



# Technical Assistance Report

---

## **PUBLIC**

Project Number: 55266-001  
Knowledge and Support Technical Assistance (KSTA)  
September 2022

## Mainstreaming Citizen-Led Mechanisms for Inclusive, Resilient, and Sustainable Development Results

This document is being disclosed to the public in accordance with ADB's Access to Information Policy.

Asian Development Bank



## ABBREVIATIONS

ADB	–	Asian Development Bank
CSO	–	civil society organization
DMC	–	developing member country
NGO	–	nongovernment organization
NGOC	–	NGO and Civil Society Center
RCI	–	regional cooperation and integration
SDCC	–	Sustainable Development and Climate Change Department
TA	–	technical assistance

## NOTE

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

<b>Vice-President</b>	Woochong Um, Managing Director General (Office of the President) and Officer-in-Charge for the Office of Vice-President (Knowledge Management and Sustainable Development)
<b>Director General</b>	Bruno Carrasco, Sustainable Development and Climate Change Department (SDCC)
<b>Chief Thematic Officer</b>	Xiaohong Yang, Thematic Advisory Service Cluster (SDTC), SDCC
<b>Unit Head</b>	Haidy S. Ear-Dupuy, NGO and Civil Society Center (NGOC), SDCC
<b>Team leader</b>	Marina Best, Senior Social Development Specialist (Civil Society & Participation), NGOC, SDCC
<b>Team members</b>	Amelita C. de Dios, Associate Operations Analyst, SDTC, SDCC Ma. Catherine P. Malilay, Senior Operations Assistant, NGOC, SDCC Roselle S. Rasay, Senior Social Development Officer (Civil Society and Participation), NGOC, SDCC Jose Luis C. Syquia, Principal Public Management Specialist, Governance Thematic Group, SDCC

In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.



## CONTENTS

	Page
KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Outputs, Methods, and Activities	4
C. Cost and Financing	5
D. Implementation Arrangements	5
IV. THE PRESIDENT'S DECISION	6
APPENDIXES	
1. Design and Monitoring Framework	7
2. Cost Estimates and Financing Plan	10
3. List of Linked Documents	11



## KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 55266-001</b>	
<b>Project Name</b>	Mainstreaming Citizen-Led Mechanisms for Inclusive, Resilient, and Sustainable Development Results	<b>Department/Division</b>	SDCC/NGOC
<b>Nature of Activity</b>	Capacity Development, Research and Development	<b>Executing Agency</b>	Asian Development Bank
<b>Modality</b>	Regular		
<b>Country</b>	Regional		
<b>2. Sector</b>		<b>ADB Financing (\$ million)</b>	
✓ Multisector	ADB's corporate management, policy and strategy development		1.250
		<b>Total</b>	<b>1.250</b>
<b>3. Operational Priorities</b>		<b>Climate Change Information</b>	
✓ OP1: Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum)	0
✓ OP2: Accelerating progress in gender equality		Climate Change impact on the Project	Low
✓ OP6: Strengthening governance and institutional capacity			
✓ OP7: Fostering regional cooperation and integration		<b>ADB Financing</b>	
		Adaptation (\$ million)	0.000
		Mitigation (\$ million)	0.000
		<b>Cofinancing</b>	
		Adaptation (\$ million)	0.000
		Mitigation (\$ million)	0.000
<b>Sustainable Development Goals</b>		<b>Gender Equity and Mainstreaming</b>	
SDG 1.3		Effective gender mainstreaming (EGM)	✓
SDG 5.5			
SDG 8.2		<b>Poverty Targeting</b>	
SDG 10.2		General Intervention on Poverty	✓
<b>4. Risk Categorization</b>		Complex	
<b>5. Safeguard Categorization</b>		Safeguard Policy Statement does not apply	
<b>6. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>1.250</b>	
Knowledge and Support technical assistance: Regional Cooperation and Integration Fund		0.500	
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.750	
<b>Cofinancing</b>		<b>0.000</b>	
None		0.000	
<b>Counterpart</b>		<b>0.000</b>	
None		0.000	
<b>Total</b>		<b>1.250</b>	
<b>Currency of ADB Financing:</b> US Dollar			





## I. INTRODUCTION

1. This knowledge and support technical assistance (TA) will support the delivery of four of the seven Strategy 2030 operational priorities of the Asian Development Bank (ADB) by engaging with citizens and civil society organizations (CSOs) with a particular focus on reaching women, youth, the poor, vulnerable,<sup>1</sup> marginalized, and excluded groups: (i) operational priority 1 on addressing remaining poverty and reducing inequalities, (ii) operational priority 2 on accelerating progress in gender equality, (iii) operational priority 6 on strengthening governance and institutional capacity, and (iv) operational priority 7 on fostering regional cooperation and integration (RCI).<sup>2</sup>

2. The TA will support developing member countries (DMCs) in achieving stronger, more effective, and more sustainable development outcomes by providing the knowledge, forums, and tools to engage directly with citizens. It will provide operational support in five DMCs across Asia and the Pacific, working closely to integrate citizen engagement mechanisms into ADB-financed projects. The TA will also enhance engagement with CSOs across the region, building upon the recent work of the NGO (nongovernment organization) and Civil Society Center (NGOC) in updating the operations manual and the CSO sourcebook.<sup>3</sup>

3. The TA was endorsed by heads of departments through the endorsement of corporate priority TA projects in September 2021 and is included in the 2022 Management-approved results-based workplan of the Sustainable Development and Climate Change Department (SDCC).<sup>4</sup>

## II. ISSUES

4. Dialogue between citizens and governments is critical for transparency, good public decision-making, and strong governance.<sup>5</sup> Citizen engagement is necessary to ensure healthy and functioning societies. Positive links exist between citizen engagement and improved public service delivery, public financial management, governance, RCI, and social inclusion and empowerment. Citizen engagement practices are carried out across the region. However, there are often gaps in engagement, particularly for women, youth, the poor, vulnerable, and excluded groups.

5. Citizen engagement is key to achieving strong development effectiveness in ADB operations. It is generally understood as two-way interactions between citizens—as individuals and/or CSOs—and governments, the private sector, or regional organizations. Therefore, citizen engagement includes working with ADB's DMCs to include citizen participation throughout the project life cycle to assess priorities for interventions, improve design and implementation, and contribute to monitoring and evaluation. Engaging citizens and communities are essential for better development results by helping to identify issues early in projects; allowing for appropriate remedies to be developed; making projects and programs more relevant, which enhances overall effectiveness; generating cost efficiencies; and increasing project sustainability. Strengthening

---

<sup>1</sup> Vulnerable people refer to (as relevant for a particular project) ethnic minorities, hard-to-reach remote populations, migrants, and internally displaced and/or conflict-affected people, persons with disability, returning refugees, HIV/AIDS-affected individuals and households, the elderly, and households headed by women.

<sup>2</sup> ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

<sup>3</sup> (i) ADB. 2021. [Promotion of Engagement with Civil Society Organizations](#). *Operations Manual*. OM E4. Manila; (ii) ADB. 2021. [A Sourcebook for Engaging with Civil Society Organizations in Asian Development Bank Operations](#). Manila.

<sup>4</sup> The TA first appeared in the business opportunities section of ADB's website on 28 July 2022.

the connection between citizens and governments improves governance and accountability of local, national, and regional projects.

6. CSOs remain critical intermediaries for engaging with citizens. They are vehicles through which citizens—especially women, youth, the poor, vulnerable, and excluded groups—can aggregate interests, voice preferences, and exercise the power necessary to affect sustained change.<sup>5</sup> CSOs are often uniquely placed to complement DMC government programs and can directly reach the poorest, most vulnerable, and most excluded households through their local knowledge, on-the-ground presence, and tailored solutions. Despite the critical role CSOs play in many contexts, they face challenging operating environments and often have limited knowledge and access to officials, information, and systems.

7. Governments and multilateral development banks are being called upon to better engage citizens in policy processes and throughout the project life cycle. In 2013, the World Bank established the Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations, which focuses on governance and stakeholder engagement.<sup>6</sup> The framework complements previous World Bank work on participatory development, which covers the need for political and social analysis, clear feedback systems, citizen monitoring, and redress systems, with technology to play a central role in these areas. In 2018, the World Bank's Independent Evaluation Group conducted a review of the framework and found it was critical to raise awareness among staff on citizen engagement.<sup>7</sup> Recognizing that more work is needed to systematically integrate citizen engagement mechanisms into projects, other multilateral development banks (e.g., the Inter-American Development Bank, African Development Bank, and European Bank for Reconstruction and Development) have started focusing more on these issues. Citizen engagement was also a key focus of 2021 replenishment discussions for the International Development Association of the World Bank and may be raised in the upcoming Asian Development Fund replenishment discussions.

8. Significant scope exists to reach a broader range of citizens and systematically develop two-way communication throughout the project life cycle. For example, ADB's operations manual section C3<sup>8</sup> provides the following: (i) encourages consultation with, and participation by, stakeholders;<sup>9</sup> (ii) provides stakeholders with opportunities to engage in key stages of the country and regional strategy formulation, programming, and project cycles; and (iii) actively seeks, where appropriate, the cooperation of NGOs and other CSOs in formulating, designing, implementing, monitoring, and evaluating projects. The Safeguards Policy Statement (2009) also requires borrowers to conduct meaningful consultations with project-affected people and other concerned stakeholders. However, ADB's Independent Evaluation Department's review of the Safeguards Policy Statement focuses on the need to strengthen stakeholder engagement practices, highlighting gaps in supporting DMCs to conduct adequate stakeholder consultations throughout the project life cycle and establishing functioning project grievance redress mechanisms. Therefore, there is significant scope to take stock of existing practices across Asia and the Pacific, develop a framework for engagement across the project life cycle, assist DMCs in meeting various

<sup>5</sup> ADB defines CSOs as nonprofit organizations independent from the government, which operate around common interests. They vary in size, interests, and function, and include NGOs, youth groups, community-based organizations, independent academic and research institutes, professional associations, foundations, faith-based organizations, people's organizations, and labor unions.

<sup>6</sup> World Bank Group. 2014. [Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations](#). Washington, DC.

<sup>7</sup> World Bank Group. 2018. [Engaging Citizens for Better Development Results](#). Washington, D.C.

<sup>8</sup> ADB. 2010. [Incorporation of Social Dimensions into Operations](#). *Operations Manual*. OM C3. Manila.

<sup>9</sup> This includes government, executing and implementing agencies, clients and/or beneficiaries, and people affected by ADB projects.

corporate requirements and effectively reaching citizens (particularly women, youth, the poor, vulnerable, marginalized, and excluded groups), and support DMCs in integrating best practices into operations and improving overall development effectiveness.

9. Special care is needed to ensure that the voices of women, youth, the poor, vulnerable, and excluded groups are addressed. Considerable work is still needed to reduce the inequality of opportunities, enhance participation, and facilitate the inclusion of hard-to-reach groups in context-sensitive environments. For example, women and youth participation in decision-making remains limited, even within the context of citizens' groups, and more work is needed to analyze these trends and develop approaches geared specifically toward better inclusion. The TA will build on ADB's work on gender and youth,<sup>10</sup> recognizing the importance of creating space for the voices of women and youth across different arenas, while also addressing gender, social, and cultural norms that constrain their exercise of agency.

10. New digital tools and approaches for better citizen participation will be explored under the TA. Technology has the potential to fundamentally improve the relationship between citizens and their governments. It can serve as a critical intermediary for governments to engage directly with citizens and ensure feedback loops are completed. In operations, the use of technology is usually confined to websites, web portals, or digital messaging systems and often depends on the nature of the project, the size of the project area, the targeted geographical location, and the number and capacity of beneficiaries. While being careful not to perpetuate a digital divide, new and improved technologies can be explored to provide critical solutions to better engage stakeholders and reach a broader audience of citizens—including women, youth, the poor, vulnerable, marginalized, and excluded groups—throughout the project cycle.

11. Systematic monitoring and evaluation of citizen engagement can also be improved. Under pillar 2 of operational priority 6, the Strategy, Policy, and Partnerships Department reports on citizen engagement mechanisms adopted as a tracking indicator and flags the scorecard in the Corporate Results Framework; however, more work is needed to better define this indicator and the methodology used. The NGOC reports on meaningful CSO engagement, which has expanded opportunities for a deeper analysis and improved understanding of CSO engagement practices across ADB projects. The information obtained also supports tailored capacity building and improved tools for identifying opportunities to deepen meaningful CSO engagement (footnote 2). Such data and methodologies can also be employed in the context of the citizen engagement mechanisms indicator.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

12. The TA is aligned with the following impact: citizen engagement and collaboration with DMCs with a particular focus on women, youth, the poor, vulnerable, marginalized, and excluded groups across Asia and the Pacific enhanced.<sup>11</sup> The TA will have the following outcome: citizen-led mechanisms in ADB operations promoted.<sup>12</sup> It will provide DMC borrowers with the tools and knowledge to better integrate citizen voices in policies and projects, leading to better development

<sup>10</sup> ADB recognizes youth and youth-led organizations as important members of civil society. ADB started the youth initiative—ADB Youth for Asia—in 2013, to support young people in contributing effectively to development (<https://www.adb.org/who-we-are/ngos/youth-for-asia>).

<sup>11</sup> ADB. 2019. *Strategy 2030 Operational Plan for Priority 6: Strengthening Governance and Institutional Capacity, 2019-2024*. Manila.

<sup>12</sup> This will be achieved through the design and monitoring framework, which is in Appendix 1.

results and project designs. It will also build on NGOC's previous work of engaging CSOs in the development process.

## **B. Outputs, Methods, and Activities**

**13. Output 1: Policy and governance level interventions conducted.** The TA will contribute to enhancing citizen and government engagement in public accountability, transparency, and participation. It will also encourage people-to-people links across the region and subregions in line with regional cooperation objectives. The activities could include (i) regional and subregional public sector transparency events and dialogues linked to ADB-supported regional initiatives; (ii) people-to-people collaborations and regional or subregional policy dialogues to catalyze regional collective action by citizens and generate regional public goods;<sup>13</sup> (iii) meaningful youth engagement thematic case studies, along with guides, tools, and methodologies to generate knowledge on active youth citizenship and share knowledge through regional publications and events, such as the Asia Pacific Youth Symposium; (iv) reform programs to strengthen citizen engagement and enhance accountability and transparency in service delivery; and (v) digital tools to strengthen social accountability and contribute to responsive service delivery in DMCs. Activities conducted under output 1 will enhance the capacity of DMCs by raising awareness of citizen and civil society engagement and providing DMC officials opportunities to participate in cross-regional development activities. The TA will also support the tool that the Governance Thematic Group is developing for local monitoring of the Sustainable Development Goals; the tool will provide DMCs with enhanced service delivery. This output will support and be implemented alongside the Second Governance and Anticorruption Action Plan and the governance risk assessment activities in the TA to strengthen institutions and develop capacities towards enhancing service delivery,<sup>14</sup> as well as elements of operational priority 6 of the TA to support the implementation of Strategy 2030 operational plans.<sup>15</sup>

**14. Output 2: Citizen engagement mechanisms integrated into operations.** The TA will develop a Citizen Engagement Framework for DMCs as a strategic document for operational departments and DMC governments to better integrate citizen participation throughout the project cycle and will serve as a point of reference for the operational support identified under the TA. The framework will involve stocktaking practices of current citizen engagement mechanisms (e.g., consultation practices, citizen empowerment practices, grievance redress mechanism practices), including how DMCs currently seek and integrate the views of women, youth, the poor, marginalized, vulnerable, and excluded groups.<sup>16</sup> Alongside the framework, the TA will provide support to DMCs by developing operational tools for more effective and innovative citizen engagement throughout the project life cycle that can be readily implemented at scale. Activities could include (i) supporting upstream citizen engagement through country and regional civil society assessments; (ii) ensuring citizen participation in country partnership and regional strategies; and (iii) developing tools and methodologies to incorporate more effective citizen engagement mechanisms, particularly targeted at women, youth, the poor, marginalized, vulnerable, and excluded groups, across the project life cycle. The TA will build on ADB's work on gender and youth to strengthen the voices of citizens in policies and projects. Work under this

<sup>13</sup> Examples of innovative approaches to these dialogues include citizen-hackathons, youth solution-searches, localizing the Sustainable Development Goals' subregional shared learning events.

<sup>14</sup> ADB. 2020. [Technical Assistance for Institutional Strengthening and Capacity Development to Enhance Service Delivery](#). Manila.

<sup>15</sup> ADB. 2020. [Technical Assistance for Support to the Implementation of Strategy 2030 Operational Plans](#). Manila.

<sup>16</sup> Under the World Bank Framework, citizen engagement practices include meaningful consultations, grievance redress mechanisms, beneficiary feedback collection, collaboration with citizens, citizen led monitoring, social inclusion and empowerment, and capacity building.

output will also contribute to strengthening the process around measuring citizen engagement mechanisms adopted in ADB operations, which is monitored as a tracking indicator in the ADB Corporate Results Framework.<sup>17</sup>

### 15. **Output 3: Citizen engagement through civil society organizations increased.**

Recognizing the role of CSOs as critical intermediaries between citizens and DMC governments and the important role of CSOs in Strategy 2030, the TA will seek opportunities to better engage CSOs and will focus on women and youth organizations. Activities could include (i) knowledge events and dialogues to better connect DMCs, regional initiatives, CSOs, and ADB; (ii) CSO working groups for projects, DMCs, and/or regions on key ADB issues, particularly stakeholder engagement; (iii) activities to strengthen CSO cooperation networks with DMCs and resident missions;<sup>18</sup> (iv) support for innovative and replicable examples of CSO engagement in operations, including through small grants and knowledge generation and sharing; (v) improved and more user-friendly communications with CSOs; and (vi) support for country and regional CSO advisory groups.

## C. **Cost and Financing**

16. The TA financing amount is \$1,250,000, of which (i) \$750,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (\$250,000 TASF 7 and \$500,000 TASF-other sources) and (ii) \$500,000 will be financed on a grant basis by the Regional Cooperation and Integration Fund.<sup>19</sup> The key and eligible expenditure items are listed in Appendix 2, under which the Regional Cooperation and Integration Fund funding will not be used for ineligible expenditures such as civil works, procurement of large-scale equipment, and salary of permanent staff of the TA executing agency.

## D. **Implementation Arrangements**

17. ADB will administer the TA. The NGOC will carry out the overall administration and implementation of the TA. SDCC management will review the TA annual program and its progress every 6 months. The TA will be implemented in close collaboration with regional departments, including subregional RCI platforms, resident missions, and the CSO cooperation network with an implementation period of 30 months, from September 2022 to February 2025.

18. Implementation arrangements are summarized in the table.

<b>Implementation Arrangements</b>			
<b>Aspects</b>	<b>Arrangements</b>		
Indicative implementation period	September 2022–February 2025		
Executing agency	ADB		
Implementing agency	Sustainable Development and Climate Change Department through the NGO and Civil Society Center		
Consultants	To be selected and engaged by ADB		
	Individual experts International (ICS/SSS) and/or resource persons	51 person-months	\$573,000

<sup>17</sup> ADB. 2019. [ADB Corporate Results Framework, 2019-2024: Policy Paper](#). Manila.

<sup>18</sup> The CSO Cooperation Network was established in 2001 with regional departments and resident missions network anchors designated to support the work of NGOC and NGO cooperation.

<sup>19</sup> Established by ADB. Financing partner: the Government of Japan.

Aspects	Arrangements		
	Individual experts National (ICS/SSS) and/or resource persons	48 person-months	\$221,000
Non-consulting services	Outputs 1, 2, 3	Not applicable	ADB
Procurement	To be procured by ADB and/or consultant		
	Request for quotation, direct contracting, or shopping <sup>a</sup>	2–4 contracts	\$4,000 (TASF) \$20,000 (RCIF)
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		
Asset turnover or disposal arrangement upon TA completion	All assets and equipment procured under the TA will be handed over to the relevant developing member country beneficiary(ies), including selected civil society organizations after completion of the TA activities.		

ADB = Asian Development Bank, ICS = individual consultant selection, NGO = nongovernment organization, RCIF = Regional Cooperation and Integration Fund, SSS = single source selection, TA = technical assistance, TASF = Technical Assistance Special Fund

<sup>a</sup> Purchase of IT-related equipment, devices, and software licenses.

Source: ADB.

19. **Consulting services.** The TA will require primarily individual international and national consulting services in various fields related to engaging citizens and CSOs. The TA will finance events, consulting services, report preparation, communications, workshops, and new tools. Resource persons will be required to provide qualitative and quantitative inputs supporting and supplementing the TA work and the results presented during the workshops and meetings with stakeholders. Output-based or lump-sum contracts will be considered, as applicable. ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.<sup>20</sup>

20. **ADB's procurement.** Procurement will follow the ADB Procurement Policy (2017, as amended from time to time) and the Procurement Regulations for ADB Borrowers (2017, as amended from time to time).

21. **Social media and websites.** The TA project will use the ADB-supported website and social media channels to disseminate TA-related reports and knowledge products and will follow the ADB Guidelines on Social Media and the Branding Tool Kit.<sup>21</sup> SDCC's NGOC, in close coordination with relevant departments, will improve communication tools that will strengthen collaboration between DMCs and civil society, enhance citizen engagement, and improve access to information for DMCs and civil society. Following the TA, tools will be maintained through NGOC's internal budget resources. The terms of reference for consultants (individual) will be based on a detailed scope of work that will be determined during TA implementation, in consultation with ADB's Department of Communications.

#### 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 \$1,250,000 on a grant basis for Mainstreaming Citizen-Led Mechanisms for Inclusive, Resilient, and Sustainable Development Results, and hereby reports this action to the Board.

<sup>20</sup> Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

<sup>21</sup> ADB (Department of External Relations). 2015. Guidelines on Social Media at ADB. 15 September (internal); and ADB. 2014. *Branding Tool Kit: Visual Identity Guidelines of the Asian Development Bank*. Manila.





Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
3. Citizen engagement through civil society organizations increased	<p>2c. By 2025, at least five innovative and gender-responsive citizen engagement mechanisms supported (2021 baseline: 0) (OP1.3.3, OP2.3.2, OP6.2.4)</p> <p>3a. By 2024, capacity of at least 20 CSO representatives, including youth civil society groups and at least 50% women, to work with ADB and DMCs improved (2021 baseline: 0) (OP1.3.3)</p> <p>3b. By 2025, civil society groups, including youth groups, in at least five DMCs mapped and a database of key CSOs published, including organizations of women, youth, and vulnerable groups (2021 baseline: 0) (OP1.3.3, OP2.3.2)</p> <p>3c. By 2025, five CSO Advisory Groups in DMCs, including at least one youth organization and one women's organization, established, or supported (2021 baseline: 0) (OP2.3.2)</p> <p>3d. By 2023, quarterly CSO working group meetings, including youth and women's organizations, initiated, and held in at least five DMCs (2021 baseline: 0) (OP2.3.1)</p>	<p>2c. Citizen Engagement monitoring reports, TA consultant final reports</p> <p>3a. Published knowledge product, pre- and post-project survey of CSOs</p> <p>3b. CSO database</p> <p>3c. CSO Advisory Group event reports</p> <p>3d. CSO Working Group meetings minutes</p>	
<b>Key Activities with Milestones</b> <p><b>1. Output 1: Policy and governance level interventions conducted</b></p> <p>1.1 Organize the first regional and/or subregional dialogue (Q4 2022).</p> <p>1.2 Support the first operation employing governance or PFM-related citizen engagement mechanisms (Q4 2023)</p> <p>1.3 Fund system test for the GOV-TG SDG monitoring tool (Q1 2024)</p> <p><b>2. Output 2: Citizen engagement mechanisms integrated into operations</b></p> <p>2.1 Publish the Citizen's Engagement Strategic Framework (Q2 2023)</p> <p>2.2 Implement the first operations demonstrating multiple Citizen Engagement Mechanisms (Q4 2023)</p> <p>2.3 Publish the ADB Citizen Engagement indicator implementation guidelines (Q2 2023)</p> <p><b>3. Output 3: Citizen Engagement through CSOs increased</b></p> <p>3.1 Prepare and share knowledge product targeted at CSOs (Q2 2023)</p>			



- 3.2 Map key CSOs and complete database (Q4 2024)
- 3.3 Organize first quarterly CSO working group meeting (Q4 2022)
- 3.4 Select members for the new CSO advisory group (Q3 2022)

#### **TA Management Activities**

Regular reporting and supervision.  
Engage consultants and manage contracts.  
Ensure preparation of timely progress and financial reports

#### **Inputs**

Asian Development Bank: \$750,000 (\$250,000 TASF 7 and \$500,000 TASF-other sources)  
Regional Cooperation and Integration Fund: \$500,000

A = assumption, COVID-19 = coronavirus disease, CSO = civil society organization, DMC = developing member country, GAP = gender action plan, GOV-TG = Governance Thematic Group, IPSA = initial poverty and social analysis, N/A = not applicable, OP = operational priority, PFM = Public Financial Management, Q = quarter, R = risk, RRP = report and recommendation of the President, SDG = Sustainable Development Goal, SPRSS = summary poverty reduction and social strategy, TA = technical assistance.

<sup>a</sup> ADB. 2019. Strategy 2030 Operational Plan for Priority 6: Strengthening Governance and Institutional Capacity, 2019-2024. Manila.

#### **Contribution to Strategy Operational Priorities:**

The expected values and methodological details for all OP indicators to which this TA will contribute results are detailed in Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents in Appendix 3).

Source: Asian Development Bank.

## COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
<b>A. Asian Development Bank <sup>a</sup></b>	
1. Consultants <sup>b</sup>	
a. Remuneration and per diem	
i. International consultants	336.0
ii. National consultants	143.0
b. Out-of-pocket expenditures	
i. International and local travel	60.0
ii. Miscellaneous administration and support costs	31.0
2. Goods (rental and/or purchase) <sup>c</sup>	4.0
3. Surveys <sup>d</sup>	60.0
4. Training, seminars, and conferences <sup>e</sup>	46.0
5. Miscellaneous administration and support costs <sup>f</sup>	10.0
6. Contingencies	60.0
<b>Subtotal (A)</b>	<b>750.0</b>
<b>B. Regional Cooperation and Integration Fund <sup>g</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	237.0
ii. National consultants	78.0
b. Out-of-pocket expenditures	
i. International and local travel	60.0
2. Goods (rental and/or purchase)	20.0
3. Training, seminars, and conferences	45.0
4. Miscellaneous administration and support costs	20.0
5. Contingencies	40.0
<b>Subtotal (B)</b>	<b>500.0</b>
<b>Total</b>	<b>1,250.0</b>

Note: The technical assistance (TA) is estimated to cost \$1,250,000, of which contributions from Asian Development Bank and Regional Cooperation and Integration Fund are presented in the table.

<sup>a</sup> Financed by Asian Development Bank's Technical Assistance Special Fund (\$250,000: TASF 7; and \$500,000: TASF-other sources).

<sup>b</sup> Includes consultant remuneration, travel-related expenses, translation costs, subcontracts (as needed for surveys or field works), and insurance. Lump-sum payments and output-based contracts will be considered under the TA. Fixed or lump-sum out-of-pocket expenses will be considered for administrative efficiency and a simplified disbursement process.

<sup>c</sup> Includes office equipment and software. All assets and equipment procured under the TA will be handed over to the executing agency and/or donated to the local government unit or selected civil society organizations after completion of the TA activities.

<sup>d</sup> Includes related costs for researchers and support costs for preparing analytical work and studies.

<sup>e</sup> Includes honoraria, per diem, airfare, and miscellaneous travel expenses of resource persons to and from ADB member and, possibly, nonmember countries to participate in regional knowledge and capacity development events, presentations, and civil society meetings or forums. It also includes travel costs for ADB staff as resource persons in international or regional workshops, conferences, and forums; participation of other resource persons; and other capacity-building support. It may also include (i) travel costs for ADB staff to provide administrative or secretariat support services for the implementation of regional training activities (workshops, seminars) for the regional TA in accordance with ADB (Budget, Personnel and Management Systems Department; and Strategy and Policy Department). 2013. Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget Memorandum. 26 June (internal); and (ii) reasonable expenses for representation and costs of entertainment, tours, souvenirs, and gifts related to TA knowledge events. The cost of representation will be kept at minimal level and should follow ADB's guidelines for representation provided in ADB. 2010. Representation. Administrative Orders. AO 4.03. Manila.

<sup>f</sup> Includes cost for subscription, software licenses, editing, printing, translation, typesetting, other relevant publishing expenses, and Office 365 licenses for consultants.

<sup>g</sup> Established by Asian Development Bank. Financing partner: the Government of Japan.

Source: ADB estimates.

### **LIST OF LINKED DOCUMENTS**

**<http://www.adb.org/Documents/LinkedDocs/?id=55266-001-TAReport>**

1. Terms of Reference for Consultants
2. Contribution to Strategy 2030 Operational Priorities