

KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 50364-002	
Project Name	Deepening ADB–Civil Society Engagement in Selected Countries in Central and West Asia, East Asia, and the Pacific (Subproject 1)	Department /Division	SDCC/NGOC
Nature of Activity	Capacity Development	Executing Agency	Asian Development Bank
Modality	Regional, Subproject		
Country	REG (All DMCs)		
2. Sector		Subsector(s)	
✓ Public sector management	Public administration		ADB Financing (\$ million)
			0.40
		Total	0.40
3. Strategic Agenda		Subcomponents	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change Information	
		Climate Change impact on the Project	Low
4. Drivers of Change		Components	
Governance and capacity development (GCD)	Civil society participation	Gender Equity and Mainstreaming	
Partnerships (PAR)	Civil society organizations Implementation	Some gender elements (SGE)	✓
5. Poverty and SDG Targeting		Location Impact	
Geographic Targeting	No	Regional	High
Household Targeting	No		
SDG Targeting	Yes		
SDG Goals	SDG10		
6. Risk Categorization Risk Categorization does not apply			
7. Safeguard Categorization Safeguard Policy Statement does not apply			
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.40	
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.40	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.40	

PN 50364-002: Deepening ADB-Civil Society Engagement in Selected Countries in Central and West Asia, East Asia, and the Pacific (Subproject 1)

A. Background and Rationale

1. Asian Development Bank's (ADB) 1987 policy paper, *Cooperation between Asian Development Bank and Nongovernment Organizations*, established a broad framework of cooperation between ADB and nongovernment organizations (NGOs) and addressed a range of operational and institutional implications recognizing civil society organizations (CSOs) and NGOs as key stakeholders in its operations. In addition, strategic priorities defined in the Midterm Review Action Plan of ADB's Strategy 2020 (MTR-AP) reaffirm the policy commitment to enhanced collaboration with CSOs, and calls for their active participation in the design and implementation of projects, and in the monitoring of project activities and outputs.¹

2. In 1998, a new policy on cooperation with NGOs was adopted which provides specific framework for action on working with NGOs.² While substantive progress on CSO engagement in ADB has been achieved since the adoption of the 1998 policy, several internal and external constraints still impede progress in optimizing meaningful CSO participation. Two external constraints identified include gaps in skills and resources among CSOs to engage effectively with ADB and challenging environments in some developing member country (DMC) authorities to work with CSOs (often due to lack of understanding, trust, regulatory environment and CSOs' administrative weaknesses). Internally, ADB resources allocation, capacity, and incentives to optimize cooperation with CSOs can also be insufficient. This can lead to missed opportunities for ADB to leverage CSOs' knowledge and expertise.

3. Addressing the external and internal constraints to ADB–CSO engagement and deepening this engagement is timely in light of the ADB's renewed commitment to partner with other development actors in ADB's proposed Road to 2030: ADB's New Strategy.³ To engage deeper with civil society and align its future directions more closely with the Sustainable Development Goals (SDGs), ADB can improve support to DMCs through investments in human needs, infrastructure, and cross-border public goods to eradicate poverty and strengthen sustainable development.⁴ To respond to the changing development landscape in a rapidly evolving Asia and the Pacific region, ADB recognizes the importance of engaging more effectively with civil society and project beneficiaries to ensure that its development services are inclusive, and contribute to the achievement of the SDGs. Experience shows that effective CSO participation has not only improved the quality of ADB's development services, but has also substantively contributed to making them more inclusive by building on principles that place people, particularly the poor and marginalized, at the center of the development process.

4. The TA cluster PN 50364–001: Deepening Civil Society Engagement for Development Effectiveness, approved on 27 November 2017, seeks to support ADB's corporate strategic directions and enable the Sustainable Development and Climate Change Department (SDCC) to help the ADB's regional departments operationalize them through more constructive engagement with civil society. The TA cluster will focus on the external constraints that have been identified and will also demonstrate new ways of engaging with civil society through operationalizing ongoing improvements in ADB's internal business processes (internal constraints).

¹ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of Transforming Asia and the Pacific*. Manila.

² Updated: ADB. 1998. *Cooperation Between Asian Development Bank and Nongovernment Organizations*. Manila.

³ ADB is preparing a new strategy to respond to the changes brought about by a rapidly evolving Asia and the Pacific. See <https://www.adb.org/about/policies-and-strategies/new-strategy>

⁴ ADB. 2015. *Statement at the UN Sustainable Development Summit, 27 September 2015* (as drafted). New York.

5. The TA cluster will contribute to the improved delivery of inclusive development services in selected DMCs, in support of the SDGs, by contributing to stronger CSO participation in ADB operations. The three outputs of the TA cluster are:

Output 1: Capacity for effective CSO engagement in the design, implementation, and monitoring of ADB projects improved.

Output 2: Demonstration activities through effective CSO engagement conducted.

Output 3: Knowledge products about effective CSO engagement in ADB operations generated and shared.

6. Subproject 1 (SP1) is the first of three subprojects planned under the TA cluster. SP1 will focus on selected countries in three ADB regional departments: East Asia Department (EARD), Central and West Asia Department (CWRD), and Pacific Department (PARAD).⁵ Subproject 2 (SP2) will expand the TA activities into selected countries in the South Asia Department (SARD) and Southeast Asia Department (SERD), plus additional countries in PARAD, while Subproject 3 (SP3) will upscale and expand ongoing activities under SP1 and SP2. The TA cluster approach allows for a staging of complementary activities, bundled under subprojects and sequenced to allow for adequate planning and design of activities, mobilization of resources, and scheduling of funding. The TA cluster approach also allows for flexible upscaling of successful outputs and alignment of donor funding with subproject design. The three subprojects are envisioned to deliver activities and outputs individually, which will contribute to the above TA cluster outputs, and will collectively strengthen and enhance the likelihood of achieving desired performance targets as outlined in the design and monitoring framework.

7. In preparation for SP1, fact finding and country consultations were undertaken by ADB's NGO and Civil Society Center (NGOC) in Timor-Leste (29 May–1 June 2017), Mongolia (three visits from late May through early August), Georgia (1–6 August) and Vanuatu (28 June–1 July 2017). During this process, representatives of key stakeholders (government agencies, CSOs, and ADB staff) were interviewed to inform them about the SP1 design, including: (i) identifying capacity development gaps/training needs to increase CSO engagement among ADB staff, and relevant CSOs and government agencies; (ii) identifying high priority projects/activities for SP1; and (iii) briefing and consulting with relevant government agencies on the proposed TA cluster demonstration activities. In addition, the NGOC, together with PARAD, delivered a knowledge event on engaging CSOs in Samoa, from 11 to 13 September 2017. The training assembled 42 participants comprising ADB staff and consultants, CSOs, and government representatives from Pacific DMCs. The knowledge event further served as a dialogue for ADB, CSOs, and government to recommend ways to deepen CSO participation in the ADB programs in the Pacific. Overall, the missions were also undertaken for the purpose of identifying good practices of effective CSO and government engagement and exploring the aspirations of DMC officials demonstrating willingness to engage.

B. Scope of the Subproject

8. SP1 will support a range of activities to address the external barriers, by building the knowledge and skills of government and CSOs to cooperate and establish collective objectives

⁵ In two of the regional departments (CWRD and EARD), one representative single country has been selected for SP1. In PARAD, a regional approach has been adopted for SP1.

through ADB-financed programs and projects. The first subproject will initiate the project and lay the groundwork for subprojects 2 and 3. SP1 will focus on selected countries in three regional departments, namely: CWRD, EARD, and PARD. In particular the focus countries will be Georgia (CWRD), and Mongolia (EARD). A regional approach will be adopted in PARD by identifying key projects as points of entry. Activities will focus in these countries and region, but the subproject will not necessarily exclude any other ADB member countries. SP1 supports the three outputs of the TA cluster. It will undertake a participatory design of the enhanced CSO engagement program and commence implementation of in-country capacity building and CSO engagement programs for Year 1 of the implementation period.

9. SP1 will also complement ADB's ongoing internal initiatives, including those launched under MTR-AP which aims to address barriers to achieving higher levels of CSO engagement in ADB operations.⁶ The barriers include ADB's own business processes and procedures which are insufficient to stimulate higher levels of CSO engagement, limited incentives to engage CSOs,⁷ the need to strengthen the ADB's CSO Cooperation Network comprising of bankwide CSO focal persons under regional departments,⁸ and the knowledge and experience of staff which may constrain the quality of CSO engagement especially at the design stage of projects.⁹

10. SP1 will also help prepare the initial design for SP2 under the TA cluster. This includes initial planning and designs for SARD and SERD pilot countries for SP2, and seeking additional funding for full implementation of SP2 and SP3. SP1 will explore innovative ways to upscale partnerships and demonstrate CSO engagement, one of which will be through mobilizing other funding sources.

C. Impact, Outcome, and Outputs

11. SP1 will contribute to the achievement of the expected impact of the TA cluster: delivery of inclusive development services in selected DMCs improved (SDG10).¹⁰ This aligns with the direction of the ADB's Midterm Review of Strategy 2020.¹¹

12. The outcome of SP1 is that CSO participation in ADB operations is strengthened. The design and monitoring framework (DMF) for SP1 is given in Appendix 1. The outcome will be delivered through outputs aligned with the TA cluster as follows:

a. **Output 1: Capacity building products and services for CSOs and government agencies on effective CSO engagement in ADB projects delivered**

13. Output 1 of SP1, supporting output 1 (capacity building) of the TA cluster, comprises a

⁶ Barriers have been identified in the findings of the fact finding missions and in published and unpublished reports including: ADB. 2014. *ADB Cooperation with Civil Society Biennial Report 2011–2012*. Manila; ADB. 2015. *How Does ADB Engage Civil Society Organizations in Its Operations? Findings of an Exploratory Inquiry in South Asia*. Manila; ADB. 2015. *Internal Brief: Engagement of NGOs/CSOs in SARD Operations: Issues for Consideration by ADB*. Manila; Bhargava, V. 2016. Proposed Strategic Directions for ADB–CSO Engagement, 2016–2030: A Discussion Note. Unpublished report under RETA 8595.

⁷ ADB. 2015. *Internal Brief: Engagement of NGOs/CSOs in SARD Operations: Issues for Consideration by ADB*. Manila

⁸ Bhargava, V. 2016. Proposed Strategic Directions for ADB-CSO Engagement, 2016–2030: A Discussion Note. Unpublished report under RETA 8595

⁹ ADB. 2013. *Technical Assistance for Civil Society Participation for Development Effectiveness*. Manila.

¹⁰ SDG 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

¹¹ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of Transforming Asia and the Pacific*. Manila.

range of capacity building activities aimed at improving the engagement of CSOs in ADB projects. Activities under Output 1 include: (i) assessment of capacity building needs and training gaps of relevant government agencies and CSOs in SP1 DMCs in CWRD, EARD, and PARD; (ii) assessment of capacity building needs of relevant ADB staff in order to design for higher levels of CSO engagement in ADB projects;¹² (iii) development of curricula, training programs, and interactive capacity building dialogue events (such as focus group/roundtable discussions) on CSO engagement, tailored and differentiated between CSOs and government agency staff; and (iv) delivery of curricula, training programs, and focus group/roundtable discussions on CSO engagement for government staff and CSOs.

b. Output 2: Good practice on the contribution of CSO participation to improving the quality of ADB operations disseminated

14. Output 2 of SP1, supporting output 2 and output 3 (demonstrations activities and knowledge products) of the TA cluster, comprises a package of activities designed to highlight and demonstrate good practices on the contribution of CSO participation to improving project operations. Activities under this output will specifically apply inclusive and participatory approaches and include: (i) conduct an in-depth assessment of CSO engagement in ADB operations and in-country development projects; (ii) develop ADB–CSO–country cooperation frameworks and action plans;¹³ (iii) integrate knowledge and expertise of CSOs into sector and country assistance strategies in selected regional departments and DMCs; (iv) design guidelines for CSO engagement to enhance sector operations, particularly focusing on the portfolio of the DMCs covered in SP1;¹⁴ and (v) prepare and disseminate a package of knowledge products and services about ADB–CSO cooperation, using multi-media platforms, networking events which demonstrate CSO cooperation, educational tours, and region-specific guides about CSO engagement.

c. Output 3: Institutional linkages to facilitate increased CSO engagement strengthened

15. Output 3 of SP1 will strengthen institutional linkages to facilitate increased CSO engagement in ADB operations. It directly supports output 2 (demonstration projects) under the TA cluster. Activities will include: (i) engaging national consultants in Mongolia Resident Mission and Georgia Resident Mission, to provide increased resources to facilitate linkages between project design and CSO-facing staff; (ii) through working with project officers and other operational staff, identification of projects and design of activities for higher levels of CSO engagement in the ADB ongoing and pipeline portfolio of projects in each SP1 DMC; (iii) identification of potential activities to be undertaken by CSOs in parallel to ADB project activities designed to synergize and complement project outputs; and (iv) supporting ongoing project operations in deepening CSO engagement and support for the involvement of CSOs in the design, implementation, and monitoring of project activities and outputs, with small-scale funding being made available under SP1 to facilitate this CSO engagement.

¹² While TA funds will not be used for ADB staff capacity building, an independent assessment of ADB staff capacity to engage effectively with CSOs, which will feed into a ADB funded staff capacity building program, is considered an appropriate action alongside other activities funded under the TA.

¹³ Outlining strategies and actions for ADB–CSO–government cooperation, as distinct from participation plans for any one project, will be prepared in Georgia and Mongolia.

¹⁴ For example, in PARD, the focus will likely be on climate change and disaster risk management, water and sanitation, transport (road safety), and gender.

d. Output 4: CSO knowledge and perspectives on ADB operations generated.

16. Output 4 of SP1, supports output 2 and output 3 (demonstration activities and knowledge generated and shared) of the TA cluster, aims to enhance CSO knowledge assimilation through establishment of advisory committees at regional and national levels. This SP1 output will initiate long term (to be continued in SP2 and SP3) activities to support achievement of the outcome of the TA cluster. A holistic monitoring and routine review of the progress of the TA cluster and internal ADB business process reforms is envisaged in order to continue to enhance TA cluster activities and ADB's institutional support and business process to achieve higher levels of CSO engagement. Activities under this output include: (i) establishment of the External Advisory Committee (EAC), consisting of national and international CSOs, ADB regional department, and SDCC representative staff, who will meet as a committee at least twice during SP1's implementation.¹⁵ The EAC would be charged with conducting reviews, comparative studies facilitating discussions and providing advice to stimulate higher levels of CSO engagement in operations in consultation with CSOs, governments, and ADB operations; and (ii) a Country Advisory Committee (CAC) consisting of 3–5 CSOs with existing capacity relevant to the ADB country portfolio to assist resident mission staff and project officers review and provide advice on CSO cooperation in programs and projects, and how wider CSO activities may complement these, will be established and supported in all SP1 countries. Further, terms of reference will be developed in cooperation with country offices during the implementation of SP1.

D. Cost and Financing

17. SP1 is estimated to cost \$400,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF–6). Funds will be administered by NGOC in SDCC, ADB. The cost estimates have been built up based on current assessments of CSOs' and governments' capacity and implementation requirements of the activities and outputs. The cost estimates and financing plan are in Appendix 2.

E. Implementation Arrangements

18. **Implementing agencies and coordination.** ADB, through the Thematic Advisory Service Cluster (SDTC), SDCC is the executing agency. SP1 will be managed by the NGOC within SDTC in close coordination with dedicated staff, allocated to support implementation or act as resources persons, from ADB headquarters and field offices of CWRD, EARD, and PARD. SARD and SERD staff will also participate in TA activities including acting as resources persons and in the initial preparation of SP2.

19. **Consultant recruitment and partnerships.** Output-based and/or lumpsum contracts will be considered for all consulting services, but time-based contracts will be used as appropriate. All consultants under SP1 will be engaged in accordance with ADB's Procurement Policy (2017, as amended from time to time) and the associated project administration and/or staff instructions. The TA will separately require up to 8 person-months of international and up to 56 person-months of national consultants. The services of national and international consultants will be recruited to strengthen the design and delivery of selected capacity building activities and knowledge products. To support the implementation of the EAC and CAC, an international NGO will be engaged as a consulting firm to provide secretariat and technical support. The TA may also demonstrate new business processes as they become available including operational

¹⁵ Additional ADB and government staff may be asked to participate in EAC meetings on an ad hoc basis.

partnerships non-consulting services with CSOs¹⁶ and small granting mechanisms. Appendix 3 contains the outline terms of reference for consultants to be engaged under SP1.¹⁷

20. **Works and equipment procurement.** Procurement of works and/or equipment will be in accordance with the Procurement Guidelines (2015, as amended from time to time).

21. **Disbursement.** Disbursements under the TA will be in accordance with ADB's Technical Assistance Disbursement Handbook (2010, as amended from time to time).

22. **Monitoring.** NGOC will report on the progress of SP1 and of individual pilot projects against the DMF through established project performance management systems.

23. **Indicative implementation schedule.** SP1 is expected to be implemented over a period of 21 months, from December 2017 to December 2019, and includes the following key activities:

- Commencement, initial recruitments inception and detailed planning: January 2018 to February 2018
- Capacity development for effective CSO engagement: April 2018 to March 2019
- Good practice activities/knowledge products on CSO engagement: April 2018 to June 2019
- Identification of opportunities for CSO engagement: April 2018 to December 2018
- CSO knowledge and advice incorporated into ADB operations: February 2018 to June 2019

F. Recommendations

24. Pursuant to para. 36 of the Staff Instruction on Business Processes for Knowledge and Support Technical Assistance of OM Section D12, your approval is requested for the implementation of the proposed Deepening ADB–Civil Society Engagement in Selected Countries in Central and West Asia, East Asia, and the Pacific (Subproject 1) as part of TA Cluster PN 50364-001: Deepening Civil Society Engagement for Development Effectiveness in an amount not exceeding the equivalent of \$400,000 on a grant basis from the ADB's Technical Assistance Special Fund (TASF–6).

¹⁶ SDCC, working closely with SPD, OSFMD, and OGC, is preparing under the MTR Action Plan item 2.31 a revision of OME4 and associated Staff Instructions and guidelines for operational partnerships with CSOs.

¹⁷ Output-based/lumpsum contracts will be considered for consulting services.

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Risks
	<p>learning and knowledge products from three regional departments, by December 2019 (2017 baseline: 1)</p> <p>2c. Three country-, regional- and/or sector-specific engagement guides for CSOs, ADB project development staff, and government agencies developed, by December 2019 (2017 baseline: 1)</p>		
<p>3. Institutional linkages to facilitate increased CSO engagement strengthened</p> <p>4. CSO knowledge and perspectives on ADB operations generated</p>	<p>3a. 5 project CSO-participation plans completed, by December 2019 (2017 baseline: 0)</p> <p>3b. Country report on policies and programs for CSO engagement in national development plans prepared for two DMCs by December 2019 (2017 baseline: 0)</p> <p>4a. Three new proposed ADB-financed projects supported through higher-level CSO engagement (collaboration and partnerships) or CSO cofinancing, by December 2019 (2017 baseline: 0)</p> <p>4b. One example of improved business processes used to enhance CSO engagement in ADB operations documented, by December 2019 (2017 baseline: 0)</p> <p>4c. Online learning courses completed by CSO and government officials, with sex-disaggregated and demographic monitoring, in at least two DMCs by December 2019 (2017 baseline: 0)</p>	<p>3a–b. Annual surveys of CSO engagement</p> <p>4a. Annual surveys of CSO engagement</p> <p>4b–c. ADB Knowledge Sharing and Services Center’s Learn Database (k-Learn)</p>	

KEY ACTIVITIES WITH MILESTONES

Output 1: Capacity building products and services for CSOs and government agencies on effective CSO engagement in ADB projects delivered

- 1.1 Assess capacity needs and training gaps of government agencies and CSOs in selected DMCs in CWRD, EARD, and PARD (Q3 2018)
- 1.2 Assess capacity building needs of relevant ADB staff to design for higher levels of CSO engagement in ADB projects (Q3 2018)
- 1.3 Prepare curricula, training programs, and interactive capacity building dialogue events (e.g. workshops, focus group discussions, roundtable discussions) on CSO engagement, aimed at and differentiated between CSOs and government agencies (Q4 2018)
- 1.4 Conduct training and other capacity building events for government agencies, CSOs in selected DMCs in CWRD, EARD, and PARD (Q4 2019)

Output 2: Good practice on the contribution of CSO participation to improving the quality of ADB operations disseminated

- 2.1 Conduct in-depth baseline assessment on CSO engagement in ADB operations and in-country development projects, in selected DMCs in CWRD, EARD, and PARD (Q3 2018)
- 2.2 Conduct ADB–CSO–country cooperation frameworks and action plans (Q4 2018)
- 2.3 Working closely with STGs, regional operations, and government agencies, develop guidelines for CSO engagement integrating the knowledge and expertise of CSOs into sector operations (Q1 2019)
- 2.4 Create knowledge products and services on CSO engagement good practices (Q4 2019)

Output 3: Institutional linkages to facilitate increased CSO engagement strengthened

- 3.1 Engage national consultants for selected regional departments, resident missions, or subregional offices (Q2 2018)
- 3.2 Identify complementary CSO activities, to be undertaken in parallel to ADB project activities (Q4 2019)
- 3.3 Organize small-scale CSO engagement activities to support project operations (Q4 2019)

Output 4: CSO knowledge and advice into ADB operations generated

- 4.1 Establish EAC and CAC, with TOR to review ADB's policies/procedures to facilitate higher levels of ADB–CSO–government engagement (Q3 2018)
- 4.2 Identify projects/TAs for higher levels of ADB–CSO engagement and design activities, draft CSO participation plans (Q4 2019)

Project Management Activities:

Manage deployment of consultants and CSO partnerships, manage consultants' outputs, manage partnerships, prepare monitoring reports

ADB = Asian Development Bank, CAC = Country Advisory Committee, CSO = civil society organization, CWRD = Central and West Asia Department, DMC = developing member country, EAC = External Advisory Committee, EARD = East Asia Department, NGOC = NGO and Civil Society Center, PARD = Pacific Department, RRP = report and recommendation of the President, SP1 = Subproject 1, STG = sector or thematic group, TA = technical assistance, TOR = terms of reference.

^a United Nations Development Programme. Sustainable Development Goal 10: Reduce Inequalities.

Source: Asian Development Bank

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	98.00
ii. National consultants	104.00
b. Out-of-pocket expenditures	
i. International and local travel	45.00
ii. Reports and communications ^b	6.00
2. Surveys ^c	44.00
3. Goods (rental or purchase) ^d	1.00
4. Training, seminars, and conferences ^e	67.00
5. Miscellaneous administration and support costs ^f	20.00
6. Contingencies	15.00
Total	400.00

^a Financed by Asian Development Bank's (ADB) Technical Assistance Special Fund (TASF-6). It is recognized the TA cluster amount may increase through additional TASF and/or donors.

^b Includes publication costs, online media, and communications.

^c Includes survey of baseline engagement with CSOs, plus capturing good practices, and studies of comparative policies/procedures to facilitate/stimulate enhanced CSO engagement.

^d Includes purchase or rental of camera/s, recorder, external hard drive or other storage devices, batteries, etc. All goods purchased will be turned over to ADB or disposed of in accordance with ADB's guidelines.

^e Includes airfare, hotel accommodation, daily subsistence allowance, miscellaneous travel expenses, and land transport for workshop participants and/or ADB staff as resource persons to and from ADB member and non-member countries, job training, mentoring, internships, cross learning visits, on-line dialogues, interactions, e-learning, and blended learning. It may also include workshop kits and items such as shirts, bags, and flash drives. In recognition of valuable contributions made by partner organizations to the preparation and implementation of an event; representation expenses for meals; and plaques of appreciation and trophies may be provided.

^f Includes funding for advisory bodies, small/responsive pilot engagements with CSOs, and research assistants, including travel costs for CSO engagement, and translation costs. It also includes cost of travel of ADB staff to assist in the implementation of TA activities, e.g., as part of a secretariat or in any administrative support in workshops and seminars. See also the Memorandum on Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget, issued by the Budget, Personnel, and Management Systems Department and the Strategy and Policy Department on 26 June 2013.

Source: Asian Development Bank estimates.

PN 50364-002: DEEPENING ADB–CIVIL SOCIETY ENGAGEMENT IN SELECTED COUNTRIES IN CENTRAL AND WEST ASIA, EAST ASIA, AND THE PACIFIC (SUBPROJECT 1)

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will be carried out over 24 months, from December 2017 to December 2019, with Asian Development Bank (ADB) as the executing agency. The TA will use consulting services, and any new business processes, which may be approved by the relevant ADB authorities during TA implementation, to demonstrate effective and efficient engagement mechanisms with civil society organizations (CSO) in line with the deepening ADB–CSO engagement objectives of this TA. The TA will mobilize and engage an estimated 8 person-months of individual international consultants and 56 person-months of individual national consultants; resources persons and research assistants will also be engaged as required.¹ NGOs will also be engaged as consulting firms to support CAC/EACs and initial preparation of SP2. Consultants will be recruited to (i) support a range of capacity building activities aimed at improving the engagement of CSOs in ADB projects, (ii) research and develop a package of activities designed to highlight and demonstrate good practices on the contribution of CSO participation to improving project operations, (iii) strengthen institutional linkages to facilitate increased CSO engagement in ADB operations, (iv) enhance CSO knowledge assimilation through establishment of advisory CACs at regional and national levels, (v) support CSO participation in selected projects targeting poor and vulnerable communities and groups,² and (v) provide project management support.

2. All consultants will report to ADB’s NGO and Civil Society Center (NGOC). ADB’s CSO Cooperation Network staff will coordinate implementation of in-country TA activities. Output-based (lump sum) contracts will be considered in all consulting services as the default (preferred) contract form for individual contracts.³

A. International Consultants (8 person-months)

3. **Capacity Building Consultant (international, 1.5 person-months).** The assignment is expected to develop and test a methodology for capacity building assessments of government project implementing agencies and ADB project teams in good practice CSO engagement. The consultant will support NGOC in developing simple guides for capacity assessments and train NGOC and TA consultants, and ADB’s sector and thematic groups (STGs) and ADB’s CSO Cooperation Network in the application of these guides. The consultant will:

- i) develop an approach and methodology for assessing the capacity of project staff (ADB and government agency staff) in the skills required to achieve good practice CSO engagement;

¹ Resources persons will be recruited using the prevailing procedures to support technical studies, events, workshops, meetings, and dialogues for up to a max of 10 working days. Occasional (1 to 3 person-months) research assistants may be used to support national and international individual consultants or NGOC managed TA implementing activities under a maximum OPE monthly budget of \$900/month (as amended from time to time by OSFMD).

² Marginalized groups will include poor, gender, disabled, and youth-focused organizations.

³ In close coordination with Controller’s Department (CTL) and Operations Services and Financial Management Department (OSFMD), all contracts will use expense items which aim to minimize time consuming administration (e.g. use of lump sum OPEs for small expenditures). To smoothly implement and administer events and for efficiency and effectiveness, events management service providers may be retained under a management services consultancy to implement events using quasi-lump sum output-based budget contracts/agreements.

- ii) assess capacity needs and training gaps of government agencies and CSOs in selected DMCs in ADB's Central and West Asia Department (CWRD), East Asia Department (EARD), and Pacific Department (PARD)- (one sample country);
- iii) training and other capacity building activities for government agencies, CSOs in selected DMCs;
- iv) assess capacity building needs of relevant ADB staff to design for higher levels of CSO engagement in ADB projects; and
- v) assist NGOC in developing training materials for CSO engagement for project staff.

4. The qualifications for the Capacity Building Consultant will include: advanced university degree in project management, human resources management, institutional development, or other related fields suitable for the assignment. At least 7 years of experience in the field of development programs or project management with strong element of interrelation with government agencies and civil society. Demonstrated work experience in engaging with governments and development projects. Strong communications, report writing, and interpersonal skills.

5. **Participatory Engagement Consultant (international, 6.5 person-months).** The assignment is expected to support activities which increase opportunities for engagement with CSOs in ADB operations in CWRD, EARD, and PAR to improve development effectiveness of ADB operations. The consultant will support NGOC and the regional departments as the technical expert on CSO participation and assist in appropriate implementation of CSO participation in projects and outreach activities. The consultant will:

- i) facilitate increased understanding within ADB of the knowledge and capacity of civil society, including providing support to ADB's Sector and Thematic Groups (STG) to increase engagement of the civil society sector in STG events and activities with a focus on their project support and peer review activities;
- ii) working closely with STGs, regional operations departments, and government agencies, develop guidelines for CSO engagement, integrating the knowledge and expertise of CSOs into sector operations⁴;
- iii) support resident mission staff designated as CSO Cooperation Network anchors to develop relationships with designated DMC officials;
- iv) provide technical support to resident missions and operations staff for incorporating participation into targeted projects;
- v) advise on methods to build relations with CSOs through improved communications;
- vi) support operations in identifying strategic opportunities to build CSO–DMC relations;
- vii) provide technical inputs into NGOC knowledge products and services on CSO engagement good practices;
- viii) provide operational support to increase meaningful participation in ADB operations;
- ix) support capacity building events for government agencies and CSOs in selected DMCs;
- x) provide support to project and ADB staff in selected DMCs for improved collaboration and partnerships with CSOs in lending operations as well as sector and country assistance strategies;

⁴ Tentative list of guides to participation (ADB–CSO engagement include water, climate, cities, gender, ADB–CSO and Country Cooperation Frameworks and Action Plans.

- xi) strengthen capacity of CSOs, government authorities, and ADB staff on constructive CSO engagement in ADB operations;
- xii) support the introduce business process innovations to alleviate internal and external constraints to improve ADB–CSO cooperation.

6. The qualifications for the Participatory Engagement Consultant will include: advanced university degree in social science, social work, sociology, development studies, or other related fields suitable for the assignment. At least 10 years of experience in the field of development programs or project management with strong element of interrelation with or support to CSO participation. Strong trainer and facilitator of workshops, training classes, consultations involving CSOs, ADB staff and government officials. Demonstrated work experience in engaging with governments and CSOs in development projects in SP1 regions. Strong communications, report writing, and interpersonal skills.

B. National Consultants (56 person-months)

7. Five national consultants (Writer, CSO Engagement Researcher; CSO Participation Communications/Multi-Media/Training Materials Developer; Project Coordinator; and two National Civil Society Participation Consultants (Georgia and Mongolia), 46 person-months total) will be contracted to provide coordination and support to deliver TA activities. The following tasks will be collectively carried out by the national consultants:

- (i) collect and write stories on CSOs and government cooperation in ADB-financed projects;
- (ii) support ADB's CSO Cooperation Network;
- (iii) support selected projects in CSO participation and outreach;
- (iv) assist with the organization and implementation of workshops and events;
- (v) research and draft inputs into CSO engagement training material and publications;
- (vi) support CSO engagement with marginalized group activities with CSO development partners;
- (vii) monitor CSO participation across ADB's portfolio;
- (viii) develop and maintain databases related to ADB–CSO Cooperation;
- (ix) provide social media support by providing content, usage analysis, and inputs to increase visibility; and
- (x) provide overall project management support.

8. In addition, an estimated 10 person-months of consulting services will be allocated to be used in a flexible manner to support the TA implementation and may include national consultant support to training, demonstration project design and implementation, surveys, and small research studies.

9. The qualifications for the national consultants will include: university degree in relevant areas of expertise social science, social work, sociology, development studies, project management, communications and media or other related fields suitable for the assignment. At least 3 to 10 years of experience in the field of expertise. Strong management, communications, writing, and interpersonal skills.

10. **Writer, CSO Engagement Researcher (10 person-months).** The consultant will undertake research, support NGOC and the CSO Cooperation Network CSO information systems, and prepare knowledge materials related to ADB–CSO engagement. The consultant will

prepare and document case studies and good practices of ADB's CSO engagement including research stories on ADB–CSO linkages. Detailed tasks and/or expected output include:

- (i) prepare a work plan, draft table of contents for all publications and reports;
- (ii) knowledge-products and services on CSO engagement good practices produced and disseminated;
- (iii) develop case-studies of good practice ADB–CSO engagement;
- (iv) support the development of e-learning modules reflecting good CSO participation in ADD projects;
- (v) work closely with ADB NGOC, sector/thematic groups, and operations departments in facilitating ADB–CSO engagement in their projects;
- (vi) support the Civil Society Program of the Annual Meeting and other STG flagship events supported by NGOC;
- (vii) support the drafting of ADB–CSO Cooperation Frameworks and Action Plans;
- (viii) develop at least 2 region-specific knowledge products showcasing CSO engagement in ADB operations;
- (ix) develop knowledge, tools, and good practice examples of modules and training activities in coordination with the YFA solutions search; and
- (x) support coordination with UN agencies and/or government agencies on their specific projects/activities which demonstrate good CSO engagement

11. **CSO Participation Communications, Multimedia, and Training Materials Developer (10 person-months)** will use multiple media platforms as a tool to communicate with external audiences, focusing on the deepening of ADB's engagement with CSOs and NGOs, including youth. Using social media channels such as Facebook, blogs, Twitter, Instagram, to name a few, the consultant will share knowledge and strengthen communication and enhance dialogue and participation with CSOs. The consultant will also support specific projects activities with appropriately designed community focused communications tools kits and material. The consultant will develop a NGOC communication and social media plan that will support NGOC's in communicating with external and internal audience.

12. A summary of the key tasks for the specialists include, but are not limited, to the following:

- (i) review ADB CSO NGOC website, media channels, and operational department communication platforms and prepare a communication plan for upscaling the frequency, quality, and availability of CSO/youth information available internally to staff and externally;
- (ii) support NGOC the preparation of curricula, training programs and interactive capacity building dialogue events (e.g. workshops, focus group discussions, roundtable discussions) on CSO engagement, aimed at and differentiated between CSOs and government agencies;
- (iii) support NGOC to organize training, and dialogues leading to deeper ADB–CSO engagement activities in project implementation;
- (iv) maintain and develop NGOC training library and develop online training material related to deepening ADB–CSO engagement training;
- (v) monitor and report on the effectiveness of training programs;
- (vi) ensure that NGOC's products and reports, including co-branded ones with partners, follow ADB's visual identity guidelines, create innovative graphic solutions, edit photos and videos for use in communication materials, and lay-out publication;

- (vii) assist NGOC working closely with STGs, regional operations departments, and government agencies, develop guidelines for CSO engagement, integrating the knowledge and expertise of CSOs into sector operations;
- (viii) support resident mission CSO Cooperation Network anchors to develop media material to enhance ADB–CSO in country engagement;
- (ix) integrate knowledge and expertise of CSOs into sector and country assistance strategies;
- (x) provide innovative ideas and material in project level communicating effectively with civil society and youth in the context of ADB's operations;
- (xi) support the dissemination of the ADB–CSO–country cooperation framework and action plans;
- (xii) develop information dissemination campaign packages showcasing good practice in CSO engagement; and
- (xiii) undertake other related tasks and responsibilities, as needed, to ensure the smooth operation of communications related to the TA.

13. **Project Coordinator (8 person-months).** The consultant is expected to implement the day-to-day administrative work, reporting of progress (technical and administrative), and coordination of project implementation with consultation and guidance from the TA Specialist. The project coordinator consultant will liaise closely with relevant staff within SDCC, the operations departments, and other ADB departments as well as other consultants engaged for the TA. The consultant's duties will include, though not be limited to the following:

- (i) oversee the processing of project documents (e.g. TA activities, claims, contracts, and other pertinent documents);
- (ii) supervise the financial management and administration of the project;
- (iii) help manage processing of contract variations, procure other required inputs, and provide inputs to TA performance and completion report;
- (iv) engage in day-to-day monitoring and progress tracking of all project activities and report to the TA Specialist to ensure that all the activities are carried out according to the activities listed in TA;
- (v) monitor key technical and administrative milestones;
- (vi) maintain an information system for technical and administrative purposes;
- (vii) coordinate activities through working with NGOC team members, CSO partners;
- (viii) provide timely inputs to the TA specialist for preparation of relevant reports and documents;
- (ix) liaise with concerned offices in securing appropriate decisions and actions to support TA activities;
- (x) provide overall support and management of the project; and
- (xi) undertake other associated TA support as required.

14. **Civil Society Participation Consultant (2 positions, each 9 person-months)** provides guidance and support to ADB's country/subregional/regional/sectoral offices to facilitate higher levels of civil society organization (CSO) engagement in ADB operations. He/she, a consultant from a local CSOs, will coordinate closely with project officers to identify opportunities for higher levels of CSO engagement and ensure that projects are designed with participation from CSOs working in the sectors of focus and with communities affected by ADB projects. The Civil Society Participation Consultant is responsible supporting resident missions and ADB project officers in facilitating consultation and participation of community and relevant civil society groups as per ADB's policies and guidelines into project operations at a country level. Detailed scope of work includes:

- (i) systematically review opportunities for ADB to engage with CSOs to help strengthen projects and programs, and make recommendations to ADB project leaders on opportunities for higher levels of CSO engagement;
- (ii) facilitate increased engagement and links between the civil society sector and ADB;
- (iii) facilitate increased understanding within ADB of the knowledge and capacity of civil society, including providing feedback to ADB's Sector and Thematic Groups (STG) and Safeguards and Gender teams;
- (iv) identify, engage, and consult with CSOs, citizens, government and ADB staff to develop ADB–CSO–country cooperation frameworks and action plans, identifying strategies and actions for how ADB can better engage CSOs in operations and activities in the country context;
- (v) regularly update the NGOC database of CSOs by sectors of country office's operation;
- (vi) support in country resident missions and subregional offices in regional departments to maintain updated information on CSOs and their development work that aligns with ADB's in country sectoral interests;
- (vii) monitor and report on the effectiveness of training programs;
- (viii) working closely with Resident Mission CSO Cooperation Network anchors, serve as liaison person for CSOs who seek to engage with ADB;
- (ix) identify and promote opportunities for CSOs and ADB staff to utilize small-scale funding to facilitate higher levels of CSO engagement in ADB operations;
- (x) support country directors, project officers, or NGOC, provide input into project stakeholder analysis and projects' development of participation plans;
- (xi) maintain open communications with CSO stakeholders and provide a channel for groups to provide feedback and project design/implementation inputs, by acting as an interface between CSOs and ADB project officers;
- (xii) monitor ongoing engagement with civil society and provide information back to regional departments, STGs, CSO Cooperation Network anchor and NGOC; and
- (xiii) other work that may be required from resident mission, regional department, STGs or NGOC based on needs to improve and deepening engagement with civil society.

15. **Research assistants** will also be engaged as required to support the TA in areas of specific media production (videos, sound, graphic), research support, production of training materials (traditional or online) web and database development and population; Also, short term editors⁵ will be engaged to ensure all documentation meets ADB Handbook on Style and Usage guidelines and publication standards.

C. Consulting Firms

16. An international NGO with regional experience will be engaged using the Consultants' Qualifications Selection (CQS) selection method to support the TA in secretariat and technical support to the EAC and CAC. A summary scope of works includes:

⁵ Editors will be engaged directly as resources persons or via ADB's pool of editors maintained by the Department of External Relations.

17. The **EAC and CAC Secretariat** will:

- (i) organize the EAC meetings and support implementation;
- (ii) conducting reviews and comparative studies related to CSO engagement on ADB projects;
- (iii) support EAG and CAG inputs into the Strategy 2030 consultative process;
- (iv) facilitating EAC discussions, and providing advice to stimulate higher levels of CSO engagement in operations in consultation with CSOs, governments, and ADB operations departments;
- (v) review of the 1998 ADB policy Cooperation Between Asian Development Bank and Nongovernment Organizations (NGOs), the institutional mandate and drivers for working with the civil society sector;
- (vi) support reviews of ADB-CSO engagement processes (for example business processes for CSO engagement, the role of NGOC, CSO Cooperation Network);
- (vii) support the organization and implementation of CAC meetings; and
- (viii) support initial planning and identification of SP2.

D. Advisory Committees

18. The TA cluster will ensure CSO knowledge assimilation by establishment under Subproject 1 (SP1) advisory committees at regional and national levels; This SP1 output will initiate long term (to be continued in Subproject 2 and Subproject 3) activities to support achievement of the outcome of the TA cluster.

19. **External Advisory Committee (EAC)**, consisting of national and international CSOs, ADB regional department and SDCC representative staff⁶ and government representatives, who will meet at ADB HQ at least twice during SP1. The EAC would be in charge of conducting reviews and comparative studies, facilitating discussions, and providing advice to stimulate higher levels of CSO engagement in operations in consultation with CSOs, governments, and ADB operations departments, including a review of the 1998 ADB policy Cooperation Between Asian Development Bank and Nongovernment Organizations (NGOs), the institutional mandate and drivers for working with the civil society sector, along with business processes for CSO engagement, the role of NGOC, CSO Cooperation Network, and support to CSO project communications engagement in ADB operations.

20. **Country Advisory Committee (CAC)** consisting of 3–5 CSOs and government representatives to assist resident mission staff and project officers review and provide advice on CSO cooperation in programs and projects, and how wider CSO activities may complement these, will be established and supported in Georgia (CWRD) and Mongolia (EARD).

21. Further terms of references will be developed in cooperation with country offices during the implementation of SP1.

⁶ Other ADB Departments including IED, OSPF and DER will be consulted on possible inclusion or participation.