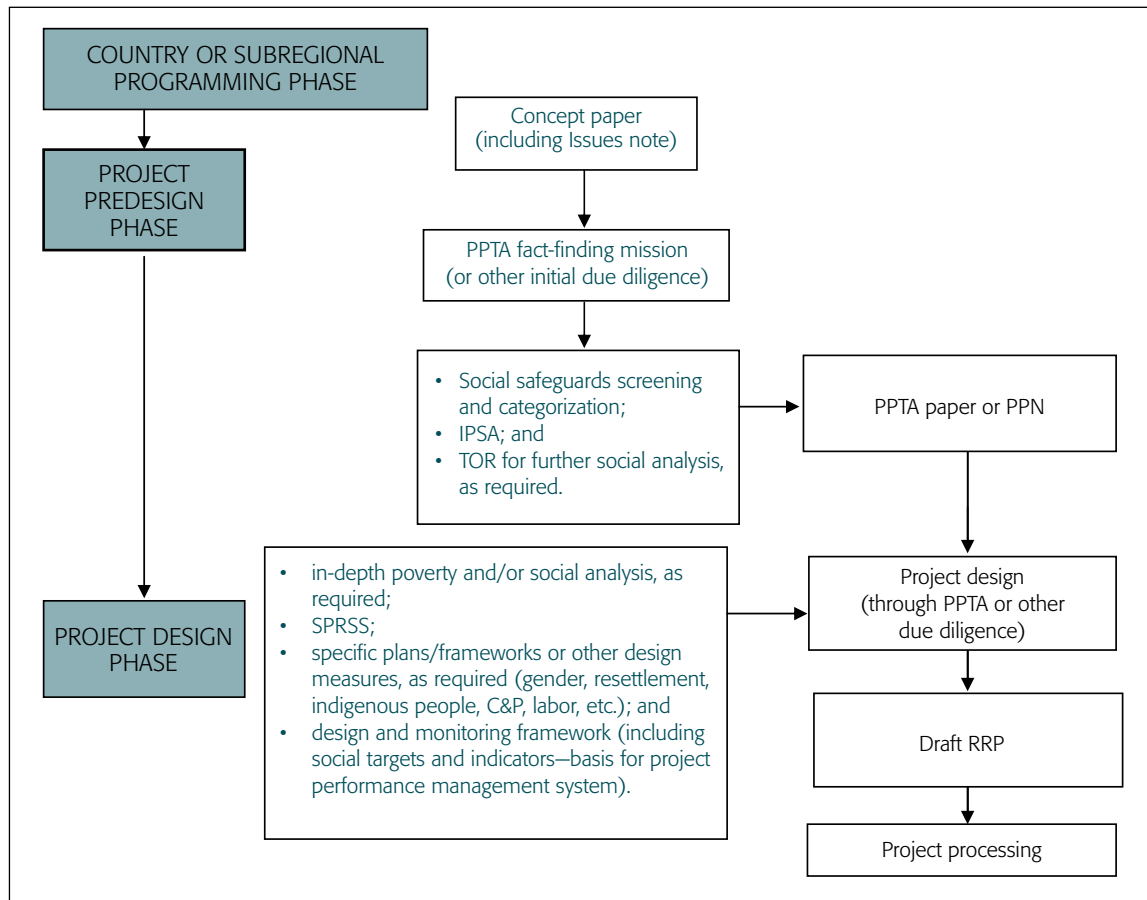


III. Social Analysis in Project Preparation

A. Introduction

This section of the handbook provides guidance for integrating social analysis in preparing project loans and grants, based on the priorities established in the CPS or RCS, discussed in section II (figure 4). Social analysis is an essential part of project preparation because it helps the project team (i) understand the social context in which the project will be implemented, including the intended

Figure 4: Project Preparation



C&P = consultation and participation, IPSA = initial poverty and social analysis, PPN = project preparatory note, PPTA = project preparatory technical assistance, RRP = report and recommendation of the President, SPRSS = summary poverty reduction and social strategy, TOR = terms of reference.

clients/beneficiaries, other affected groups, and relevant institutions; (ii) determine the appropriateness and feasibility of different design options, given the social context; (iii) estimate the social impacts of the project, both positive and negative; and (iv) identify specific actions to maximize the positive impact of the project and minimize or mitigate any negative impacts.

The various stages of project preparation are outlined in ADB's Operations Manual section D11 and supplemental guidelines on business processes.²⁵ This section focuses specifically on the integration of social analysis in the predesign and design phases of project preparation. The purpose of social analysis during project preparation is to identify opportunities, constraints, and risks for poor and marginalized groups related to the project; to establish a participatory process for the design of the project; and to prepare design measures to achieve social development outcomes and avoid or mitigate any social risks during implementation.

As discussed further below, the social analysis carried out in preparing a project can vary substantially, depending on the sector, type of project, and country and local context. In all projects, however, the results of the social analysis are summarized in the two required forms: IPSA, completed during the predesign phase; and SPRSS, completed during the design phase and included as a core appendix to the RRP. The templates for these forms are shown in appendix 4.

PPTA plays a critical role in the project design process, but advisory technical assistance (TA) can also contribute to good project preparation. For example, advisory TAs can support supplemental studies on particular social development issues to inform the social analysis and overall project design. Advisory TAs can also support consultations and social mobilization activities to increase the participation of stakeholders in the project area. Advisory TAs can also be "piggybacked" on a loan or grant-based project to support supplemental studies, pilot initiatives, independent monitoring of social impacts, and other complementary activities during project implementation.

This section first outlines the different approaches to social analysis that may apply depending on the classification of the project or the type of financing modality that is involved. The section then discusses the conduct of social analysis in the predesign and design phases, and the documentation of this analysis and related outputs in the RRP.

B. Project Classification

The initial classification of a loan and grant-based project can indicate the extent of poverty and/or social analysis that needs to be undertaken in preparing the project. In turn, poverty and/or social analysis can confirm the appropriateness of the classifications initially assigned to a project. ADB's current business processes provide for three levels of project classifications: (i) classifications in terms of general or targeted support for poverty reduction, (ii) sector classifications, and (iii) theme classifications.²⁶ More detailed information on ADB's project classification system is in appendix 1.2.

Under EPRS, loan and grant-based projects can be classified either as general interventions that support poverty reduction indirectly (e.g., infrastructure investments that improve the enabling environment for pro-poor growth), or as targeted interventions that focus on particular individuals or households (TI-H), on geographic areas (TI-G), or on sectors/subsectors directly supporting achievement of one or more of the non-income MDGs (TI-M1, M2, etc). IPSA must be carried out as early as possible in the project cycle for all of these categories (ordinarily by the end of PPTA fact-finding or other initial due diligence). Depending on the social issues identified in the IPSA, more in-depth social analysis may need to be

²⁵ ADB. 2006. *Further Enhancing Country Strategy & Program and Business Processes*. Manila, p. 13–16.

²⁶ ADB. 2004. *Consolidated Staff Instructions on Project Classification*. Manila.

carried out during the design phase for each category. Detailed poverty analysis must also be carried out during the design phase for TI-H projects, while poverty impact analysis is required for policy-based loans or grants. Table 2 summarizes these requirements. Further information on targeted interventions and targeting approaches can be found in ADB's *Poverty Handbook* (2006).

Table 2: Poverty and/or Social Analysis Requirements by Project Classification

Project Classification	Poverty and/or Social Analysis Requirement		
	IPSA	SA ^a	PSA or PIA ^b
Targeted Intervention – individual or household	√		√
Targeted Intervention – geographic	√	√	
Targeted intervention – non-income MDGs	√	√	
General intervention	√	√	
Policy-based loan or grant	√		√

MDG = Millennium Development Goal, IPSA = initial poverty and social analysis, PIA = poverty impact analysis, PSA = poverty and social analysis, SA = social analysis.

^a Scope of analysis depends on IPSA findings.

^b For projects involving individual or household targeting, PSA must be carried out during the project design phase; policy-based loans or grants require a PIA.

ADB projects are also classified by sector, including up to three of the following: (i) agriculture and natural resources; (ii) education; (iii) energy; (iv) finance; (v) health, nutrition, and social protection; (vi) industry and trade; (vii) law, economic management, and public policy; (viii) transport and communications; (ix) water supply, sanitation, and waste management; and (x) multisector. The sector designation of a project can help identify the types of social issues likely to be raised by the project. For example, projects in the energy and transport sectors are likely to involve resettlement because of the nature of the infrastructure to be constructed. Agriculture, education, health, and water supply projects are likely to raise gender issues because of the relevance of gender roles and the importance of equal access to services and/or resources in these sectors. However, each project is unique and needs to be assessed at an early stage through the IPSA to confirm which social issues it presents.

Finally, ADB projects can be classified by theme, including up to three of the following: (i) sustainable economic growth, (ii) governance, (iii) inclusive social development, (iv) environmental sustainability, (v) gender and development, (vi) private sector development, (vii) regional cooperation, and (viii) capacity development. Two of these themes—inclusive social development and gender and development—expressly refer to social issues and indicate the need for social analysis in preparing a project. However, classification of a project by other themes does not imply an absence of social issues. For example, economic growth projects may raise social safeguard, labor, or gender issues. Governance projects may also raise participation or gender issues. An initial assessment early in the project cycle through the IPSA is especially important to ensure that the social dimensions of these types of projects are identified and addressed.

C. Financing Modalities

In recent years, ADB has expanded the range of financial products through which it can provide development assistance to its DMCs and to public and private sector entities in the DMCs. These financial products include (i) investment loans and grants; (ii) sector loans and grants; (iii) policy-based loans and grants (usually referred to as program loans/grants); (iv) sector development programs (SDPs), which include

both investment and policy components; (v) financial intermediation loans; (vi) disaster and emergency assistance loans and grants; (vii) technical assistance loans and grants; (viii) guarantees; and (ix) private sector loans, equity investment, and other types of financing. ADB is currently piloting other financing instruments and modalities under its innovation and efficiency initiative, including multitranche financing facilities (MFFs) and provision of financing to local governments and state-owned enterprises (SOEs) on a nonrecourse or limited recourse basis.²⁷

Historically, ADB has promoted social development objectives and addressed social concerns in its operations mainly through its investment loans and technical assistance grants. However, the guidelines for all ADB financing products require that attention be paid to the social dimensions of the underlying projects (box 4).

The financing modality of a project can influence the type of social issues presented, the procedure for addressing these issues through the project processing cycle, and the types of interventions that are appropriate and feasible to address the issues through project implementation. Following are examples.

- A sector project or MFF will need to be approached differently from a traditional investment loan because many or most investment activities contemplated under the sector project or facility will not be identified until after the project or facility has been approved. Therefore, the social analysis undertaken during preparation of a sector project or MFF may have to be limited to a sample of likely subprojects, and the measures designed to address significant social issues in the project or facility may take the form of a framework rather than a detailed action plan (including criteria for carrying out further social analysis and developing more specific plans to address significant social issues in future subprojects or phases of the MFF).
- A policy-based loan or grant is more likely to raise social issues related to national or subnational laws or policies or their implementation. Appropriate interventions to address these issues may include changes in relevant laws or policies, or assistance to improve their implementation. The relevant tools for addressing social issues in a policy-based loan include the matrix on poverty impact analysis for program loans, the DMF program, and the policy matrix for the program. The poverty impact assessment should also include consideration of the potential social impacts of proposed policy changes (particularly impacts on poor and vulnerable groups).

ADB's general requirements for social analysis apply to all projects, regardless of the financing modality: (i) at the predesign stage, an initial scoping of potential social issues summarized in the IPSA report form; and (ii) at the design stage, further social analysis, as needed, on issues identified in the IPSA, to be summarized in the SPRSS report form. These core social analysis requirements, as well as some variations for particular financing modalities, are discussed further in the following subsections. This section of the handbook applies to all ADB projects assisting DMC governments and public sector institutions, including local governments and SOEs. It may also provide useful guidance to ADB staff who are processing private sector projects, or to third parties conducting due diligence on these projects.

²⁷ ADB. 2005. *Pilot Financing Instruments and Modalities*. Manila; ADB. 2006. *Staff Instructions on the Use of the Multitranche Financing Facility (MFF)*. Manila.

Box 4: Social Analysis Requirements for Different Financing Modalities

Asian Development Bank's (ADB) Operations Manual (OM) provides the following guidance on incorporating social dimensions in different financing products:

OM Section D3 – Sector Lending: sector analysis “needs to address social dimensions” and subproject selection criteria should include social criteria.

OM Section D4 – Program Lending: “sector or intersectoral studies [supporting the program] are to address social issues;” “[a]n assessment must be carried out of the impact of the proposed sector reforms on the poor and other vulnerable groups;” and “[w]here a reform program entails adverse short-term impacts on the poor or other vulnerable groups, the program loan must seek to include mitigating or offsetting measures to the extent feasible.”

OM Section D5 – Sector Development Programs: a comprehensive sector study must be carried out, addressing social issues, along with an “assessment of the impact of proposed sector reforms on the poor and other vulnerable groups;” “[i]f adverse short-term impacts are expected on the poor and such groups, the SDP seeks to include mitigating or offsetting measures.”

OM Section D6 – Financial Intermediation Loans: selection criteria for financial intermediaries include adequate policies, systems, and procedures to assess and monitor social impacts of subprojects; microfinance institutions must have an “institutional culture, structures, capabilities, operating systems, and financial position that can support the sustained delivery of microfinance services to the poor; subprojects should comply with social legislation and regulations of the DMC; and ADB assistance may target specific types of beneficiaries, such as women entrepreneurs and low-income groups.”

OM Section D7 – Disaster and Emergency Assistance: processing includes preparation of a risk and vulnerability assessment, damage and needs assessment, and IPSA; and “active community participation [is encouraged] to enhance the ownership by and direct benefits to the most affected and vulnerable groups.”

OM Section D9 – Guarantee Operations: “ADB staff should conduct ‘due diligence’ on the borrower of an ADB-guaranteed loan... in the same manner as it would for a direct loan from ADB’s account;” and “[g]uarantee contracts must reflect and reinforce covenants in the loan or other finance agreements relating to ADB’s safeguard policies.”

OM Section D10 – Private Sector Operations: “ADB must assess each proposed private sector project to ensure that it complies with relevant provisions of ADB’s policy on... Involuntary Resettlement..., Indigenous Peoples..., Poverty Reduction..., [and] Gender and Development.”

DMC = developing member country, IPSA = initial poverty and social analysis, SDP = sector development program.

D. Project Predesign

1. Concept Paper

The processing of a project begins with the preparation of a concept paper, which may be based on a preliminary summary in the indicative rolling business plan for the relevant DMC. The concept paper provides information on the rationale and objectives of the project, intended results linked to the CPS, tentative cost and financing plans, and processing schedule, and may include a preliminary draft DMF for the project. Accompanying the concept paper is an issues note that identifies key areas for due diligence, including thematic and safeguard issues, and characterizes the project in terms of its complexity and risk (see footnote 25). Approval of the concept paper triggers initial due diligence on the project. For projects

that are to be designed through a PPTA, a PPTA fact-finding mission or field visit is usually undertaken; for projects without a PPTA, the predesign phase usually involves a fact-finding mission or other initial due diligence carried out or supervised by ADB staff.

At the concept paper stage, a project is tentatively classified in terms of its complexity and risk for purposes of determining the level of due diligence required, the level of assistance from supporting departments and offices, the composition of the project team, and general terms of reference (TOR) for PPTA or other consultants. Therefore, it is important to flag potential social issues in the concept paper and/or issues note, to ensure that these issues receive adequate attention during the predesign and design phases.

For public sector projects, ADB's public communications policy requires that an initial project or program information document, including a brief summary of the proposed project/program, be prepared and made publicly available as soon as possible after the start of preparatory work, and no later than 30 days after approval of the concept paper. Thereafter, the public information document is to be updated quarterly through the preparation, processing, and implementation stages.²⁸

2. Initial Poverty and Social Analysis (IPSA)

a. Conduct of Initial Poverty and Social Analysis

IPSA is conducted primarily to determine the scope of poverty and social issues that will need to be addressed during project design (box 5). The summary output of this analysis is the completed IPSA report form (table 3 and appendix 4.1). This report form should be used as a guide during the PPTA fact-finding mission and preparation of the PPTA paper (or other initial due diligence), and the completed form becomes an attachment to the PPTA paper. The IPSA process should also produce TOR for poverty and/or social development specialists who will be needed on the PPTA (or other due diligence) team, including the areas of expertise, tasks, person-months, and resources required.

IPSA should be synchronized with other activities at the predesign phase. For example, ADB's guidelines for preparing a DMF (2006) recommend that the project design process begin with a situation analysis, including stakeholder analysis and problem analysis. An initial stakeholder analysis is also a key element of the IPSA (see discussion of "participation" in subsection b below). Ideally, one stakeholder analysis should be carried out to inform both the IPSA and the initial project design.

Some tools provided in this handbook or in other ADB publications to help in conducting the IPSA (and any subsequent SA) are summarized in table 3.

b. Social Issues to be Identified through IPSA

Poverty. IPSA confirms the project's alignment with DMC and ADB priorities for assistance (reflected in the relevant CPS). The IPSA results should also be consistent with the classification of the project in terms of its likely contribution to the DMC's poverty reduction priorities.²⁹ If the project aims to target particular individuals or groups, full poverty and social analyses will need to be done during the project

²⁸ ADB. 2005. *Public Communications Policy: Disclosure and Exchange of Information*. Manila, paras. 69–71. See also Operations Manual section L3/OP (Public Communications, paras. 10–12). Public information documents for private sector projects must be made publicly available at least 30 days before board consideration (and at least 120 days before board consideration for environmentally sensitive projects).

²⁹ As discussed in Section III.B above, a project is classified either as a general intervention that will address poverty reduction indirectly, or as a targeted intervention that will target particular individuals or groups, a particular geographical region, or a sector/subsector supporting one of the millennium development goals (MDGs).

Box 5: Initial Poverty and Social Analysis (IPSA)

The IPSA of a proposed project

- confirms that the project has been identified as a national priority in the NPRS and country poverty analysis, and as ADB’s priority in CPS;
- briefly summarizes the contributions of the sector to poverty reduction in the relevant country;
- identifies groups of people who may be beneficially or adversely affected by the project;
- scopes the broad characteristics of these groups and relevant subgroups;
- identifies possible institutions to be involved in the project and briefly assesses their capacities;
- flags poverty and/or social issues that need to be examined during project design (including gender, resettlement, indigenous peoples, and other issues);
- identifies the need and scope for a consultation and participation plan; and
- identifies the need for poverty and/or social development specialists on the project design team to address these dimensions during the project design phase.

ADB = Asian Development Bank, CPS = country partnership strategy, NPRS = national poverty reduction strategy.

Table 3: Initial Poverty and Social Analysis (IPSA) Tools and Outputs

Stage	Purpose	Tool	Output
Project predesign phase	Confirm poverty focus and poverty targeting, if any	<i>Poverty Handbook</i> (poverty targeting approaches) <i>Handbook for Integrating Poverty Impact Assessment in Economic Analysis of Projects</i> (poverty checklist for targeted interventions)	Poverty classification of project TOR for full poverty and social analysis (for projects involving individual or household targeting)
	Facilitate ownership by stakeholders	Initial stakeholder analysis (appendix 5) Checklist for initial C&P plan (appendix 5)	Initial C&P plan
	Maximize positive impact on women	Gender checklist for IPSA (appendix 6)	TOR for further gender analysis and/or preparation of a gender plan, if required
	Identify potential social safeguard risks of project	Screening checklists for involuntary resettlement (appendix 7) and indigenous peoples’ (appendix 8) issues	TOR for further social analysis and preparation of mitigation plans, if required
	Identify other social risks or vulnerabilities linked to the project	Guidelines for preparing a risk and vulnerability profile (appendix 10)	TOR for further social analysis and/or preparation of mitigation plans or other measures (e.g., to address labor, affordability, HIV/AIDS, or human trafficking risks)

C&P = consultation and participation, HIV/AIDS = human immunodeficiency virus/acquired immunodeficiency syndrome, IPSA = initial poverty and social analysis, TOR = terms of reference.

design phase (see p. 53 of footnote 2). Similarly, if the project is policy-based (i.e., a program loan/grant or SDP), the project design must include an analysis of the impacts of the proposed policy reforms on poor and vulnerable groups.³⁰ In either case, the IPSA will identify the additional poverty analysis to be done during project design, and the project team will prepare appropriate TOR. This part of the IPSA process is summarized in part I of the IPSA report form (appendix 4.1). Further information on poverty targeting and poverty analysis in connection with the preparation of projects is provided in ADB's *Poverty Handbook* (2006) and *Handbook for Integrating Poverty Impact Assessment in the Economic Analysis of Projects* (2001).

Consultation and Participation. The analysis of stakeholder interests, perceptions, capacities, and resources is an important initial step in designing a project, especially any project that relies on the participation of clients/beneficiaries.³¹ An initial stakeholder analysis identifies (i) the main population groups that may be affected—positively or negatively—by the project and their social characteristics; (ii) relevant subgroups that may be affected differently (such as women or girls; indigenous, ethnic minority, or disadvantaged caste groups; youth or the elderly); (iii) key informants, such as community leaders or local government officials; (iv) executing or implementing agency staff likely to be involved in the project; (v) civil society organizations (CSOs) in the project area; and (vi) private sector firms likely to be involved in or affected by the project. For each stakeholder group, the initial stakeholder analysis identifies their likely (a) interests related to the project, (b) perception of the development problems that the project aims to address, and (c) capacity and resources to participate in the project (or to oppose or undermine the project). Further information on conducting a stakeholder analysis is provided in appendix 5.

Based on the initial stakeholder analysis, the project team needs to determine (i) what level of participation (e.g., information sharing, consultation, collaborative decision making or empowerment) is appropriate for the project; (ii) which stakeholders should be most actively involved in preparing the project, (iii) what kinds of inputs or decisions are needed from them, and (iv) what participatory methods should be used. Developing a C&P plan is recommended for most projects. A simple plan will be sufficient for relatively simple, low-risk project designs. A more elaborate plan will be needed for complex or high-risk projects, and for projects that depend on the participation of clients/beneficiaries to achieve their objectives (see p. 33 of footnote 9). A checklist for developing an initial C&P plan is provided in appendix 5. This part of the IPSA process is summarized in Part II.B of the IPSA report form (appendix 4.1).

Gender. Under ADB's policy on gender and development (1998), gender considerations are to be integrated in all ADB operations and stages of the project cycle. At the IPSA stage, the project team needs to assess (i) whether women are substantially involved in the relevant sector, (ii) whether the project has the potential to directly improve women's or girls' access to opportunities, services, assets, or resources; or (iii) whether the project could have a negative impact on women or girls.³² In any of these cases, further gender analysis will need to be done during the project design phase. A project in category (i) or (ii) should be classified with a gender and development (GAD) theme (or at least treated as a "gender mainstreaming" project), and a gender plan should be incorporated in the project design to maximize

³⁰ ADB Operations Manual sections D4/BP (Program Lending, para. 22) and D5/BP (Sector Development Programs, para. 8). In a sector development program (SDP), social analysis may also be required to address gender, social safeguard or other social issues in the investment components of the program.

³¹ Stakeholder analysis is a recommended tool in both the ADB *Guidelines for Preparing a Design and Monitoring Framework* (2006) and *Staff Guide to Consultation and Participation* (2006).

³² Negative impacts could include women's loss of traditional land rights or livelihood/employment opportunities as a result of project activities or related policy changes. Negative impacts on women related to resettlement, or negative impacts on indigenous women would be addressed under the relevant social safeguard policy. (See the discussion of "Social Safeguards" in the next paragraph.)

the benefits of the project for women and/or girls. A project in category (iii) should include appropriate measures to avoid or minimize the negative impact. For projects requiring further gender analysis and/or a gender plan, the project team will need to identify the scope of these tasks and develop an appropriate TOR (including scope of gender analysis, methodology, expertise, time, and resources required). A gender checklist for the IPSA is provided in appendix 6.1. This part of the IPSA process is summarized in part II.C of the IPSA report form (appendix 4.1).

Social Safeguards. ADB's policies on involuntary resettlement and indigenous peoples are intended to identify, minimize or avoid, and if necessary mitigate potential adverse impacts that may be introduced by an ADB-supported project. Because of the nature of the potential adverse impacts, and the procedural requirements of the social safeguard policies themselves, it is important to identify and categorize these risks as early as possible in the project cycle—at the concept paper stage if possible, or latest through the IPSA process. Screening checklists on involuntary resettlement and indigenous peoples' issues are provided in appendixes 7 and 8, respectively. Based on these checklists, the project team categorizes the project in terms of its involuntary resettlement and indigenous peoples' risks (categories A, B, or C). For categories A and B projects, further due diligence will need to be carried out during the project design phase and an appropriate mitigation plan or other measures will need to be developed.³³ During the IPSA process, the project team identifies or confirms the scope of these tasks and prepares an appropriate TOR (including scope of analysis and plans/measures, methodology, expertise, time, and resources required). This part of the IPSA process is summarized in part III of the IPSA report form (appendix 4.1). Further information on the procedural requirements of the social safeguard policies is provided in ADB's *Handbook on Resettlement* (1998) and draft Indigenous Peoples Policy Handbook (June 2007).

Other Social Risks and Vulnerabilities. It is important to identify other risks and vulnerabilities that could undermine the project's objectives or affect the project's benefits to clients/beneficiaries. In addition to the social safeguard issues discussed above, other risks may be directly linked to a project, such as

- (i) poor labor conditions for workers involved in project activities;
- (ii) policy reforms supported by the project that could lead to loss of jobs or benefits through restructuring;
- (iii) policy reforms under the project that could reduce access to services (e.g., through increases in user fees or other charges), or increase prices of essential commodities through tariff increases;
- (iv) risks of HIV/AIDS transmission or human trafficking associated with large infrastructure projects; or
- (v) risks or vulnerabilities related to caste, age, disability, or a combination of these factors.

Depending on the severity of the risks and vulnerabilities, further social analysis and the development of social protection measures or full mitigation plans may be required at the design stage. The IPSA process should identify whether any significant social risks or vulnerabilities may be introduced or exacerbated by the project. If so, the project team should determine the scope of social analysis to be undertaken and

³³ For involuntary resettlement purposes, a category A designation (involving "significant" resettlement) will require a full resettlement plan or framework, while a category B designation (with resettlement that is "not significant") will require a short resettlement plan or framework. (See Operations Manual section F2/OP.) For indigenous peoples' purposes, category A (with "significant impacts") will require preparation of an indigenous peoples' development plan or framework, while category B (with "limited impacts") will require specific actions to be taken within the project to address indigenous peoples' needs within the project. (See Operations Manual section F3/OP.)

mitigation measures or plans to be developed during the project design phase, and should prepare an appropriate TOR (including scope of analysis and plans/measures, methodology, expertise, and time and resources required). Guidelines for preparing a risk and vulnerability profile, which may be useful at the IPSA stage, are provided in appendix 10.1. This part of the IPSA process will be summarized in part III of the IPSA report form (appendix 4.1). The social risks identified through the IPSA, as well as other risks for project/program delivery (e.g., limited coverage or institutional weaknesses), may also be presented in the risk column of the DMF matrix for the project, discussed further below.

c. IPSA Logistics

Team Composition. The social complexity of the project, and the skills and experience of the core fact-finding team for the PPTA (or other initial due diligence), will determine the need for poverty and/or social development specialists to carry out the IPSA. All proposed projects targeting individuals or households (targeted intervention [TI]-H classification) should involve a poverty and social development specialist in preparing the IPSA. Other projects likely to significantly impact gender, involuntary resettlement, indigenous, and/or other vulnerable groups, workforce retrenchment or social risks, such as HIV/AIDS transmission, should involve a social development or social safeguard specialist in preparing the IPSA, as appropriate. If ADB staff with the relevant poverty and/or social development expertise are not available for the PPTA fact-finding mission, these requirements can be met through employing international or domestic consultants or NGOs. In such cases, staff poverty and social development specialists should help the project team in drafting the TORs and supervise the work of the consultants during (and sometimes before)³⁴ the PPTA fact-finding mission. Where a social development or poverty specialist is not included in the project preparation team, the team leader will be expected to obtain and report on the required information for the IPSA.

Terms of Reference. Appendix 2.1 provides generic TOR for preparation of the IPSA during the PPTA fact-finding mission (or other initial due diligence) and for the poverty and/or social development specialist to be included in the project preparation team.

Time/Coverage Required. The time needed to conduct the IPSA will depend on the sector, the poverty and thematic focus of the project, the complexity of the project (including multiple components or subproject areas), and the social context in which it will be implemented. In some projects where there is no risk of negative social impact and no scope for increasing the project's direct impact on poverty and social development, the IPSA needs only take sufficient time to confirm that this is the case. In all projects involving individual or household targeting and in most other projects, a field visit to the proposed project area (or subproject areas) should be scheduled to confirm the poverty and/or social issues that need to be addressed during the project design phase. While socially and geographically compact projects may be covered in less than a week, some projects may require a week or more to complete a basic analysis. In complex cases, as in projects with multiple ethnic groups, multiple locations, or large-scale involuntary resettlement, data collection may need to start before the PPTA fact-finding mission. If only broad sectors or types of interventions have been identified at this stage, it may not be possible to identify specific groups likely to be affected. In this case, provision should be made for further analysis at later stages of project preparation, as more information becomes available.

³⁴ In socially complex situations, a domestic consultant may be commissioned to undertake a preparatory study for presentation to the subsequent fact-finding mission.

Data Collection Methods. Information needed for the IPSA can be obtained from a range of primary and secondary sources, including the NPRS and other DMC documents and data; ADB's country poverty analysis, CGA, and other country diagnostics; reports from similar projects supported by ADB or other development agencies; and surveys and reports by implementing agencies, other development agencies, researchers, NGOs, and other interest groups.

- (i) The basic data sources for all IPSAs (including both general intervention and TI projects) should include relevant secondary data, site visits, and interviews with key informants.
- (ii) For projects intended to target households or individuals (TI-H projects) or to target basic services (TI-M), the IPSA should also rely on interviews or focus groups with representatives from the relevant population groups (including women as well as men), as well as consultations with community leaders, and representatives of CBOs or other NGOs in the project area.

Appendix 3 provides further information and guidelines on different methods of data collection.

Public Disclosure. Under ADB's public communications policy, the IPSA must be made publicly available upon completion (e.g., as an appendix to the related PPTA paper).³⁵

3. Summary Output: IPSA Report

The IPSA conducted during the PPTA fact-finding mission (or other initial due diligence) is reported using a summary IPSA report form (appendix 4.1). The project preparation budget should be sufficient to cover any subsequent analysis and preparation of any necessary plans, frameworks, or other measures during the design phase.

E. Project Design

1. Overview

The design phase of a project involves (i) technical, economic, social, and environmental analyses based on the original project concept; (ii) consultations with relevant stakeholders; (iii) consideration of alternative design options; and (iv) development of a detailed design and related budget, financing plan, and implementation arrangements. Project designs generally are developed through a PPTA implemented by a team of consultants, but may also be developed through other due diligence processes undertaken by or for the relevant DMC government or other sponsor. Based on the issues identified and processes initiated during the IPSA, more in-depth social analysis is carried out during the design phase to assess and highlight ways in which the eventual project might best address social and development issues, consistent with its overall economic viability.

As for the IPSA, the scope and depth of the social analysis will vary depending on the sector, the thematic focus and complexity of the project, and the social context in which it will be implemented. Depending on the issues flagged in the IPSA, the thematic areas that the social analysis may cover include

³⁵ ADB. 2005. *Public Communications Policy: Disclosure and Exchange of Information*. Manila, para. 87. See also Operations Manual section L3/OP (Public Communications para. 28).

(a) participation, (b) gender and development, (c) social safeguards, and/or (d) management of other social risks and vulnerabilities.³⁶

The social analysis is an integral part of the project design process and should contribute to the technical and economic analyses, stakeholder consultations, consideration of alternative design options, and preparation of the final design (including the DMF). The results of the social analysis are synthesized in the summary poverty and social strategy (SPRSS) (appendix 4.2), which is a core appendix to the RRP for the project. Depending on the scope of the social analysis, other outputs may include (i) socioeconomic profiles of relevant population groups; (ii) social action or mitigation plans, or other measures incorporated in the project design; and (iii) social development targets and indicators incorporated in the DMF (and in the policy matrix for policy-based loans). Data collected for the social analysis should provide a basis for setting appropriate targets and indicators in the DMF and in any social action or mitigation plans. The data may also provide a baseline for monitoring social impacts of the project during implementation.³⁷ Table 4 presents an overview of the sequence of steps in the social analysis during the project design phase.

2. Targeting the Poor and Assessing Poverty Impacts

In the project design phase, full poverty analysis is required for two categories of projects: (i) projects targeting particular individuals or groups (TI-H); and (ii) policy-based projects, such as program loans or grants and SDPs. In the case of targeted interventions, the poverty analysis is integrated with the social analysis. In the case of policy-based projects, the poverty analysis is summarized in a matrix on policy impact analysis. ADB's *Poverty Handbook* provides detailed information on both types of poverty analysis, including information on data collection and analysis, types of targeting, and reporting formats. Additional guidance is provided in the *Handbook for Integrating Poverty Impact Assessment in the Economic Analysis of Projects* (2001) and *Guidelines for the Assessment of the Impact of Program Loans on Poverty* (1995).

The links between the project, the DMC's national priorities (reflected in the NPRS and ADB's country poverty analysis), and ADB's priorities for assistance (reflected in the relevant CPS) are summarized in part I.A of the SPRSS report form (appendix 4.2), which becomes a core appendix to the RRP. The classification of the project in terms of its contribution to poverty reduction (i.e., as a general or targeted intervention), and the results of any poverty analysis or poverty impact assessment undertaken as part of the project design are summarized in part I.B of the SPRSS.³⁸ In the case of program loans or grants and SDPs, the matrix on poverty impact assessment is also included as a core appendix to the RRP.

3. Scope and Organization of Social Analysis

The scope of the social analysis to be conducted during the project design phase will be influenced primarily by the social issues that were identified in the IPSA. Other factors may include the initial classification of the project, the financing modality, the sector, and complexity of the project.³⁹ Sample TOR for the social analysis are provided in appendix 2.2. These TORs need to be adapted and focused for each project.

³⁶ As noted earlier, full poverty and social analysis will be carried out for projects targeting individuals or households, and a separate poverty impact assessment will be carried out for policy-based projects.

³⁷ The appropriate time to collect baseline data will vary depending on the nature of the project, the length of time between the project-design phase and the start of implementation, the extent of changes in the final project scope and project areas (compared with the original feasibility study), and other factors. The time for collecting baseline data, therefore, should be decided on a case-to-case basis in consultation with the executing agency. In any case, any socioeconomic data collected during the project-design phase that could be used as baseline data for the project should be turned over to the executing agency.

³⁸ As noted earlier, any poverty impact assessment carried out for a policy-based loan or grant should consider the potential social impacts of the proposed policy reforms, particularly for poor and marginalized groups.

To make the most effective use of resources for the social analysis, it is important to revisit and refine the TOR and to develop a detailed work plan for the social analysis at the outset of the project design phase (and no later than at the inception mission for the project design). If additional poverty or social development expertise is needed to carry out the social analysis, steps should be taken as soon as possible to fill any expertise gaps.

As discussed in the next subsection, several data collection methods are available for carrying out the social analysis. In all cases, the social analysis should be organized and sequenced so as to (i) address the significant social issues identified in the IPSA; (ii) provide relevant social development inputs to the technical, economic, and other analyses; (iii) incorporate appropriate measures in the project design, including any social action or mitigation plans; and (iv) provide relevant benchmark data for monitoring social impacts of the project during implementation. Depending on the nature of the project, the social analysis may be organized differently. Following are examples.

- In a livelihoods improvement project with a TI-H classification, the social analysis is likely to be organized around socioeconomic surveys and participatory rapid assessments (PRAs) of the target populations, which would also incorporate gender analysis. If the project also raises social safeguard issues (e.g., involving indigenous communities), supplemental surveys, consultations, or other due diligence is to be incorporated in the overall social analysis to address these issues.
- In a transport project raising significant resettlement issues, the social analysis is likely to be organized around the surveys and other due diligence required to prepare the appropriate resettlement plan. However, additional surveys, consultations, or other due diligence are often needed to assess local demand for the proposed transport facilities, local capacity to participate in road maintenance, road safety issues, and/or HIV transmission risks associated with the project, and to collect baseline data for monitoring social impacts.
- In a sector project or MFF, the social analysis is likely to involve (a) surveys, consultations, or other due diligence to assess social issues in a sample of subproject areas;⁴⁰ (b) preparation of detailed plans or other measures to address significant social issues (such as involuntary resettlement) in these subprojects; and (c) preparation of a framework to address these social issues in future subprojects or phases of the MFF, including criteria for carrying out further social analysis and developing more specific plans or other measures in the future.

4. Data Collection Methods

The design phase provides time for detailed data collection and analysis to clarify the expected impact of the project on different groups, including the poor and excluded. Appendix 3 sets out various methods for data collection that can be used in the social analysis to investigate the poverty and/or social issues identified in the IPSA. Based on the data collected, poverty, social, and/or risk analysis can be carried out and appropriate design measures, including action or mitigation plans, can be developed.

³⁹ As noted earlier, if a project is intended to target individuals or households (and therefore is classified as targeted intervention [TI-H]), a full poverty and social analysis must be carried out during the project-design phase. For all policy-based projects (including program loans or grants and SDPs), a poverty impact assessment must be carried out to identify and address the impact of policy reforms on poor and vulnerable groups. In SDPs, social analysis may also be required to address gender, social safeguard, or other social issues in the investment components of the program.

⁴⁰ These would include the initial subproject areas for a sector loan, or the subproject areas to be covered by the initial tranche of a multitranches-financing facility.

Table 4: Social Analysis during Project Design

Stage	Purpose	Tool/Process ^a	Output ^a
Inception stage^b	<ul style="list-style-type: none"> facilitate ownership of all stakeholders; confirm IPSA report and TOR; review intended project classification; identify key poverty reduction and social development options; identify key client groups; and if needed, prepare and agree on work plans for action/mitigation plans, frameworks, or other measures. 	<ul style="list-style-type: none"> stakeholder analysis (5), stakeholder workshops, problem analysis (5), development of initial DMF, and risk analysis. 	<ul style="list-style-type: none"> C&P plan (5); design options for field testing work plan for detailed social analysis and baseline study; expanded DMF; and work plans to prepare social action and/or mitigation plans/frameworks, as needed.
Field investigation	<ul style="list-style-type: none"> confirm problem analysis; rank and review options; assess needs, demands, and capacities of clients/beneficiaries; confirm targeting approach (for TI-H projects); foster maximum positive impact for women/girls; and develop appropriate and accepted mitigation plans, frameworks, or other measures if negative effects are unavoidable. 	<ul style="list-style-type: none"> PRA techniques (3); PIA, for policy-based projects; gender analysis (6.2); willingness/ability to pay survey (10.3); client group analysis; risk-reduction options; and social analysis focused on affected persons and/or communities. 	<ul style="list-style-type: none"> client-preferred options; targeting options (for TI-H projects); gender plan, if needed (6.3); plan for affordable service levels (10.2); client-focused options for institutional arrangements; and draft mitigation plan(s), frameworks, or other measures for consultation with stakeholders (7, 8, 9, and 10).
Midterm stage^b	<ul style="list-style-type: none"> ensure all social concerns are addressed in design options, involve all relevant stakeholders in agreement on preferred design, maximize poverty reduction and social development impact, and minimize negative impacts. 	<ul style="list-style-type: none"> comparison of design alternatives, and review of action/mitigation plans or other measures. 	<ul style="list-style-type: none"> midterm report, including draft SPRSS and results of C&P process; draft gender plan (6.3); and draft mitigation plan(s), frameworks, or other design measures (7, 8, 9, and 10).
Consolidation	<ul style="list-style-type: none"> reconfirm preferred option, and review and consolidate action/mitigation plans or other design measures. 	<ul style="list-style-type: none"> field assessment, stakeholder consultation, and data review and augmentation. 	<ul style="list-style-type: none"> draft project design (including DMF, implementation schedule, and budget); and social development targets and indicators incorporated in DMF.
Final stage^b	<ul style="list-style-type: none"> facilitate stakeholder ownership of final design, confirm poverty reduction and social development outcomes in project design, and confirm alignment with ADB and government policies. 	<ul style="list-style-type: none"> review of design elements; and review of project classification and compliance with requirements for action/mitigation plans, frameworks, or other measures. 	<ul style="list-style-type: none"> agreement from all stakeholders on final design; and final design documented in draft RRP, including SPRSS, PIA/policy matrix (for policy-based projects), and action/mitigation plans or frameworks as needed.

ADB = Asian Development Bank, C&P = consultation and participation, DMF = design and monitoring framework, IPSA = initial poverty and social analysis, PIA = poverty impact assessment, PRA = participatory rapid assessment, RRP = report and recommendation of the President, SPRSS = summary poverty reduction and social strategy, TI-H = intervention targeting individuals or households, TOR = terms of reference.

^a Numbers in parentheses refer to relevant appendixes to this handbook.

^b Stages with workshops.

The appropriate data collection methods for social analysis will vary with each project, depending on the social issues to be examined, the nature and complexity of the project, the diversity of population groups likely affected by the project, the data already available, and the time and resources allocated to collect primary data. For most projects, the data collection process will include both primary and secondary data, and a combination of qualitative and quantitative methods. For the IPSA, the basic data sources for any social analysis should include relevant secondary data, site visits, and interviews with key informants. For most projects, socioeconomic profiles of the client/beneficiary group(s) and any other project-affected groups will also be developed based on secondary data, supplemented as needed by survey data and/or PRA techniques. The scope of the socioeconomic profile and survey sample size will vary depending on the sector and range of poverty/social issues involved. The following subsections also discuss data collection methods that may be appropriate for particular issues.

5. Profile of Clients/Beneficiaries

The social analysis should first identify the basic needs, demands, constraints, and capacities of relevant subgroups in the population in relation to the project. This profile is an important input to the project design process, including the analysis of underlying development problem(s), objectives, and alternatives, and provides baseline data for monitoring the social impacts of the project on the relevant groups (see footnote 11).

- (i) The first step in constructing this profile is to identify the client/beneficiary population and any other populations that the project will likely affect. (For example, in a rural electrification project, the client/beneficiary population would include households and businesses expected to be connected to the electricity grid under the project; other populations affected by the project could include households that will be resettled to make way for the construction of new power stations and electrical towers.)
- (ii) The second step is to identify subgroups within this population (or populations) that may have different needs, demands, constraints, and capacities (for example, based on gender, ethnicity, age, income level, ownership of land, or other assets). These populations and subgroups should have been identified through the initial stakeholder analysis at the pre-design stage. The social analysis should verify these populations and subgroups.
- (iii) Depending on the scope of the social analysis, socioeconomic profiles should be prepared for each population. These profiles may be based on secondary data (such as existing census, household surveys, demographic and health surveys, country poverty analysis, CGAs, and other sources), supplemented as needed by project-specific surveys and/or PRAs. The content of the profiles will vary depending on the poverty and/or social issues identified in the IPSA (discussed further below). See appendix 3.2 for sample outlines of socioeconomic profiles. Box 6 provides an example of a socioeconomic profile from a recent ADB project.

Assessing Needs. An assessment of group needs is important for three reasons:

- (i) to understand the priority of a particular need in relation to the many needs of the group, and determine whether it is realistic for a project to address this need in isolation from other priority problems and risks in the relevant community;
- (ii) to ensure that there is no discrepancy between the objective needs of a community—such as the need to improve sanitation as a means of improving health—and the felt needs of

Box 6: Socioeconomic Profile of India's Rural Roads Sector I Project

India's Rural Roads Sector I Project (2003) aims to reduce poverty and deprivation and support economic growth, through provision of enhanced access to markets, employment opportunities, and social services. In particular, the project is (i) providing all-weather road connections to rural communities in the states of Madhya Pradesh (MP) and Chhattisgarh (CG); and (ii) improving the efficiency, sustainability, and safety of the rural road networks in these states.

Based on the issues identified in the initial poverty and social analysis, a socioeconomic and poverty analysis was conducted during the project design phase. One of the main sections of the study presented a socioeconomic profile of the population in the project areas. The study revealed that the districts covered by the project are among the poorest in MP and CG. The proportion of families living below the poverty line range between 49% and 76% in the MP districts and between 50% and 58% in the CG districts. Major factors contributing to poverty in the districts include (i) physical isolation and lack of transport connectivity and access to basic social services, (ii) landlessness, (iii) drought and lack of access to irrigation, and (iv) social exclusion resulting from low caste or tribal status. In CG, about 32% of the population are indigenous people who are subsistence rice farmers and live mostly below the poverty line. Residents in the project areas are generally isolated for about 4 months during monsoon season, while over half of the areas are isolated for most of the year due to poor connections to district and state roads.

The study also presented a more detailed analysis of the socioeconomic characteristics of the project districts in MP and CG. In addition, the study reported findings from participatory rural appraisals (PRAs) in a sample of villages in the project districts of MP. (Comparable data were also collected on a sample of control villages outside the project area to facilitate monitoring the socioeconomic impacts of the project.) Based on the PRA data, the study identified four socioeconomic groups in the MP project area: (i) lower poor, including people in highly vulnerable circumstances with little opportunity for economic mobility, such as those who belong to the lowest caste or tribal communities, and are landless or have marginal landholdings; (ii) upper poor, including people who own sufficient land for subsistence farming, may earn supplementary income from traditional crafts, own at least one productive asset, and are more likely to be literate than the lower poor; (iii) medium group, including people with greater economic security than the upper poor, supported by more and better quality land, more productive assets, more successful microenterprise activity, and greater investment in education; and (iv) well-off, including large landowners mostly belonging to higher castes, who own vehicles and modern farm machinery, have several sources of income, and send their children to private school. Women in this group were found to have better access to modern health services than poorer groups.

Source: ADB. 2003. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan and Technical Assistance Grant to India for the Rural Roads Sector I Project*, Supplementary Appendix J (Analysis of Socio-Economic and Poverty Impact). Manila.

- the community or different subgroups, some of whom may not recognize the link between sanitation and health (the design implication of such a situation would be the need for a social marketing or information, education, and communication component); and
- (iii) to understand the underlying causes of the perceived needs. For example, slum dwellers may have a clearly inadequate water supply. This may be due to a range of factors, such as "illegal" residences, inability to afford connection or user fees, absence of user groups to maintain standpost or other service facilities, or limited access to alternative low-quality service, which is more commensurate with their ability and willingness to pay.

Assessing Demand. Where a project is intended to provide or improve particular facilities or services, it is important to assess the actual or likely demand of the intended clients/beneficiaries for these facilities or services. Otherwise, the facilities/services may be inappropriate, unaffordable, or otherwise unsustainable. The demand for a particular facility or service may be measured by the willingness and capacity of the target

clientele to contribute to the cost of providing the facility/service. Contributions may be in cash, but more frequently involve labor and material donations to construction, operation, and maintenance costs.

Information about the demand for a project may be obtained through surveys that seek to determine willingness and ability to pay. Among the poor, answers to hypothetical questions are often less reliable than concrete information about what comparable communities are already paying for similar assets or services; for example, expenditures on water from water vendors or interest rates paid on loans from informal moneylenders. However, care should be taken to ensure that any arrangement for community contributions to the construction or maintenance of project facilities does not disproportionately burden the poorest and most vulnerable in the community. The social development specialist on the project design team should collaborate with the project economist or financial analyst to examine these issues.

Assessing Constraints. A socioeconomic profile should also identify the main factors that may limit the participation of particular subgroups in project activities, or their equitable access to the benefits of the project. Without this analysis, the project may inadvertently exclude particular social groups or prevent them from fully participating and benefiting from project activities. For example, social norms may limit the ability of women to participate in community decision making, to travel, or to hold title to land. Landless households in a community may be ineligible to participate in water user groups. Poor households are less likely to have cash income to pay for school uniforms and supplies, drugs, and health services, or connection fees for water or electricity services.

Assessing Capacity. Especially for projects intended to provide facilities or services to particular households or communities, it is also important to evaluate the likely ability of the households/communities to acquire, use, and maintain the proposed facilities/services. This information is needed to determine (i) the support that may be required to organize CBOs or user groups, (ii) technical training components that may be required to increase skills or capacity, and (iii) social marketing or information campaigns that may be required to increase awareness and demand.

This absorptive capacity closely reflects the level of social capital within a community and this can be assessed by examining some or all of the following.

- (i) **Social cohesion:** As indicated by social traditions and support mechanisms within the community, including the role of women, political support or interference, community discipline, and incidence of crime.
- (ii) **Capabilities of community organizations:** These are indicated by the coverage and quality of leadership, stability, and capacity for building consensus and settling disputes.
- (iii) **Level of knowledge and skills:** This includes managerial, technical, financial, and entrepreneurial skills of the intended clients/beneficiaries; exposure to ideas from outside the community; and experience with similar projects.
- (iv) **Motivation and capacity to change:** This is represented by attitudes and aspirations toward change, recognition of need for change, evidence of participation, and cooperation in self-help activities. It is also affected by the availability of other community resources, such as time, health and nutritional status, and assets and liabilities.

6. Stakeholder Consultation and Participation

Information disclosure, consultation with stakeholders, and participatory approaches are recognized as contributing to more effective, relevant, and sustainable projects, and to the inclusion and empowerment of disadvantaged groups. However, the extent and format for stakeholder consultations and the use of participatory approaches to project design will vary depending on the nature of the project and the political and social environment in which it is being prepared. A C&P plan is recommended for most projects and can vary from simple to fairly elaborate depending on the complexity and risk level of the project. An initial C&P plan, based on an initial stakeholder analysis, should be prepared in the pre-design phase. The initial stakeholder analysis and C&P plan should be revisited and refined at the outset of the project design phase (and no later than at the inception workshop for the project design). They provide a basis for developing a more detailed C&P plan covering both project design and project implementation. Box 7 describes an example of a community participation strategy in project design. (A checklist for preparing a C&P plan is provided in appendix 5.)⁴¹

Throughout the project design process are numerous opportunities to involve stakeholders to ensure the appropriateness of the design and ownership of and support for the project. These include (i) the inception, midterm, and final workshops for the PPTA (or other project design process); (ii) the use of PRA techniques to gather data for the social analysis; (iii) stakeholder workshops held to solicit input on the overall project design or on specific action or mitigation plans (e.g., relating to gender, resettlement, indigenous peoples, or labor retrenchment issues); and (iv) design of measures for stakeholder participation in project implementation. Stakeholder workshops are strongly encouraged to develop the DMF for the project,⁴² and consultative and participatory approaches are also required in preparing resettlement and indigenous peoples' plans, frameworks, or other safeguard measures.⁴³ Summaries of all stakeholder consultations, e.g., in the form of a table or matrix, should be prepared for future reference and possible use as an appendix to the RRP.

A variety of participatory techniques, including PRA, may be used to collect data relevant to the social analysis and general project design. These techniques are described in more detail in appendix 3. PRA techniques are particularly useful to assess the appropriateness of a proposed project in terms of the intended clientele's or communities' own needs, demands, constraints, and absorptive capacity. In undertaking participatory assessments, it is important to identify those whose voice and participation are restricted within a community as a result of cultural, economic, or gender barriers. For example, in most cases, the assessment should include separate consultations with women and men to ensure that those women's views are heard.

In the inception, midterm, and final workshops for the project design process, and any other stakeholder workshops organized to provide input to the project design, skilled facilitators and participatory planning techniques can be useful to ensure that the workshop is run in a participatory manner from the viewpoint of both the government and other stakeholders, including representatives of the intended clients/beneficiaries and other affected groups. In formal workshops, CSOs may voice the concerns of poor and marginalized groups. It is important to ensure that before any decisions are made that affect these groups, an appropriate form of direct consultation also takes place. This consultation is normally done using PRA techniques during field visits for the social analysis.

⁴¹ Further guidance is provided in ADB. 2006. *Strengthening Participation for Development Results: A Staff Guide for Consultation and Participation*. Manila.

⁴² ADB. 2006. *Guidelines for Preparing a Design and Monitoring Framework*. Manila.

⁴³ Operations Manual sections F2/OP (Involuntary Resettlement) and F3/OP (Indigenous Peoples).

Box 7: Community Participation Strategy: Mongolia Urban Development Sector Project

Mongolia's Urban Development Sector Project aims to improve the living conditions and quality of life of urban residents, especially those living in traditional tent (or *ger*) areas in Ulaanbaatar. More specifically, the project provides (i) enhanced basic urban services, (ii) improved urban roads, (iii) small loans for water connections and on-plot facilities, and (iv) institutional development and training. Aside from improving basic infrastructure in the *ger* areas, the project is also expected to benefit people in these areas by offering access to small loans for households and neighborhood improvements, creating direct short-term employment as well as long-term income-generating opportunities, and empowering poor residents to participate in planning and implementing community infrastructure improvements through community-based organizations (CBOs).

The project design process adopted a bottom-up approach in which local governments and communities confirmed their interest in participating in the project by developing proposals for *ger* area improvements and community participation. Once core subprojects were selected, communities were engaged in project preparation through a household survey and focus-group discussions. Other stakeholders, including local government officials and community leaders, were also consulted extensively.

The project promotes a community-driven approach to *ger* area development, which is reflected in the project's community participation strategy. The strategy covers three main activities: (i) establishment of CBOs, (ii) provision of small loans, and (iii) public awareness raising and training. The establishment and strengthening of CBOs is the centerpiece of the strategy. CBOs are expected to facilitate citizen participation in the project and serve as community representatives to the local government, the public urban services organizations, and the project implementation unit. The project also provides affordable, small loans to households to pursue small-scale improvements on their own or as part of a CBO block or savings group. The loans may finance individual water connections and plot sanitation, smokeless or electric stoves, or minor housing improvements. To encourage residents to participate in and benefit from the project activities, education campaigns and training seminars—related to alternative sanitation and heating solutions, improved health and hygiene, and microfinance—will be carried out in consultation with the residents, local NGOs, local governments, and public urban services organizations. Members of savings and community groups will be trained as trainers, and these trainers in turn will conduct community-wide training activities.

The community participation strategy also recognizes the need to maximize the participation of women, who are primarily responsible for household maintenance and hygiene. To ensure women's participation, the project's gender action plan requires equal representation of women and men on CBO councils, equal access to employment and training opportunities, encouragement to women's groups to apply for block loans, and other measures. Sanitation, health, and hygiene awareness training will be provided to both men and women to encourage greater sharing of household responsibilities.

In terms of monitoring and evaluation, CBOs will play a vital role in the conduct of public consultations, site visits, and household surveys during project implementation. Residents will also be directly involved in evaluating the project's impact on poverty reduction, gender inclusion, health improvements, and environmental improvements.

Source: ADB. 2006. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to Mongolia: Urban Development Sector Project*, Supplementary Appendix L (Community Participation Strategy). Manila.

For projects in which client/beneficiary participation is important to the project's overall success, appropriate C&P mechanisms for project implementation should be identified and incorporated in the project design. These could include (i) targets for the participation of particular groups in project activities; (ii) engagement of community mobilizers; (iii) provisions for special training or outreach activities (e.g., to facilitate women's participation); (iv) inclusion of client/beneficiary representatives in project review missions and workshops; (v) use of citizen scorecards to assess project implementation; and/or (vi) engagement of NGOs or local research institutes to carry out independent monitoring of the project.

C&P activities undertaken during the project design phase are summarized in part II.B1 of SPRSS report form.

7. Addressing Gender Disparities

Important differences in roles between women and men, or other gender norms, may have a significant bearing on the project. Because gender disparities usually result in women and men having different needs, demands, and constraints, it is crucial to identify them early in the design process before key decisions are made. If these differences are ignored, the prospects for success of the project may be adversely affected, and women may not have the opportunity to benefit from the project on equal terms with men. Social norms related to gender roles frequently result in (i) gender-based inequality in access to and control of key resources; (ii) unequal opportunities for women and men in areas such as education, mobility, and public decision making; and (iii) formal or informal discrimination against women in areas such as inheritance, ownership and registration of land, access to credit, and employment.

Detailed gender analysis must be included in the social analysis if (i) women are substantially involved in the relevant sector; (ii) the proposed project has the potential to directly improve women's or girls' access to opportunities, services, assets, or resources; or (iii) the project could have a negative impact on women or girls. Based on this analysis, appropriate measures need to be identified and included in the project design to ensure that women and/or girls can participate in and benefit from the project. A project in category (i) or (ii) should be classified with a GAD theme (or at least treated as a "gender mainstreaming" project), and a gender plan should be developed to include in the project design. A project in category (iii) should include appropriate measures to avoid or minimize the negative impact.⁴⁴

A checklist of key gender considerations for the project design phase—including gender-inclusive consultations and participatory approaches, gender analysis, gender-inclusive design elements, and performance monitoring—is provided in appendix 6.2. Detailed gender checklists have also been prepared for projects in key sectors.⁴⁵ Guidelines for preparing a project gender plan—including project design features, gender capacity development of executing or implementing agencies, policy issues to be addressed, gender experts or NGOs to be engaged to facilitate implementation, relevant targets, and indicators, and budget—are provided in appendix 6.3.

The strategy for maximizing positive impacts of the project on women and/or girls, or for otherwise addressing gender concerns in the project, is summarized in part II.C2 of the SPRSS report form (appendix 4.2). The summary of any gender plan should also be attached as a separate core appendix to the RRP.

8. Ensuring Social Safeguards

During the project design phase, ADB's policies on involuntary resettlement and indigenous peoples require the identification of social safeguard issues and relevant measures to address them. At the pre-design stage, an initial determination is made as to whether either of these safeguard issues is likely to be present in the project. On this basis, the project is categorized initially in terms of these safeguard risks. These categories (A, B, or C) determine the need for further due diligence and preparation of mitigation plans,

⁴⁴ Negative impacts could include women's loss of traditional land rights or livelihood/employment opportunities as a result of the project. Negative impacts on women related to safeguard issues should be addressed under the relevant social safeguard policy. (See the discussion of "Social Safeguards" above.)

⁴⁵ These include gender checklists for agriculture, education, health, water supply and sanitation, urban development, and resettlement, which are available at www.adb.org/Gender/checklists.asp. A tool kit on gender, law, and policy issues is available: [www.adb.org/Documents/Manuals/Gender-Tool kit/Gender-Law-Policy-Tool kit.asp](http://www.adb.org/Documents/Manuals/Gender-Tool%20kit/Gender-Law-Policy-Tool%20kit.asp).

frameworks, or other actions to be incorporated in the project design.⁴⁶ The initial project categories should be revisited at the outset of the design phase, and periodically as more data become available through the social analysis.

If social safeguard issues have been identified in a project, specific due diligence will be carried out as part of the social analysis process. This will include a review of relevant secondary sources and the conduct of socioeconomic surveys of a sample of the affected populations, complemented by PRAs of the affected groups. For involuntary resettlement, a census, asset inventory, and land assessment will also be carried out. Based on this due diligence, appropriate mitigation plans or other mitigation measures will be developed to incorporate in the project design.⁴⁷ For a sector project or MFF, a mitigation framework will be developed, providing for more detailed mitigation plans to be prepared once the specific subprojects or program tranches have been identified.

More detailed guidance on due diligence related to social safeguards and the preparation of mitigation plans is provided in ADB's *Handbook on Resettlement* (1998) and draft Indigenous Peoples' Policy Handbook (June 2007). Guidelines for preparing an involuntary resettlement plan (or framework) and indigenous people's development plan (or framework) are provided in appendixes 7 and 8, respectively. The strategies to address social safeguard issues are summarized in part III of the SPRSS report form (appendix 4.2). Summaries of any involuntary resettlement plan/framework or indigenous people's development plan/framework are also included as separate appendixes to the RRP.

Under ADB's public communications policy, any draft resettlement plan or indigenous peoples' development plan must be made available to the affected people before appraisal of the related project. Thereafter, the final versions of these plans must be made available to the affected groups on completion. Likewise, any revisions to these plans resulting from changes in the technical design or scope of the project must be disclosed to the affected groups.⁴⁸

9. Addressing Other Risks and Vulnerabilities

During the project design phase, it is important to investigate and address other social risks and vulnerabilities that may undermine the project's objectives or limit the project's benefits. Some risks may be directly linked to the project, such as increased fees for basic services or increased prices of essential commodities, job losses related to government or industry restructuring, poor labor conditions for workers involved in project construction, or the increased risk of HIV/AIDS transmission or human trafficking associated with a large infrastructure project. Poor communities and marginalized groups, such as women, disadvantaged castes, the elderly, or the disabled, may be particularly vulnerable to these and other risks. These risks and vulnerabilities should be identified during the predesign phase, and should be revisited at the outset of the project design phase. Any significant risks or vulnerabilities should be investigated further through social analysis. Consideration of affordability issues (e.g., related to fees or charges for basic services) should be linked to the financial and economic analyses of the project. If

⁴⁶ For involuntary resettlement purposes, a category A designation (involving "significant" resettlement) requires a full resettlement plan or framework, while a category B designation (with resettlement that is "not significant") requires a short resettlement plan or framework. (See Operations Manual section F2/OP [Involuntary Resettlement].) For indigenous peoples' purposes, category A (with "significant impacts") requires preparation of an indigenous peoples' development plan or framework, while category B (with "limited impacts") requires specific actions to be taken within the project to address indigenous peoples' needs within the project. (See Operations Manual section F3/OP [Indigenous Peoples].)

⁴⁷ A project involving involuntary resettlement will require a short or full resettlement plan (or framework), depending on the extent of displacement. A project affecting indigenous peoples will require an indigenous peoples' development plan, framework, or other specific action, depending on the type and severity of impact.

⁴⁸ ADB. 2005. *Public Communications Policy: Disclosure and Exchange of Information*. Manila, paras. 80–85. See also Operations Manual section L3/OP (Public Communications, paras. 21–26).

needed, appropriate mitigation plans or other mitigation measures should be developed and incorporated in the project design. Possible social risks that can arise in ADB-supported projects and related mitigation measures are set out in table 5. Box 8 gives an example of affordability analysis.

Mitigation measures should aim to achieve an appropriate balance between social fairness and economic sustainability. In considering possible mitigation options, it will be important to (i) assess the trade-offs associated with particular policy reforms, including the related social and economic costs and benefits; (ii) examine mitigation packages carefully to make sure that they are affordable, that they do not crowd out other social expenditures, and that they do not lead to adverse selection problems; and (iii) establish mechanisms to prevent leakages to the nonpoor.

Guidelines for preparing a risk and vulnerability profile and for assessing affordability and willingness to pay, which may be incorporated in the social analysis, are provided in appendix 10. Guidelines for addressing core labor standards issues are in appendix 9.1, while guidelines for preparing a retrenchment plan or other mitigation plans are in appendixes 9.3 and 10.3, respectively. Any strategies to address social risks and vulnerabilities in the project are summarized in part III of the SPRSS report form (appendix 4.2). All significant risks identified during the project design phase should also be noted in the assumptions/risks column of the DMF for the project (discussed further below).

10. Summary Output: The SPRSS Form

All RRP's must include an SPRSS report form as a core appendix. SPRSS describes the steps taken to address the issues identified in the original IPSA report, and summarizes the social action or mitigation plans, frameworks, or other measures included in the project design to address these issues. The format for the SPRSS is presented in appendix 4.2. Summaries of any social action or mitigation plans (or frameworks) are included in core appendixes to the RRP, with the full plans/frameworks included as supplementary appendixes.

11. Design and Monitoring Framework

As part of its commitment to development effectiveness, ADB is placing greater emphasis on results in individual projects through its PPMS. The cornerstone of PPMS is the DMF, which must be prepared for all loan, grant, and technical assistance projects.⁴⁹ To ensure that ADB's operations are furthering its goal of inclusive social development, it is important to integrate social dimensions into the DMFs for specific projects. This provides greater assurance that social development activities included in the project design will be implemented and that the social impacts of the project will be monitored.

Possible areas for incorporating social dimensions in the DMF include:

- (i) **Impact.** Include any long-term social development impacts to which the project aims to contribute (such as improved educational, health or nutrition levels of low-income households, women or ethnic minorities, or increased economic activity of women in particular provinces or areas).

⁴⁹ Operations Manual Section J1 (Project Performance Management System); ADB. 2006. *Guidelines for Preparing a Design and Monitoring Framework*. Manila.

Box 8: Affordability Analysis and Measures in the People's Republic of China: Wuhan Wastewater and Stormwater Management Project

The Wuhan Wastewater and Stormwater Management Project for the People's Republic of China is a major urban infrastructure initiative that aims to improve the urban environment, public health, and quality of life for urban and suburban residents in Wuhan, the capital of Hubei Province. The expected outcomes of the project are (i) improved and expanded wastewater services in Wuhan and suburban areas, (ii) integrated approaches to basin-wide pollution prevention and control, (iii) improved water quality in nearby rivers and lakes, (iv) reduced flooding in stormwater drainage areas, (v) more efficient and better-managed implementing agencies, and (vi) better cost recovery through gradual increases in water and wastewater tariffs.

Because the project supports increases in wastewater tariffs, an affordability analysis was carried out during the project design phase and the socioeconomic survey carried out at the same time included questions on willingness of households and businesses to pay higher tariffs. Affordability of water and wastewater tariffs was analyzed based on citywide official income data. For all income groups, the combined full-cost tariffs were estimated to be less than 2% of total income (less than 3% of income for the poorest households). The proposed tariffs were, therefore, considered affordable. However, to mitigate the impact of the tariff adjustment, the relevant municipalities provide assistance to people living below the official poverty line through the minimum living security scheme. In addition, the Wuhan Drainage Company finances monthly cash rebates to poor households, which will be adjusted as the tariff increases. Poor households also receive a monthly water tariff subsidy.

Although the existing tariff subsidies for poor households are expected to offset the adverse impacts of tariff adjustments on the poor, the project includes additional measures to ensure that wastewater services are affordable for poor households. These measures, which are included in the design and monitoring framework and supported by detailed covenants in the project agreement, include

- (i) maintenance of wastewater tariff subsidies and periodic evaluation of these subsidies to ensure that wastewater services are affordable to poor households, and
- (ii) measures to ensure that poor households have equal access to wastewater and stormwater benefits.

The covenants in the project agreement require the Wuhan municipal government to

- (i) undertake a review of the regulation on tariff regimes prior to the midterm review of project implementation, including (a) recalculation of minimum cost recovery tariffs based on actual project costs, (b) affordability and willingness-to-pay surveys, (c) financial/economic benefits, and (d) extension of the price escalation mechanism to household and commercial users and other potential fees, such as charges to encourage water conservation and sound environmental behavior;
- (ii) review the impact of water and wastewater tariff adjustments on the poor and maintain and adjust the water tariff subsidy to protect the basic living standards of the urban poor; and
- (iii) hold a public hearing on any tariff increase with key stakeholders, including representatives of the poor, and cultivate public support for tariff reforms through public information and participation programs, including presentations at public meetings and news releases.

Sources: ADB. 2006. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to the People's Republic of China for the Wuhan Wastewater and Stormwater Management Project*. Manila; ADB. 2006. *Project Agreement (Wuhan Wastewater and Stormwater Management Project) between Asian Development Bank, Hubei Provincial Government, and Wuhan Municipal Government*. Manila.

Table 5: Social Risks and Possible Mitigation Measures

Social Risk	Possible Social Action/Mitigation Measure
Restructuring public or private enterprises will result in direct labor downsizing.	<ul style="list-style-type: none"> • Prepare labor-restructuring plan (appendix 9.3). • Include affected workers in C&P plan (appendix 5).
Restructuring may lead to divestiture of social services, such as housing, health care, and education facilities.	<ul style="list-style-type: none"> • Separate essential services from divestiture. • Search for alternative financing options for nonessential services. • Introduce measures to streamline services to achieve cost savings. • Introduce self-financing options. • Prepare labor-restructuring plan (appendix 9.3) for any workers losing jobs from divested services.
Costs may increase for goods that the poor and excluded groups use.	<ul style="list-style-type: none"> • Introduce compensatory cash transfers, consumer subsidies, or social funds directly targeting the poor to ensure basic supplies of essential goods, ensuring adequate phasing out of such programs.
Costs may increase for services that the poor and excluded groups utilize directly.	<ul style="list-style-type: none"> • Separate essential services expenditures from budget cuts. • Cross-subsidize services and utilities to reduce the cost to small consumers or to provide an optional low service level (e.g., community standpipes for water supply, lifeline electricity tariff). • Provide temporary subsidies or alternative financing mechanisms to allow poor households to connect to public utilities (e.g., instalment payments for connection charges). • In countries with a high percentage of children and youth (30% of total population), secure basic services for children via schools (e.g., nutrition, immunization, basic health assistance).
Sector restructuring may disproportionately affect the poor and excluded groups, which are most vulnerable to economic transition.	<ul style="list-style-type: none"> • Develop management arrangements capable of targeting the poor and excluded social groups effectively. • Develop an active labor program for affected people.
Project construction activities may not comply with international core labor standards or national labor laws (e.g., relating to nondiscrimination and equal pay, prohibition of child labor, and workplace safety).	<ul style="list-style-type: none"> • Require civil works contractors to comply with international core labor standards and national labor laws (under terms of civil works contracts). • Provide for construction supervision consultants or an independent third party to monitor contractors' compliance with labor standards and labor laws. • Organize labor-contracting societies to represent interests of poor and female laborers working on construction or maintenance of project facilities.
Large infrastructure project may increase risk of HIV/AIDS transmission and/or human trafficking in the project area and related transport corridors.	<ul style="list-style-type: none"> • Link project with ongoing HIV/AIDS and trafficking awareness and prevention programs in the project area (supported by government, other development partners, and/or NGOs). • Prepare action plan and related activities to address HIV/AIDS and trafficking risks within the project, including information programs at construction sites and in surrounding communities.

% = percent, C&P = consultation and participation, HIV/AIDS = human immunodeficiency virus/acquired immunodeficiency syndrome, NGO = nongovernment organization.

- (ii) **Project Outcome.** Include any social development outcomes of the project (such as increased enrollment rates, use of health services, women’s employment, or joint ownership of land in the project area).
- (iii) **Outputs, Activities, and Inputs.** Include key design measures related to social development or mitigation of negative social impacts of the project (such as key outputs, activities, and inputs derived from the gender; C&P; or IPDP for the project).
- (iv) **Performance Targets and Indicators.** Include appropriate targets and indicators for each social impact, outcome, output, activity, and input included in the DMF.
- (v) **Data Sources and Reporting Mechanisms.** Include relevant primary or secondary data sources (including government statistics and project-specific data collected through PPMS) for each social target and indicator.
- (vi) **Assumptions and Risks.** Include any assumptions about the social context in which the project will be implemented, or significant social risks associated with the project, which could influence its success (based on the analysis of social risks and vulnerabilities included in the social analysis).

Box 9 provides an example of a DMF that includes good social development targets and indicators.

For policy-based projects, the policy matrix included in the RRP should also include targets and indicators for any policy reforms intended to further social development objectives or to mitigate the negative impact of policy reforms on poor or vulnerable groups. Any assumptions or risks related to the social context in which the policy reforms will be implemented should also be identified. For further guidance, see ADB’s *Poverty Handbook* and *Guidelines for the Assessment of the Impact of Program Loans on Poverty*.

Sample targets and indicators related to social development activities and outcomes, and mitigation of negative social impacts of a project are provided in appendix 11.

12. Assurances

The borrower or other recipient of ADB assistance typically provides a number of assurances about the implementation of the project, including its social dimensions. These are reflected initially in the memorandum of understanding signed at the end of the project fact-finding mission (and appraisal mission, if any) and eventually in the RRP, and are elaborated further in the financing documents for the project. Key design features and action/mitigation plans (or frameworks) addressing social development and social safeguard issues should be supported by specific assurances (and related covenants in the financing documents). Project teams should consult with project counsel early in the project cycle to develop appropriate assurances on relevant social development and social safeguard issues (such as gender, participation, resettlement, indigenous people, labor, HIV/AIDS, or human trafficking). These assurances and related covenants provide an additional basis for monitoring the implementation of social development activities and mitigation plans under the PPMS.

Under ADB’s public communications policy, if the financing documents for a project require the preparation of social (or environmental) monitoring reports during project implementation, ADB is required to make these reports publicly available on their submission to ADB.⁵⁰

⁵⁰ ADB. 2005. *Public Communications Policy: Disclosure and Exchange of Information*. Manila, para. 92. See also Operations Manual section L3/OP (Public Communications, para. 33).

Box 9: Design and Monitoring Framework for the Tonle Sap Rural Water Supply and Sanitation Sector Project, Cambodia

The Tonle Sap Rural Water Supply and Sanitation Sector Project aims to enhance the health of low-income communities in rural areas by improving their hygiene and sustained access to safe drinking water and effective sanitation. The project emphasizes community participation and gender-inclusive approaches, as reflected in its DMF (see excerpts below).

Design Summary	Performance Targets/Indicators
<p>Impact</p> <p>Improved health and quality of life for rural people in line with the CMDGs' targets for safe WSS</p>	<p>By 2015:</p> <ul style="list-style-type: none"> increase the percentage of rural people with access to safe drinking water to 50% (CMDG target 7.10); increase the percentage of rural people with access to improved sanitation to 30% (CMDG target 7.12); and reduce under-5 child mortality due to waterborne diseases by half of the 1990 level (CMDG target 4.1).
<p>Outcome</p> <p>Sustained access for all communities and their members, including the poorest, to safe water sanitation and better hygiene</p>	<p>By 2011, in the project areas:</p> <ul style="list-style-type: none"> 1.09 million people have access to safe water and 0.72 million people have access to sanitation; 1,760 villages have better WSS facilities; 50% of rural people have access to a reliable supply of safe water; 30% of rural people have access to hygienic latrines; at least 50% of households in the selected villages adopt improved hygiene practices; and institutional capacity improved.
<p>Outputs</p> <p>Component 1: Community mobilization and skills development</p> <ol style="list-style-type: none"> People in target areas are aware of project; WSS plans are prepared for implementation (including information about project, rapid appraisal of WSS needs, village mapping, selection of very poor, baseline survey, informed choice); Water use and health education are improved; Water and sanitation user groups are formed and trained; and Small groups are trained on water-related opportunities. 	<p>By 2011, in the project areas:</p> <ul style="list-style-type: none"> 1,760 subprojects are selected, prepared, and implemented; 80% of people are aware of project and WSS issues; 60% of residents—men and women—in each village are involved in village planning and selection of WSS systems; all subprojects have baseline surveys and environmental analysis; all piped water systems and pond projects have land acquisition/resettlement plans; all selected villages have identified their poorest households; all WSS systems have established WSUGs; all WSUGs elect boards with at least 40% women; at least 50% of all members trained in maintenance of WSS systems in every WSUG are women; at least 150 groups are supported to develop water-related activities; 90% of WSUG boards are functioning and able to manage their water systems 2 years after project completion; and 80% of target water users can perform at least 3 good hygiene practices.
<p>Component 4: Capacity building and institutional support</p> <ol style="list-style-type: none"> Improved capacity of MRD, PDRDs, DORDs, and commune councils to plan, facilitate, and monitor RWSS while taking into consideration gender issues, the environment, ethnic/indigenous groups, resettlement, and the private sector; Classified and trained private entrepreneurs provide equipment and services in the framework of the project; National database on WSS indicators is established and maintained; Gender strategy is developed for rural WSS (RWSS); and RWSS strategy and guidelines are developed and ready for implementation. 	<ul style="list-style-type: none"> all MRD and PDRD staff involved in the project are trained in their field of activity by the second year; project management unit and project implementation unit have sufficient capacity to implement required services by the third year; training participants are at least 30% female; specifications and requirements for private sector participation are prepared; classification system for private sector companies is in place by the second year; all classified private entrepreneurs are trained to comply with MRD specifications; nationwide standard database for all RWSS is established by the third year and updated annually, including quantitative and qualitative, sex-disaggregated, and poverty data; guidelines on mainstreaming gender in RWSS are developed by the second year; RWSS strategic policy unit and a development partners' forum for RWSS are in place by the first year; and RWSS strategy is finalized by the second year, and all RWSS guidelines are finalized by the third year.

CMDG = Cambodian Millennium Development Goal, DMF = design and monitoring framework, DORD = District Office of Rural Development, MDG = Millennium Development Goal, MRD = Ministry of Rural Development, PDRD = Provincial Department of Rural Development, RWSS = rural water supply and sanitation, WSS = water supply and sanitation, WSUG = water and sanitation user groups.

Source: ADB. 2005. *Report and Recommendation of the President to the Board of Directors on a Proposed Grant to the Kingdom of Cambodia for the Tonle Sap Rural Water Supply and Sanitation Sector Project*. Manila.

F. Project Documentation

The project design process results in a final report and initial draft RRP. In the RRP, the social dimensions of the project should be appropriately described in

- (i) project impact, outcome, and outputs;
- (ii) summary of social impacts;
- (iii) assurances (and related covenants in the financing documents);
- (iv) DMF (and arrangements for monitoring and evaluation);
- (v) poverty impact assessment and policy matrix (for policy-based projects);
- (vi) SPRSS;
- (vii) any social action or mitigation plans (or frameworks) included as appendices;
- (viii) any summary of stakeholder consultations (usually included as an appendix to the RRP);
- (ix) TOR for project implementation consultants (including any social development specialists);
- (x) criteria for selecting and preparing subprojects (in the case of sector projects); and
- (xi) criteria for selecting CSOs to help implement the project.

