

TERMS OF REFERENCE FOR CONSULTANTS

FACILITATORS

A. BACKGROUND

1. The Office of the Special Project Facilitator (OSPF) is part of the Asian Development Bank's (ADB) Accountability Mechanism (AM) and provides a venue for people adversely affected by ADB-supported projects to voice and solve their problems. OSPF is also tasked to provide generic advice to project departments in their problem-solving activities. Within this framework, and with a significant increase of complaints in the last one year, including demand from ADB operations departments (ODs), OSPF prepared a knowledge and support technical assistance (KSTA) to (i) provide capacity development and training for country-level project implementation units and other counterparts and stakeholders engaged in project preparation/planning and implementation; (ii) strengthen the currently weak analytical base of measures and approaches that work most effectively to better understand good practice for grievance redress and problem-solving; and (iii) improve the ADB guidelines for problem-solving. OSPF developed a problem-solving guide in 2016 to support ADB operations staff and stakeholders in dealing with conflict and problem-solving. The guide aims to assist ODs in mitigating risks by pre-empting the need for complaints to be brought to the OSPF. After the successful launch of the training in seven countries across three regional departments, there is a high demand to conduct the training in other developing member countries (DMCs) in the next two years. The KSTA will also establish a functional network of practitioners together with counterpart international financial institutions (IFIs) in order to share experiences and lessons from complaint handling.

B. OBJECTIVES OF THE ASSIGNMENT

2. The facilitator is expected to (i) undertake analytical work to generate high quality knowledge products documenting the grievance redress mechanism (GRM) experience and identifying lessons on problem-solving to be used as training materials; (ii) attend the training of trainers on GRM and problem-solving; (iii) deliver the training and build the capacity to project implementation teams at the country- and/or regional-level to improve skills, knowledge and practice in problem-solving activities; and (iv) share lessons and experiences through presentations, group and round table discussions in the IFIs' regional network of practitioners forum.

C. SPECIFIC TASKS

3. The facilitator is expected to:

a. Undertake Analytical work and Case Study

- (i) Prepare and discuss with OSPF staff to finalize the analytical work and case study design (framework and method) adapting from the outline of past knowledge products published by OSPF;
- (ii) conduct consultations to obtain inputs from all the relevant stakeholders such as Government, contractors, ADB project staff, affected people, and complainants in the local GRM on the complaint handling and problem-solving process to

- determine lessons learned from the process including perceptions and further improvements, if any;
 - (iii) draft knowledge product to be submitted to OSPF for review;
 - (iv) develop suitable presentation formats and layout to produce a reader friendly knowledge product; and
 - (v) develop materials and learnings including lessons for sharing at the regional IFI network of practitioners.
- b. Assist in the Development of a Regional Training-of-Trainers on GRM and Problem-Solving**
 - (i) Propose and recommend to OSPF and international advisor additional topics and issues to be integrated into the training module based on field level complaint handling including teaching aids (agenda, working methods, procedures, handouts and evaluation forms, etc);
 - (ii) attend the regional training-of-trainers (TOT) on GRM and problem-solving; and
 - (iii) based on observations and individual performance evaluation of the training, recommend future revisions, changes or enhancement of the training including materials and cases.
- c. In-country GRM and Problem-Solving Capacity Building Workshop**
 - (i) Based on the tools and skills learnt from the TOT, the facilitator will deliver the training to project implementation teams, ADB project/operations staff at resident missions, consultants, contractors and other project stakeholders in collaboration with OSPF staff;
 - (ii) advise on background materials to be distributed;
 - (iii) work together with OSPF in finalizing the program;
 - (iv) submit the final report of the training; and
 - (v) based on observations and individual performance evaluation of the training, recommend future revisions, changes or enhancement of the training including materials and cases.
- d. Regional network of mediation and facilitation practitioners and IFI counterparts established**
 - (i) Compile materials for sharing experiences and lessons from complaint handling at the IFI practitioners network.

4. One of the international facilitators is expected to act as a team leader in coordinating the activities and workshops as specified in the terms of reference and ensure outputs compilation of other facilitators prior to submitting to OSPF.

D. EXPECTED OUTPUTS

4. Expected outputs are as follows:

- case study design (with framework, approach, schedule, and interview instruments);
- draft knowledge product for OSPF review;
- final knowledge product that would be disseminated in the DMCs;
- finalize training program and compile background materials for the country- and/or regional-level training together with OSPF;
- delivery of the training in the country- and/or regional-level;

- report on the training with recommendations for future revisions, changes or enhancement of the training including materials and cases if any; and
- case work presentation at the IFI practitioners network.

E. CONSULTANT REQUIREMENTS

5. A total of eight consultants will be recruited. The consultant should be a practitioner with strong training and facilitation background; excellent knowledge, experience and skills on problem-solving and able to impart with enthusiasm its practical application in participants' work demands. The consultant is expected to demonstrate high level of analytical skills for the assessments; skill in conducting interviews; ample experience on working in the region, including field experience; and the ability to prepare the required materials based on knowledge and exposure to ADB-assisted projects. The timing of different activities and logistics will be discussed and agreed upon with OSPF in the course of the assignment.

F. OSPF'S ROLE AND RESPONSIBILITIES

6. OSPF will provide necessary documents, contacts, and guidance in carrying out the above tasks.

G. TIME REQUIREMENT AND SCHEDULE

The assignment will require 60 days served intermittently between November 2018 to August 2020.

INTERNATIONAL ADVISOR

A. BACKGROUND

1. The Office of the Special Project Facilitator (OSPF) is part of the Asian Development Bank's (ADB) Accountability Mechanism (AM) and provides a venue for people adversely affected by ADB-supported projects to voice and solve their problems. OSPF is also tasked to provide generic advice to project departments in their problem-solving activities. Within this framework, and with a significant increase of complaints in the last one year, including demand from ADB's operations departments (ODs), OSPF prepared a knowledge and support technical assistance (KSTA) to (i) provide capacity development and training for country-level project implementation units and other counterparts and stakeholders engaged in project preparation/planning and implementation; (ii) strengthen the currently weak analytical base of measures and approaches that work most effectively to better understand good practice for grievance redress and problem-solving; and (iii) improve the ADB guidelines for problem-solving. OSPF developed a problem-solving guide in 2016 to support ADB operations staff and stakeholders in dealing with conflict and problem-solving. The guide aims to assist ODs in mitigating risks by pre-empting the need for complaints to be brought to the OSPF. After the successful launch of the training in seven countries across three regional departments, there is a high demand to conduct the training in other developing member countries (DMCs) in the next two years. The KSTA will also establish a functional network of practitioners together with counterpart international financial institutions (IFIs) in order to share experiences and lessons from complaint handling.

B. OBJECTIVES OF THE ASSIGNMENT

2. The international advisor is expected to (i) assess OSPF's experiences with handling complaints through reports and consultations with OSPF staff; (ii) undertake consultations with ODs and assess participants' feedback forms from the already completed trainings on GRM and problem-solving modules; (iii) from prior experience on complaint handling, recommend any revisions, changes or enhancement of the training including workshop materials and cases prior to the conduct of the training-of-trainers (TOT); (iv) lead and deliver the TOT on GRM and problem-solving; and (v) share lessons and experiences through presentations, group and round table discussions with OSPF.

C. SPECIFIC TASKS

3. The international advisor is expected to:

a. Undertake Analytical work and Case Study

- (i) Advise OSPF and the international facilitators on the framework, design, and procedure for the analytical work and case studies and
- (ii) provide guidance to all international facilitators in developing a reader-friendly knowledge product and materials for sharing at the regional IFI network of practitioners.

b. Development of a Regional TOT on GRM and Problem-Solving

- (i) Review the existing training modules on GRM and problem-solving;
- (ii) undertake consultations with ODs, assess participant's feedback forms from the already completed trainings on GRM and problem-solving modules and advise on background materials to be used for the training;

- (iii) suggest and incorporate broader issues and topics into the training module based on his/her previous experience in complaint handling across various IFI work;
- (iv) work together with OSPF in finalizing the program;
- (v) submit the final report of the training; and
- (vi) based on observations and individual performance evaluation of the training, recommend any future revisions, changes or enhancement of the training including workshop materials and cases.

c. In-country GRM and Problem-Solving Capacity Building Workshop

- (i) Based on training reports and recommendations received from international consultants after the in-country/regional training, the advisor will conduct a workshop and will lead discussions amongst the TA international facilitators team to propose changes and enhancement of training materials;
- (ii) compile in a cohesive and logical flow the proposed changes and enhancement of TA international facilitators for discussion with OSPF; and
- (iii) with OSPF, revise and finalize the training modules.

d. Regional network of mediation and facilitation practitioners and IFI counterparts established

- (i) In coordination with OSPF, prepare a brief on the proposed regional network of mediation and facilitation practitioners detailing its purpose and objectives, and target timelines for IFI counterparts' buy-in;
- (ii) compile the list of mediation and facilitation practitioners from other IFIs;
- (iii) spearhead the development or formation of the network by writing and sending invites to IFI counterparts;
- (iv) participate and work with OSPF in organizing and facilitating the first IFI practitioners network; and
- (v) after the event, prepare a report on outcomes, results, and agreements, if any.

D. EXPECTED OUTPUTS

4. Expected outputs are as follows:

- inputs and comments on methods, design, framework, and procedure for the analytical work and case studies;
- design of the TOT;
- compilation of training materials;
- delivery of the TOT;
- report on the TOT with recommendations for future revisions, changes or enhancement of the GRM and problem-solving modules including workshop materials and case studies, if any; and
- report on outcomes, results, and agreements from IFI regional practitioners network event.

E. CONSULTANT REQUIREMENTS

5. The international advisor should have excellent, state-of-the-art international knowledge of facilitation and mediation in conflict situations; a high level of analytical skills for the assessments and the case studies; ample experience in organizing and conducting training of trainers and coaching sessions; in-depth knowledge of other IFIs and their accountability systems; and the ability to prepare the required materials based on knowledge of ADB's project cycle and exposure to ADB-assisted projects.

F. OSPF's ROLE AND RESPONSIBILITIES

6. OSPF will provide necessary documents, contacts and guidance in carrying out the above tasks. The timing of different activities and logistics will be discussed and agreed with OSPF in the course of the assignment.

G. SCHEDULE

7. The assignment will be served intermittently for 2 person-months between September 2018 and August 2020.

TA COORDINATOR

A. BACKGROUND

1. The Office of the Special Project Facilitator (OSPF) is part of the Asian Development Bank's (ADB) Accountability Mechanism (AM) and provides a venue for people adversely affected by ADB-supported projects to voice and solve their problems. OSPF is also tasked to provide generic advice to project departments in their problem-solving activities. Within this framework, and with a significant increase of complaints in the last one year, including demand from ADB's operations departments (ODs), OSPF prepared a knowledge and support technical assistance (KSTA) to (i) provide capacity development and training for country-level project implementation units and other counterparts and stakeholders engaged in project preparation/planning and implementation; (ii) strengthen the currently weak analytical base of measures and approaches that work most effectively to better understand good practice for grievance redress and problem-solving; and (iii) improve the ADB guidelines for problem-solving. OSPF developed a problem-solving guide in 2016 to support ADB operations staff and stakeholders in dealing with conflict and problem-solving. The guide aims to assist ODs in mitigating risks by pre-empting the need for complaints to be brought to the OSPF. After the successful launch of the training in 7 countries across three regional departments, there is a high demand to conduct the training in other developing member countries (DMCs) in the next two years. The KSTA will also establish a functional network of practitioners together with counterpart international financial institutions (IFIs) in order to share experiences and lessons from complaint handling.

B. OBJECTIVES OF THE ASSIGNMENT

2. Based on the objective of the technical assistance (TA), the coordinator will provide all administrative, coordination, and logistical support for the (i) development of knowledge products documenting the grievance redress mechanism (GRM) experience; (ii) identifying lessons on problem-solving to be used as training materials; and (iii) organizing the following events: (a) in-country and regional workshops; (b) training-of-trainers (TOT) workshop; and (c) IFIs' regional network of practitioners' forum.

C. SPECIFIC TASKS

3. The coordinator will work with minimum supervision from OSPF and will be primarily responsible for all administrative, coordination, and logistic related work from planning, organizing, and implementation of the training workshops. S/he will also work with the international advisor and international facilitators on matters relating to the coordination of the development of the knowledge product including the workshops. The timing of different activities and logistics will be discussed and agreed upon with OSPF in the course of the assignment.

4. The coordinator is expected to:

- plan and design each of the in-country and regional workshops, TOT and IFIs' regional network of practitioners' forum (which would include identification of participants; drafting of the program; communicating with resource persons and facilitators);
- prepare the necessary logistics for the workshops;
- prepare and/or gather materials needed for the workshop from the resource persons;

- work on the logistics and pre-workshop administrative preparation (e.g., sending invites to participants, confirming participation, reserving the venue, etc.);
- be responsible for all travel-related arrangements of the workshop participants funded under the TA;
- ensure smooth workshop implementation;
- coordination in the development of the knowledge product, including liaison work with layout designers, editors, and proofreaders; and
- any other TA-related work designated by OSPF.

D. EXPECTED OUTPUTS

5. Expected outputs are as follows:

- inception report (2 weeks after notice-to-proceed);
- workshop design (including program and draft invite) and budget (at most, a month prior to each workshop);
- consolidated inputs from the workshops;
- consolidated inputs of the knowledge product (a week after each workshop); and
- complete liquidation report for each workshop (including, supporting documents for the funded participants)

E. MINIMUM QUALIFICATION REQUIREMENTS

6. The consultant is expected to have:

- bachelor's degree in any social sciences but preferably in Development Communication or Development Management;
- at least 10 years of work experience in coordinating multi-stakeholder consultations and outreach, organizing regional conferences and workshops, or other similar multisectoral consultative activities;
- has experience coordinating the production of knowledge products;
- experience in effectively interacting and consulting with various stakeholders in the development of knowledge products; and
- preferably, with a good understanding of safeguards and accountability mechanisms of international organizations.

F. TIME REQUIREMENT AND SCHEDULE

7. The assignment will require 8 person-months served intermittently between November 2018 to August 2020.