitive approach refers to the ability of an organization or a particular intervention to (i) understand the operating context; (ii) understand the interaction between an intervention and the operating context; and (iii) act on the understanding of this interaction to avoid negative effects and maximize positive impact for peacebuilding and development. International Alert. 2014. *Fragile Reforms – World Bank and Asian Development Bank Financing in Fragile and Conflict-Affected Situations*. London. <http://www.international-alert.org/resources/publications/fragile-reforms>

⁸ <http://fragilesituations.adb.org>

⁹ The TA first appeared in the business opportunities section of ADB's website on 8 December 2014.

engagement in FCAS, as well as stakeholders' participation, is needed. Thus, this TA will also support the g7+¹⁰ efforts to implement the New Deal.¹¹

II. ISSUES

4. **Need to translate international commitments into actions for fragile states.** Since 2005, many high-level meetings have been held and declarations of intent have been issued on aid effectiveness in FCAS, but those commitments need to be translated into more effective action on the ground.¹² In June 2013, ADB and the Government of Australia held a high-level forum in Manila on Building Resilience to Fragility in Asia and the Pacific to translate international intent into country-led actions that would allow more resilient and more inclusive societies to emerge. The Manila forum was designed to exchange ideas on new ways of engagement and what constitutes “working differently”¹³ and working better in FCAS to help build resilience to fragility and conflict. The Manila forum made five recommendations: (i) increase the participation of all FCAS stakeholders, (ii) give greater voice to countries with FCAS, (iii) improve FCAS funding, (iv) map fragility to better understand and work more efficiently in the local context (resilience mapping), and (v) measure fragility.¹⁴ This TA will focus on resilience mapping through participatory approaches in selected countries with FCAS.

5. **Lack of understanding of the local context in which development partners operate.** Without proper understanding and appreciation of the local conditions, the policies, principles, and approaches that governments and development partners normally apply can be ineffective. Engagement without understanding the local context may even result in risks that could add to the difficulties that states already face in establishing effective and legitimate institutions, policies, and the leadership needed to transit to stability and sustained development over the long term. “International action should focus on facilitating local processes, leveraging local capacities and complementing local actions, so that local citizens can create governance systems appropriate to their surroundings.”¹⁵ Furthermore, “foreign blueprints for establishing state institutions may not be suitable to local conditions.”¹⁶ Mapping fragility by using tools (such

¹⁰ g7+ is the world's first collective voice of 20 countries that are or have been affected by conflict and are now in transition to the next stage of development. The main objective of the g7+ is to share experiences and learn from one another, and to advocate for reforms to the way the international community engages in conflict-affected states. Afghanistan, Papua New Guinea, Solomon Islands, and Timor-Leste are members of the g7+. <http://www.g7plus.org/>

¹¹ The New Deal is a key agreement between fragile states and partners to change the policy and practice of engagement to work together promoting peacebuilding and statebuilding in countries affected by conflict and fragility. This includes providing more timely, transparent, and predictable assistance; promoting the use of country systems; adopting joint donor risk-mitigation strategies; and aiming at more effective capacity development. International Dialogue on Peacebuilding and Statebuilding. *A New Deal for Engagement in Fragile States*. www.newdeal4peace.org/

¹² The international agenda on fragility and conflict has progressed from the Paris Declaration on Aid Effectiveness in 2005 to the Organisation for Economic Co-operation and Development Principles for Good International Engagement in Fragile States and Situations (2007), the Accra Agenda for Action (2008), the Dili Declaration (2010), further g7+ Statements (2011), the Busan New Deal for Engagement in Fragile States (2011), the Dili Consensus (2013), and the Washington Communiqué (2013). However, this agenda is not complete. The Washington Communiqué stresses “the value of a post-2015 development agenda that recognizes the universal importance of peacebuilding and statebuilding and that reflects the results and lessons of the New Deal.” The 2011 World Development Report also addresses the needs of conflict, security, and development.

¹³ ADB. 2012. *Working Differently in Fragile and Conflict-Affected Situations—The ADB Experience: A Staff Handbook*. Manila.

¹⁴ ADB. 2013. *Proceedings of the Forum on Building Resilience to Fragility in Asia and the Pacific*. Manila.

¹⁵ S. Kaplan. 2009. *Rethinking State Building: Fixing Fragile States*. *The Broker Online*. www.thebrokeronline.eu/Articles/Rethinking-state-building (7 October 2009)

¹⁶ S. Kaplan. 2009. European Report on Development. Enhancing Resilience in Fragile States. Paper prepared for the Conference on Moving Towards the European Report on Development. Italy. 21–23 June.

as peacebuilding tool, guide to fragility assessment, fragility index, institutional strengthening framework, and customized risk management framework) to better understand local context and identify drivers of fragility and conflict will enable governments and development partners to adopt strategies, programs, and projects that maximize the positive benefits, mitigate the risks, and avoid negative impacts of its interventions in FCAS. The mapping may also help identify peacebuilding indicators to measure fragility, in quantitative or qualitative terms.

6. **Supplementing Asia-Pacific specialist capacity to support development in fragile and conflict-affected situations.** To more effectively meet the very specific needs of FCAS countries, a dedicated team of FCAS experts (a resource group) will be engaged under this TA (FCAS resource group) to provide country and project specific support in ADB's geographically diverse FCAS and in subnational situations of fragility and conflict.¹⁷ The learning from this TA will provide a secondary benefit through better informing the content of government and development practitioner training on FCAS.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The impact will be greater resilience to fragility and conflict in FCAS in Asia and the Pacific. The outcome will be that resilience mapping better informs strategies, programs, and projects in selected countries with FCAS. The resilience mapping will identify drivers of fragility and conflict in selected DMCs with FCAS, peacebuilding and statebuilding opportunities, and policies and programs designed specifically to manage the complex development issues in FCAS. The one-solution-fits-all method does not apply in FCAS, and the resilience mapping will inform customized, and fragility- and conflict-sensitive, approaches to development, to be integrated within complex institutional cultures, structures, and systems, and to be operationalized in difficult and volatile political contexts (Appendix 1).

B. Methodology and Key Activities

8. The proposed TA will (i) conduct fragility- and conflict-sensitive assessments in selected FCAS; (ii) strengthen institutional capacity for fragility- and conflict-sensitive approaches to development; and (iii) implement a communication strategy to promote and advocate wider use of resilience mapping and fragility- and conflict-sensitive approaches in selected FCAS. Activities in support of the outputs will be further defined in an annual TA work plan to be developed during TA implementation (Appendix 1, Activities with Milestones).

9. The TA will deliver the following interlinked outputs:

10. **Output 1: Fragility and conflict-sensitive assessments conducted in selected FCAS using existing tools and frameworks.** The fragility- and conflict-sensitive assessments will use, further refine, and customize, as deemed appropriate, the existing specific assessment tools, some of which have been previously piloted in selected FCAS, such as the peacebuilding tool developed in Nepal, or the practical guide to fragility assessment, which was conceived to inform country strategic formulation and used to prepare the forthcoming country partnership strategy for Papua New Guinea. Assessments will also link the wealth of information available in

¹⁷ The Operational Plan for Enhancing ADB's Effectiveness in FCAS commits ADB to 13 activities during 2013–2020. One of these activities is the establishment of a resource group, composed of consultants with FCAS experience (footnote 5).

the country performance assessments (or post-conflict country performance assessments) and the Asian Development Outlook to better comprehend local fragility dynamics and the interactions with societies, institutional cultures, structures, and systems in such risky operating contexts. The resilience mapping will (i) capture the drivers of fragility and conflict in a particular country with FCAS; (ii) identify ways to cultivate the country's strategies, programs, and projects to nurture peacebuilding and statebuilding efforts to build resilience; and (iii) integrate all existing assessments that can be used by FCAS governments and development partners in country programming and project financing into a customized (country-specific) framework for peacebuilding and statebuilding.

11. Output 2: Capacity building and institutional strengthening on fragility- and conflict-sensitive approaches to development conducted for partner government agencies and development practitioners in selected FCAS. The output will foster the use of fragility- and conflict-sensitive approaches to development. It will be designed for government officials and development practitioners to gain a deeper understanding of (i) fragility and conflict from a broader perspective, (ii) issues and challenges likely encountered when engaging in FCAS, (iii) reasons for working differently in FCAS, and (iv) practical approaches to providing effective development support given the issues and challenges encountered.¹⁸ It will help partner government agencies and development practitioners maximize the findings of the resilience-mapping exercise and to explore ways to integrate and operationalize fragility and conflict sensitivity continuously, from strategic formulation and project preparation to completion.

12. Output 3: National communication strategies implemented to promote and advocate the use of resilience mapping and fragility- and conflict-sensitive approaches among key international and local players in selected FCAS. The communication strategy will be customized for country use, where relevant, and implemented to promote a wider use of resilience mapping for designing and implementing a fragility- and conflict-sensitivity approach to development. It will also advocate regular and balanced oversight to inform risk management and project adaptation. The communication strategy will be designed to inform and engage stakeholders, as well as enlist and sustain public support to nurture “ownership.”

C. Cost and Financing

13. The TA is estimated to cost \$900,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). Participating DMC governments will provide counterpart support in the form of in-kind contributions. The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

14. This TA will be executed and implemented by ADB. The FCAS focal point—hosted by ADB's Pacific Department and working under the guidance of the FCAS steering committee, chaired by the director general of ADB's Strategy and Policy Department—will exercise overall coordination and supervision. All DMCs with FCAS identified by ADB, including DMCs exhibiting transitional and subnational situations of fragility, will be eligible to participate in the TA. TA activities will commence only after no-objection confirmation is obtained from each participating country.

¹⁸ Many such approaches are collected in ADB's FCAS handbook (footnote 13).

15. Due to the complexities and risks inherent in the operating environments found in FCAS, the TA will be implemented over a 40-month period, from 1 January 2015 to 30 April 2018.

16. The TA will require an estimated 95 person-months of consulting services (24 person-months of international, 31 person-months of national, and 40 person-months of national country specialists). ADB will recruit all consultants as individuals through individual consulting services in line with its Guidelines on the Use of Consultants (2013, as amended from time to time).¹⁹ Disbursements will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). A TA coordinator and team leader—an economist with FCAS expertise (international consultant, intermittent, 24 person-months) and based at ADB headquarters—will assist the FCAS focal point, and regional departments and resident missions in ADB DMCs with FCAS, in formulating and applying all mapping exercises, as well as help conduct training on fragility and conflict sensitivity, and implement communication strategies. The consultant will oversee the knowledge management and capacity-building aspects of the TA and will provide overall coordination of inputs into the TA. A FCAS knowledge management and communication specialist (national consultant, intermittent, 31 person-months), based at ADB headquarters, will assist the focal point and support the TA coordinator. Up to six country specialists (local consultants, intermittent, up to a combined total of 40 person-months) will assist and support the implementation of the TA activities, including the mapping and capacity building initiatives, and the communication strategy in each participating country. The resource group will assist the focal point in submitting TA progress reports and other reports to the steering committee.

IV. THE PRESIDENT'S DECISION

17. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$900,000 on a grant basis for Mapping Resilience to Fragility and Conflict in Asia and the Pacific, and hereby reports this action to the Board.

¹⁹ To reduce the administrative burden and improve economy, efficiency, and value for money, all consulting services under the TA will be engaged on output-based (lump-sum) contracts.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Greater resilience to fragility and conflict in FCAS in Asia and the Pacific	Countries with FCAS annual CPAs improved on average by 1 point or 1.5 points by end 2020	Annual CPA exercise Country strategic formulation and project documents	Assumptions Governments of DMCs with FCAS adopt and support policies, programs, and projects that enhance resilience. Development partners apply the findings of FCAS resilience mapping, and use a fragility- and conflict-sensitive approach to development. Risk External economic shocks and/or natural disasters exacerbate the fragile situations.
Outcome Resilience mapping better informs strategies, programs, and projects in selected countries with FCAS	Percentage of CPSs, sector strategies, and financing of programs and projects in FCAS with fragility- and conflict-sensitive approaches increases to 80% by end of 2018. (In 2014, fragility issues were recognized in strategic documents for DMCs with FCAS. A conflict-sensitive approach was only indicated in the CPS for Nepal and in subnational situation of fragility in the Philippines.)	DMCs with FCAS CPSs and sector strategies Knowledge products	Assumptions DMCs with FCAS political risks arising from strategies and programs overcome by effective participatory processes ADB and other development partners continue to actively support DMCs with FCAS. Risk Country's commitment and resources mobilized to map fragility are not sufficient.
Outputs 1. Fragility- and conflict-sensitive assessments conducted in selected countries with FCAS using existing tools and frameworks	At least five DMCs with FCAS assisted with resilience mapping by end 2017. (2014 baseline: Nepal)	CPSs and sector strategy documents Consultants' reports	Assumptions Effective engagement by DMCs with FCAS governments, nongovernment counterparts, and other

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
		<p>Periodic TA progress reports</p> <p>Knowledge products</p>	<p>partners in the preparation and implementation of the mapping activities</p> <p>Commonly high staff turnover among both DMC agencies and development partners mitigated by effective participatory processes of resilience mapping in each DMC</p> <p>Risk Particular DMC governments and specific development partners do not support resilience mapping.</p>
<p>2. Capacity building and institutional strengthening on fragility- and conflict-sensitive approaches to development conducted for partner government agencies and development practitioners in selected FCAS</p>	<p>Number of trainees on the use of resilience mapping tools and the use of fragility- and conflict-sensitive approaches increased to 200 additional by end 2017 in at least five DMCs with FCAS planning institutions (2014 baseline: Nepal 365 trainees, Afghanistan 49 trainees)</p>	<p>Periodic TA progress reports</p> <p>Knowledge products</p>	<p>Assumptions Openness of the DMC planning institutions to the use of the resilience mapping tools and the fragility- and conflict-sensitive approach to development</p> <p>Resilience mapping exercises have yielded best practices that are worth sharing in the international community.</p> <p>Risk Particular DMC governments and specific development partners do not support resilience mapping.</p>
<p>3. National communication strategies implemented to promote and advocate the use of resilience mapping, and of fragility- and conflict-sensitive approaches among</p>	<p>At least five communication strategies implemented in participating FCAS by end 2017 (2014 baseline: none)</p>	<p>Periodic TA progress reports</p> <p>Knowledge products</p> <p>ADB website</p>	<p>Assumptions Resilience mapping exercises have yielded best practices that are worth sharing in the international community.</p> <p>Quality local experts (consultants) are</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
key international and local players in selected FCAS			<p>available on a regular basis.</p> <p>Risk Particular DMC governments and specific development partners do not support resilience mapping.</p>
<p>Activities with Milestones</p> <p>1. Fragility- and conflict-sensitive assessments conducted in selected FCAS using existing tools and frameworks</p> <p>1.1 Recruitment of international FCAS specialist (by June 2015)</p> <p>1.2 Recruitment of national FCAS specialists, one for each participating DMC with FCAS (from September 2015 to November 2017)</p> <p>1.3 Review of all existing fragility and conflict assessment tools (by November 2015)</p> <p>1.4 Design of combined FCAS strategic resilience mapping tools and drafting of customized (country-specific) framework (by November 2015)</p> <p>1.5 Participatory pilot testing and refinement of pilot strategic resilience mapping tools in selected participating FCAS (by December 2015)</p> <p>2. Capacity building and institutional strengthening on fragility- and conflict-sensitive approaches to development conducted for partner government agencies and development practitioners in selected FCAS</p> <p>2.1 Further formation of FCAS resource group by identification of government and nongovernment counterparts (from September 2015 to September 2017)</p> <p>2.2 Design of customized (country-specific) training programs (by November 2015)</p> <p>2.3 Organization of training programs in selected participating FCAS (from November 2015 to November 2017)</p> <p>3. National communication strategies implemented to promote and advocate the use of resilience mapping, and of fragility- and conflict-sensitive approaches among key international and local players in selected FCAS.</p> <p>3.1 Presentation of FCAS resilience mapping, and fragility- and conflict-sensitive approaches to development to all major development partners and DMC with FCAS planning institutions (from November 2015 to end November 2017)</p> <p>3.2 Design of customized (country- or project-specific) communication strategy framework (by December 2015)</p> <p>3.3 Development and implementation of communication strategy in participating FCAS (from November 2015 to November 2017)</p>			<p>Inputs</p> <p>ADB: Technical Assistance Special Fund (TASF-V) \$900,000</p> <p>Note: Participating DMC governments will provide counterpart support in the form of in-kind contributions.</p>

ADB = Asian Development Bank, CPA = country performance assessment, CPS = country partnership strategy, DMC = developing member country, FCAS = fragile and conflict-affected situations, TA = technical assistance.
Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	450.0
ii. National consultants	270.0
b. International and local travel	100.0
c. Reports and communications	5.0
2. Trainings, seminars, workshops, and conferences	45.0
3. Miscellaneous administration and support costs, including knowledge products and services, and networking administration	20.0
4. Contingencies	10.0
Total	900.0

Note: The technical assistance (TA) is estimated to cost \$900,000, of which contributions from the Asian Development Bank are presented in the table above. Participating developing member country governments will provide counterpart support in the form of in-kind contributions.

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

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will entail (i) a review of all existing fragility and conflict assessment tools as appropriate to the Asian Development Bank (ADB) developing member countries (DMCs) in fragile and conflict-affected situations (FCAS), (ii) formulation of a FCAS mapping process and tool, (iii) pilot test of the resilience-mapping process and tool in one selected FCAS, (iv) replication of the resilience-mapping process and tool in each of the remaining DMCs with FCAS, (v) design and conduct of training on fragility- and conflict-sensitive approaches to development (simultaneously with the resilience-mapping exercise), and (vi) develop and implement a communication strategy to promote the mapping process and tool to all DMCs with FCAS governments and relevant development partners.¹

2. International (24 person-months) and national (71 person-months) consultants will be recruited as individuals through individual consulting services to help implement the TA on an intermittent basis. The international consultant will be the TA coordinator and development economist with extensive experience of operating in FCAS (intermittent, 24 person-months), based at ADB headquarters. National consultants will consist of one FCAS knowledge management and communication specialist (intermittent, 31 person-months), based at ADB headquarters, and up to six FCAS country specialists (intermittent, 40 person-months).

A. Technical Assistance Coordinator and Fragile and Conflict-Affected Situation Development Economist (international, intermittent, 24 person-months)

3. The TA coordinator and FCAS development economist will have extensive hands-on experience and knowledge of ADB's FCAS, and should be appropriately qualified (minimum master's degree, or equivalent, in related fields) and experienced (at least 20 years of relevant professional experience in related fields) with exceptional communication skills, particularly in cross-cultural situations, good analytical and writing skills, and an understanding of ADB's country partnership strategy and sector strategy processes as well as the assistance modalities available. The consultant will play an integral role in the FCAS resource group and report to the FCAS focal point, who will exercise overall coordination and supervision. The consultant will have produced knowledge products on issues related to operations in FCAS. This person will

- (i) coordinate all TA activities under the guidance of the FCAS focal point;
- (ii) supervise all other TA consultants' inputs, help finalize TA consultants' terms of reference, and assist the focal point where necessary in recruiting consultants;
- (iii) with the support of the FCAS knowledge and communications specialist, assist the focal point in leading the review of fragility and conflict assessment tools, approaches, and methodologies;
- (iv) formulate the consolidated and comprehensive tool and process to map resilience to fragility and conflict in ADB FCAS;
- (v) with the support of relevant national FCAS consultant(s), pilot the new FCAS resilience-mapping tool and process, and formally monitor and report on its implementation;
- (vi) depending on the outcome of the pilot exercise, refine the FCAS resilience-mapping process and tool;
- (vii) map resistance to fragility and conflict in the remaining ADB DMCs with FCAS;

¹ For its 2014 operations, ADB considered nine countries with FCAS: Afghanistan, Kiribati, the Marshall Islands, the Federated States of Micronesia, Nauru, Nepal, Solomon Islands, Timor-Leste, and Tuvalu.

- (viii) with the help of the FCAS knowledge and communications specialist, prepare and implement a training course on fragility- and conflict-sensitive approaches to development;
- (ix) with the help of the FCAS knowledge and communications specialist, prepare and implement a resilience-mapping communication strategy;
- (x) support the focal point in disseminating all findings and recommendations from TA work within FCAS, within ADB, and to interested development partners;
- (xi) monitor progress of the TA and submit regular quarterly progress reports against the design and monitoring framework;
- (xii) provide assistance and technical support to the focal point in reviewing and exercising quality control of materials and knowledge products on FCAS; and
- (xiii) undertake other related tasks to assist the FCAS focal point, as may be required.

B. Fragile and Conflict-Affected Situation Knowledge Management and Communication Specialist (national, intermittent, 31 person-months)

4. An FCAS knowledge management and communication specialist will be hired to assist the focal point and to support the work of the TA coordinator. The specialist should be appropriately qualified (minimum master's degree, or equivalent, in related fields) and experienced (at least 5 years of relevant professional experience in related fields) with exceptional communication skills, particularly in a cross-cultural situation, good analytical and writing skills, as well as social and electronic media skills, including web-writing, blogging, and an understanding of ADB's country partnership strategy, sector strategy, and project preparation processes as well as the assistance modalities available. The specialist will be a member of the FCAS resource group and report to the FCAS focal point, who will exercise overall coordination and supervision. The specialist must be able to synthesize outputs and contributions from the analyses of FCAS. The FCAS knowledge management and communication specialist may not have extensive experience working in FCAS; however, the specialist will have some technical and professional knowledge of FCAS and experience in print and online communications as well as in setting up and maintaining knowledge networks, ideally in a development setting. This person will

- (i) support the design and implementation of the FCAS mapping process and tool;
- (ii) assist the TA coordinator and all FCAS country specialists in applying and refining the FCAS mapping process and tool;
- (iii) support in-country participatory consultations;
- (iv) help conduct training courses on fragility- and conflict-sensitive approaches to development;
- (v) consolidate outputs and reports prepared by the FCAS resource group;
- (vi) maintain and regularly update an in-house network, knowledge library, and resource center focused on FCAS issues;
- (vii) update and improve the FCAS presence in ADB.org;
- (viii) assist in the development of printed or online knowledge products;
- (ix) assist in reviewing and monitoring quality control of material and knowledge products on FCAS;
- (x) provide assistance and technical support to the focal point in reviewing and exercising quality control of materials and knowledge products on FCAS; and
- (xi) undertake other related tasks to assist the FCAS focal point, as may be required.

C. Fragile and Conflict-Affected Situation Country Specialists (national, intermittent, 40 person-months)

5. One or more FCAS country specialists will be hired for each participating DMC with FCAS, where possible. These persons will be nationals of the DMCs. Each specialist should hold a bachelor's degree and have at least 5 years of experience as a development consultant. They will have experience in assisting in research, preferably in helping review development policies, programs, and strategies in their country. They should also be good communicators with proven analytical and writing skills. The specialists will report to the FCAS focal point and will assist the TA coordinator. They will work through the Development Coordination Office, resident office, or resident mission as relevant. All FCAS country specialists will have detailed knowledge of development policies and programs in their countries. They will also have a good understanding of the political economy of development activity in their countries, including the key stakeholders and likely interests. Specific tasks involve

- (i) working with the FCAS focal point, and assisting the TA coordinator and the FCAS knowledge management and communication specialist in the participating DMC with FCAS, as required;
- (ii) helping the TA coordinator pilot and/or implement the FCAS mapping exercise;
- (iii) undertaking fragility assessment and/or research work to support the mapping exercise, as deemed appropriate;
- (iv) assisting with the design and facilitation of participatory consultations;
- (v) assisting in preparing country reports, as appropriate;
- (vi) helping the TA coordinator organize and conduct training on fragility and conflict sensitivity;
- (vii) facilitating all official meeting programs; and
- (viii) undertaking other related tasks to assist the FCAS team, as may be required.