



Technical Assistance Report

Project Number: 49297-001
Capacity Development Technical Assistance (CDTA)
January 2016

Republic of the Union of Myanmar: Capacity Development for Project Implementation (Financed by the Japan Fund for Poverty Reduction)

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 7 December 2015)

Currency unit	–	kyat (MK)
MK1.00	=	\$0.000772
\$1.00	=	MK 1,296

ABBREVIATIONS

ADB	–	Asian Development Bank
JICA	–	Japan International Cooperation Agency
MNPED	–	Ministry of National Planning and Economic Development
MOECAP	–	Ministry of Environmental Conservation and Forestry
MOF	–	Ministry of Finance
TA	–	technical assistance

NOTES

- (i) The fiscal year of the Government of Myanmar begins on 1 April and ends on 31 March. “FY” before a calendar year denotes the year in which the fiscal year starts, e.g., FY2014 begins on 1 April 2014 and ends on 31 March 2015.
- (ii) In this report, "\$" refers to US dollars.

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49297-001	
Project Name	Capacity Development for Project Implementation	Department /Division	SERD/MYRM
Country	Republic of the Union of Myanmar	Executing Agency	Ministry of National Planning and Economic Development
2. Sector	Subsector(s)	Financing (\$ million)	
Public sector management	Public administration		2.00
		Total	2.00
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development	Some gender elements (SGE)	
Knowledge solutions (KNS)	Organizational development		
Partnerships (PAR)	Public financial governance		
	Knowledge sharing activities		
	Civil society organizations		
	Implementation		
	International finance institutions (IFI)		
	Private Sector		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Not Applicable	
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
None		0.00	
Cofinancing		2.00	
Japan Fund for Poverty Reduction		2.00	
Counterpart		0.00	
None		0.00	
Total		2.00	
9. Effective Development Cooperation			
Use of country procurement systems		Yes	
Use of country public financial management systems		Yes	

I. INTRODUCTION

1. Since 2011, Myanmar has been undergoing far-ranging political, economic, and social transformations. While the reform progress has been impressive, the development challenges remain daunting given the highly complex operating context. Development partners have been responding to the country's development challenges and related reforms by significantly increasing development assistance to Myanmar.¹ However, limited government capacities are posing major challenges to effectiveness of development assistance.

2. The Government of Myanmar has requested capacity development technical assistance (TA), including the establishment of standard protocols for engagement and project implementation, to enhance its management of development assistance. The TA was discussed during the 2015 country programming mission. During the TA fact-finding mission, the government concurred with the impact, outcome, outputs, and key activities in the design and monitoring framework in Appendix 1.²

II. ISSUES

3. **Development challenges.** The operating environment in Myanmar is shaped by at least three significant challenges: (i) maintaining stability both on the macroeconomic front in a testing global economic environment and in Myanmar's conflict-affected areas as efforts toward a sustainable peace agreement continue; (ii) tackling the infrastructure, human resource, and capacity deficits that constrain social and economic development; and (iii) keeping up the reform drive toward stronger governance, effective public sector management, and a conducive business environment.

4. **ADB's reengagement in Myanmar.** The Asian Development Bank (ADB) began reengaging with Myanmar in early 2012 and has since made solid progress in (i) establishing relationships and dialogue with the government, civil society, the private sector, and other development partners; (ii) preparing an interim country partnership strategy for Myanmar, 2012–2014 (extended to 2016);³ (iii) providing knowledge and capacity-building support; and (iv) resuming lending operations and building a significant operational program with both sovereign and nonsovereign lending and nonlending modalities. A full country partnership strategy (2017–2021) is being prepared.

5. **Capacity development.** Stronger public sector capacities are critical to the delivery of government services, and to the effectiveness of international development assistance. Capacity constraints among civil servants and institutional weaknesses in project management remain apparent and affect the pace of processing and implementation of development projects. This concern is increasing as the operational Myanmar portfolios of development partners, including ADB, grow and require a closely coordinated approach to resolving common operational implementation issues. As programmatic approaches are adopted in key sectors, ADB's capacity development efforts will expand from project-specific activities to sector

¹ Programmable official development assistance has been estimated at \$3.8 billion in 2013 from about 45 development partners.

² The TA first appeared in the business opportunities section of ADB's website on 30 September 2015.

³ ADB. 2012. *Interim Country Partnership Strategy: Myanmar, 2012–2014*. Manila. ADB's operational focus is on (i) building human resources and capacity, (ii) promoting an enabling economic environment, and (iii) creating access and connectivity (through infrastructure and rural development). See also the Interim Country Partnership Strategy: Myanmar 2015–2016, a linked document to ADB. 2014. *Country Operations Business Plan: Myanmar, 2015–2017*. Manila.

management and country system development, to boost the overall portfolio performance of Myanmar operations. ADB has established collaboration networks with other funding agencies—such as the Japan International Cooperation Agency (JICA) and the World Bank—to ensure development effectiveness.

6. **Strengthening country systems.** In 2015, ADB, JICA, and the World Bank carried out the first joint country portfolio review in Myanmar, under the leadership of the Ministry of Finance (MOF), to identify and tackle cross-cutting implementation challenges such as unclear operational procedures and approval processes that impact portfolio performance and administration. The review pinpointed the need to raise the awareness and capacity of government counterparts to implement policies and standards. It also agreed on a joint action plan to solve the main cross-cutting implementation issues in the areas of (i) project administration; (ii) procurement; (iii) financial management; (iv) social and environmental safeguards; (v) stakeholder engagement (communication, consultation, participation) including civil society and local communities; and (vi) monitoring and evaluation. The proposed TA will support implementation and monitoring of the action plan, as well as the coordination and implementation of future joint country portfolio reviews. The experiences of other regional developing member countries will provide useful insights and lessons for Myanmar.

7. **Safeguard issues.** Assessing and addressing social and environmental safeguards pose a major challenge in Myanmar and affect development partners' ability to effectively deliver their lending programs. Environmental safeguards are being strengthened under a separate TA, which builds on earlier-developed procedures for implementing environmental impact assessments.⁴ Much remains to be accomplished, however, with respect to social safeguards, particularly in relation to involuntary resettlement and indigenous people. The current capacity for effective application of social safeguards is limited, partly because of weak policies and regulations, and a weak institutional framework. In particular, concerns persist about land disputes and unsettled land tenure issues, as well as relations with ethnic nationalities, center–state relations, and fair and equal access to resources. ADB's efforts to bridge gaps in social safeguards at the national level are at this stage limited to action planning and capacity building for social assessment.⁵ A capacity development assistance plan delineates the extensive needs of the Ministry of Environmental Conservation and Forestry (MOECF), the coordinator of social safeguard issues, in developing the ability to implement and apply environmental and social impact assessment guidelines. Discussions about collaboration on country safeguard systems between ADB, JICA, and the World Bank, among other development partners, civil society, as well as other related government agencies, are underway.⁶

8. **Context sensitivity.** Context-sensitive development has particular relevance for Myanmar given the multiple ethnic conflicts experienced by the country for many decades. Operating in such country context requires detailed analysis of the political economy, state–society and state–non-state relations, system capacities, and the ways ADB interventions can support

⁴ ADB. 2014. *Technical Assistance to the Republic of the Union of Myanmar for Environmental Safeguards Institutional Strengthening*. Manila (TA 8786).

⁵ ADB. 2015. *Capacity Building for Implementing Environment and Social Safeguards in Myanmar*. Manila, prepared under ADB. 2010. *Technical Assistance for Strengthening and Use of Country Safeguard Systems*. Manila (TA 7566-REG).

⁶ Government of the Republic of the Union of Myanmar. 2013. *Nay Pyi Taw Accord for Effective Development Cooperation*. Nay Pyi Taw. The accord included a commitment to the establishment of national guidelines for social and environmental impact assessments, and ADB was subsequently assigned lead development partner on this issue.

economic development through a holistic and coordinated approach. ADB is applying lessons from other post-conflict countries in the region to integrate a context-sensitive approach into its Myanmar operations, and build capacity in relevant government agencies. This approach affirms ADB's support to fragile and conflict-affected countries, based on a deep understanding of the local context, a long-term engagement, and broader ownership of its operations by governments and civil society.⁷ It will also contribute to improved project implementation. Delivering effective services to conflict-affected regions is essential if the cycle of poverty, violence, distrust, and instability is to be broken. Accordingly, ADB is taking a context-sensitive approach in Myanmar to (i) developing strategic guidance for the country partnership strategy preparation and implementation; (ii) ensuring that all ADB operations are subject to context sensitivity analysis and action; and (iii) raising awareness and capacity within the Myanmar country team of the broad issues, and providing in-depth training for those operating in conflict-affected areas. Continuing assistance is required to further mainstream context sensitivity in ADB's Myanmar operations.⁸

9. **Stakeholder engagement.** Recognizing that civil society has an important role to play and stakeholder engagement is instrumental for aid effectiveness in Myanmar, the government has taken measures to improve the aid architecture accordingly.⁹ ADB has prepared a plan to guide its engagement with civil society and local communities, including guidelines for meaningful consultations, programs to assist project implementation, and a work plan to guide ADB engagement activities.¹⁰ The plan recognizes the cross-cutting nature of stakeholder engagement and aims to strengthen the links and synergies in line with ADB's Strategy 2020.¹¹ To support the implementation of this plan and advise the ADB country team on operational issues related to stakeholder engagement and consultation, a Myanmar–ADB Civil Society Advisory Group was established in 2015. It comprises representatives from pertinent local and international nongovernment organizations. Continued engagement with civil society on ADB strategies and operations will be critical for ADB's development effectiveness in Myanmar.

III. THE PROPOSED CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

10. The TA impact will be strengthened effectiveness of projects funded by development partners. The outcome will be the improved capacity of the government to implement projects.

B. Methodology and Key Activities

11. The TA will help improve government capacity for absorbing external development assistance and effectively implementing projects through three main outputs.

⁷ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

⁸ Seminal work on conflict sensitivity concerns in Myanmar operations has been supported under ADB. 2013. *Technical Assistance to the Republic of the Union of Myanmar for Capacity Development and Institutional Support*. Manila (TA 8244-MYA).

⁹ Government included in the 2015 Nay Pyi Taw Accord Action Plan the requirement of civil society representation in all sector working groups, related principles of technical cooperation, regular meetings with civil society and procedures for reporting, and proposed participation of Myanmar in the Global Partnership for Effective Development Cooperation, among other measures.

¹⁰ ADB. 2015. *Myanmar Civil Society Consultation and Participation Plan*. Yangon, prepared under ADB. 2012. *Technical Assistance to the Republic of the Union of Myanmar for Strengthening Civil Society Participation in ADB-Financed Operations*. Manila (TA 8289-MYA).

¹¹ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

12. **Output 1: Improved project cycle management.** The TA will help improve project management systems and capacity for project processing and administration (including procurement and financial management). It will achieve this by developing consistent procedures and practices where appropriate, and implementing capacity development programs in critical areas. It will contribute to the development of project readiness filters, establishment of service standard levels, improvement of advance actions, and greater transparency and accountability in public procurement and financial management. These activities will be embodied in manuals and guidelines. MOF and the Ministry of National Planning and Economic Development (MNPED) will be the key government counterparts for this output. The executing and implementing agencies with which international development finance agencies are engaged will be beneficiaries.

13. **Output 2: Stronger social safeguard systems.** The TA will help strengthen national social safeguard systems and capacity, specifically those concerning involuntary resettlement and indigenous peoples. It will achieve this by supporting MOECAAF (as the coordinator of social safeguard issues) to develop and monitor national systems, including through the establishment of a social safeguard unit; and by strengthening executing and implementing agency capacities to implement and monitor social safeguard activities, including the establishment of grievance redress mechanisms. Manuals and guidelines will be produced to support these activities. This output will benefit MOECAAF, central agencies, and executing and implementing agencies that international development finance agencies are engaged with.

14. **Output 3: Enhanced context sensitivity.** The TA will enhance context sensitivity embodied in development programs by bolstering awareness of and institutional capacity for civil society engagement, conflict-sensitive approaches, comprehensive communication strategies, and stakeholder consultations, particularly in relation to project and program design and implementation. These activities will build on ongoing work by ADB and other partners on the implementation of best-practice consultation and participation approaches in Myanmar, and will involve manuals and guidelines to support related activities. In particular, the TA will strengthen the capacities of central agencies and of the executing and implementing agencies involved in project implementation to carry out meaningful consultations with local populations on development projects, to formulate and implement communication strategies, and to engage constructively with civil society in project-affected areas.

15. **Risks.** The key risks to the TA are (i) changing government regulations and inadequate consultations with the development partner community, (ii) frequently changing counterpart staff, (iii) inadequate commitment and support by the government and other development partners to increase the alignment and harmonization of development plans and operational procedures, and (iv) low capacity of concerned agencies to provide timely data or information and feedback. The first three risks are considered minimal given ADB's strong development partnership with the government, and the demand for the TA activities from MNPED, MOF, and MOECAAF. In response to the fourth risk, ADB will assist in providing support and capacity development to improve data collection and monitoring.

C. Cost and Financing

16. The TA is estimated to cost \$2,050,000, of which \$2,000,000 will be financed on a grant basis by the Japan Fund for Poverty Reduction and administered by ADB. The government will provide counterpart support in the form of counterpart staff (salaries and per diem), local travel for site visits, logistical assistance to organize events, access to all relevant information, staff, data and reports, and other in-kind contributions. The TA will finance (i) expert inputs, (ii) costs

of training activities and other workshops, (iii) print and electronic resource materials, (iv) and other allowable expenditures as agreed by ADB (Appendix 2).

D. Implementation Arrangements

17. MNPED will be the executing agency for the overall TA, and the implementing agency for output 3. MOF will be the implementing agency for output 1, and MOECAAF the implementing agency for output 2. ADB's Myanmar Resident Mission will assist in TA implementation, in close collaboration with sector and thematic resources from ADB headquarters. The TA activities will be implemented in close consultation with key executing and implementing agencies involved in other projects supported by development partners. They will be delivered in close collaboration with other development partners (particularly international funding agencies such as JICA and the World Bank). Civil society and other key stakeholders will be involved. ADB staff, including social safeguard officers and portfolio officers from its headquarters, will contribute to events as resource persons.

18. The TA is anticipated to require 85 person-months of international and 50 person-months of national consulting services (Appendix 3). It is expected that the consultants will be engaged using individual consultant selection in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). Individual consultant selection, rather than through a firm, is appropriate in this instance because the TA involves multiple activities that are not necessarily interdependent and will require a varied range of consultants and services. However, where suitable, recruitment through a firm will be considered. To reduce the administrative burden—and improve economy, efficiency, and value for money—consulting services under the TA will be engaged on output-based (lump-sum) contracts wherever appropriate. ADB's Myanmar Resident Mission will administer the training, seminars, and conferences carried out under the TA. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Any procurement of goods and services will be in accordance with ADB's Procurement Guidelines (2015, as amended from time to time). The TA will be implemented from 1 January 2016 to 31 December 2018.

IV. THE PRESIDENT'S RECOMMENDATION

19. The President recommends that the Board approve ADB administering technical assistance not exceeding the equivalent of \$2,000,000 to the Government of Myanmar to be financed on a grant basis by the Japan Fund for Poverty Reduction for Capacity Development for Project Implementation.

DESIGN AND MONITORING FRAMEWORK

Impact of the TA is aligned with the 2013 Nay Pyi Taw Accord for Effective Development Cooperation for strengthened effectiveness of projects funded by development partners ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome Improved capacity of the government to implement projects	By 2019 a. Improved project disbursement ratios (10% compared with baseline 0% in 2014) b. Enhanced implementation of social safeguards and community engagement c. Service level standards in reviewing development assistance projects developed	a. Project portfolio performance indicators b. Project evaluation reports c. Project processing and portfolio management reports	Changing government ODA regulations and inadequate consultations with the development partner community Low resource availability within implementing agencies for capacity development absorption
Outputs 1. Improved project cycle management 2. Stronger social safeguard systems 3. Enhanced context sensitivity	By 2018 1a. Manuals and guidelines developed with agreed government–ADB project cycle procedures 1b. 10 training workshops held for executing agencies and apex agencies 2a. Social safeguard system procedures adopted by government 2b. Manuals developed and training activities implemented in executing agencies and implementing agencies 2c. Executing agencies and implementing agencies establish social safeguard units 2d. Central social safeguard unit established in government 3a. All ADB projects screened for context sensitivity 3b. Communication and	1a-b. Joint country portfolio review documentation and action plan 1a-b. Project processing documents 2a-d. Joint country portfolio review documentation and action plan 2a-d. Summary of consultation meetings and workshops with all stakeholders 2a-d. Aide-mémoires of strategy formulation mission, project review missions, and other project supervision activities 3a-c. Reports on the implementation of the consultation and participation plan	Inadequate commitment and support by the government and other development partners to increase the alignment and harmonization of development plans and operational procedures Frequently changing counterpart staff Low capacity of concerned agencies to provide timely data or information and feedback

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	stakeholder engagement strategies implemented for relevant projects 3c. Manuals developed and training activities implemented in executing agencies and implementing agencies	3a-c. Feedback from the Civil Society Advisory Group	

Key Activities with Milestones

1. Improved project cycle management

- 1.1 Identify capacity needs and required activities in the key operational areas (project administration, procurement, financial management, and monitoring and evaluation) by March 2016.
- 1.2 Consult stakeholders on the outline of required manuals and guidelines, and prepare and disseminate the manuals and guidelines by September 2016.
- 1.3 Design a capacity development program that reflects international good practice and builds on the manuals and guidelines, the ongoing ADB country program, and the JCPR 2015 by December 2016.
- 1.4 Implement the capacity development plans and related activities by September 2018
- 1.5 Lead the JCPR 2016, including consulting support, workshops, and overall coordination

2. Stronger social safeguards systems

- 2.1 Carry out an updated stock-taking exercise of existing initiatives in the key operational areas (involuntary resettlement and indigenous peoples), including under related ADB TA projects by April 2016.
- 2.2 Identify capacity needs in key operational areas to support government activities and development of a national social safeguard system by April 2016.
- 2.3 Prepare terms of reference and indicate resources for establishing a social safeguard unit within the ministry by June 2016.
- 2.4 Design a capacity development program that reflects international best practices, including relevant manuals and guidelines, by September 2016.
- 2.5 Implement the capacity development plans and related activities by September 2018.

3. Enhanced context sensitivity

- 3.1 Develop a plan to enhance the Myanmar Resident Mission's operational support to ongoing projects in the key operational areas of civil society engagement, conflict-sensitive approaches, and stakeholder consultations, building on the consultation and participation plan and related activities, by March 2016.
- 3.2 Design a capacity development program to develop capacities in executing agencies and implementing agencies in key related areas, including relevant manuals and guidelines, by September 2016.
- 3.3 Implement the capacity development plans, operational support, and related activities by September 2018.

TA Management Activities

The Myanmar Resident Mission will utilize its own resources (project administration unit, social safeguard officer, and civil society focal point) to manage the overall TA, in close coordination with the portfolio management teams, the social safeguard specialists, and other key resources from ADB headquarters.

Inputs

Japan Fund for Poverty Reduction: \$2,000,000

Note: The government will provide counterpart support in the form of counterpart staff (salaries and per diem), local travel for site visits, logistical assistance to organize events, access to all relevant information, staff, data and reports, and other in-kind contributions.

ADB staff as resource persons

ADB = Asian Development Bank, JCPR = joint country portfolio review, ODA = official development assistance, TA = technical assistance.

^a Government of the Republic of the Union of Myanmar. 2013. *Nay Pyi Taw Accord for Effective Development Cooperation*. Nay Pyi Taw.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN (\$'000)

Item	Amount
Japan Fund for Poverty Reduction^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	1,400.0
ii. National consultants	180.0
b. International and local travel	100.0
c. Reports, communication materials, and publications ^b	1.0
2. Training, seminars, conferences, and consultations ^c	
a. Facilitators and strategic communications	10.0
b. Training, seminars, materials, and conferences ^d	180.0
3. Surveys	9.0
4. Miscellaneous administration and support costs ^e	70.0
5. Contingencies	50.0
Total	2,000.0

Note: The technical assistance (TA) is estimated to cost \$2,050,000, of which contributions from the Japan Fund for Poverty Reduction are presented in the table above. The government will provide counterpart support in the form of counterpart staff (salaries and per diem), local travel for site visits, logistical assistance to organize events, access to all relevant information, staff, data and reports, and other in-kind contributions. The value of the government contribution is estimated to account for about 2.4% of the total TA cost.

^a Financed by the Japan Fund for Poverty Reduction.

^b This includes design and layout, printing, translation, data subscription, and awareness-raising materials.

^c This includes travel cost of civil servants when participating in learning programs, as necessary (e.g., training, workshops, seminars, mentoring visits).

^d This includes travel costs of Asian Development Bank staff when engaged as resource persons, as well as support services as per Strategy and Policy Department/ Budget, Personnel and Management Systems Department memo dated 26 June 2013.

^e This includes items such as photocopying, transportation, office rental and associated costs, and minor logistical expenses.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Purpose

1. The Government of Myanmar and the Asian Development Bank (ADB) seek to enhance the development impact of projects funded by development partners. The capacity development technical assistance (TA) will improve Myanmar's capacity to absorb development partner assistance through support in critical areas such as project administration, financial management and procurement, social safeguards, civil society engagement, conflict-sensitive approaches, and stakeholder consultations.

B. Scope

2. The TA will support a team of short-term international and national consultants to contribute to capacity strengthening in the above-mentioned key operational areas. The TA will require up to 85 person-months of international and 50 person-months of national consulting services. Consultants will be recruited by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time). Detailed terms of reference and consultant configurations will be prepared prior to implementation.

C. Improved Project Cycle Management

3. The TA will recruit a team of international technical specialists in the areas of project administration, project procurement, and project financial management (up to 24 person-months intermittently, from January 2016 to October 2018, with the number of persons to be specified). These consultants will be required to provide technical inputs to support development of a blue book that will guide government and ADB project cycle management, in consultation with other development partners, to enhance project implementation in the respective areas. The consultants should have a strong technical background and extensive working experience in the technical area required. The consultants should have working experience with multilateral development banks (preferably ADB) and government agencies involved in designing and implementing projects and TA. The consultants will prepare inputs to the blue book and related guidance material on the specific technical area as required. The international technical specialists will be supported by national technical specialists in related areas (up to 20 person-months intermittently, from January 2016 to October 2018, with the number of persons to be specified). More detailed terms of reference will be prepared for each international consultant prior to recruitment.

D. Strengthened Social Safeguards

4. The TA proposes to recruit two international consultants: (i) a social safeguard advisor (up to 4 person-months intermittently, from January 2016 to October 2018) to assist the Myanmar Resident Mission in guiding activities to develop national systems in the social safeguard area (involuntary resettlement and indigenous peoples) and to develop government capacities to implement these safeguard practices; and (ii) a social safeguard specialist (up to 12 person-months intermittently, from January 2016 to October 2018) to work closely with the Ministry of Environmental Conservation and Forestry and other development partners to develop social safeguards, national systems, and implementing guidelines. The consultants should have a strong technical background and extensive working experience in the technical area required. The consultants should have working experience with multilateral development banks (preferably ADB) and government agencies involved in designing and implementing

strategic programs and policy reforms. The consultants will prepare focused reports and related materials on the specific technical area as required. The international technical specialists will be supported by the resident mission's national social safeguard officer. More detailed terms of reference will be prepared for each international consultant prior to recruitment.

E. Enhanced Context Sensitivity

5. The TA proposes to recruit two international consultants: (i) a conflict sensitivity specialist (up to 12 person-months intermittently, from January 2016 to October 2018) to assist the resident mission in enhancing the conflict sensitivity of the ADB program in Myanmar, in raising the understanding of ADB staff on how to conduct and apply results of a conflict risk assessment, and to make the ADB Myanmar program better prepared for risks of conflict issues; and (ii) a consultation and participation specialist (up to 18 person-months intermittently, from January 2016 to October 2018), to support civil society engagement, specifically on conflict sensitivity approaches, in all ADB-financed activities in Myanmar, including overseeing implementation of ADB's consultation and participation plan. Both consultants will focus on developing the government's capacity in these areas. The consultants should have a strong technical background and extensive working experience in the technical area required. The consultants should have working experience with multilateral development banks (preferably ADB) and government agencies involved in designing and implementing strategic programs and policy reforms. The consultants will prepare focused reports and related materials on the specific technical area as required. The international technical specialists will be supported by a national consultation and participation specialist (up to 18 person-months intermittently, from January 2016 to October 2018). More detailed terms of reference will be prepared for each international consultant prior to recruitment.

F. Cross-Cutting Project Support

6. The TA proposes to engage up to 15 person-months of international and 12 person-months of national consultants (their numbers will be specified according to need) to provide advisory or technical support in the cross-cutting areas of overall TA implementation coordination and support, government liaison work, technical analysis, capacity development and training facilitation, and editing inputs to support the preparation of reports and manuals. The consultants should have the relevant technical background and solid working experience in the technical area required. The consultants should have working experience with multilateral development banks (preferably ADB) and government agencies involved in designing or implementing development assistance programs and projects. More detailed terms of reference will be prepared for each consultant prior to recruitment.