

**ASIAN DEVELOPMENT BANK**

**TAR: BAN 37110**

**TECHNICAL ASSISTANCE**  
(Financed by the Poverty Reduction Cooperation Fund)

**TO THE**

**PEOPLE'S REPUBLIC OF BANGLADESH**

**FOR**

**STRENGTHENING CAPACITIES  
FOR POVERTY MONITORING AND EVALUATION**

**December 2003**

## **CURRENCY EQUIVALENTS**

(as of 8 December 2003)

Currency Unit	–	taka (Tk)
Tk1.00	=	\$0.0172
\$1.00	=	Tk58.28

## **ABBREVIATIONS**

ADB	–	Asian Development Bank
BBS	–	Bangladesh Bureau of Statistics
DFID	–	Department for International Development
GED	–	General Economics Division
IPMF	–	interim poverty-monitoring framework
IPPM	–	interim participatory poverty-monitoring mechanism
IPRS	–	interim poverty reduction strategy
LCG	–	local consultative group or subgroup
M&E	–	monitoring and evaluation
NFPF	–	National Poverty Focal Point
PMU	–	poverty-monitoring unit
NPRC	–	National Poverty Reduction Council
PRF	–	Poverty Reduction Cooperation Fund
PRS	–	poverty reduction strategy
TA	–	technical assistance

## **NOTE**

In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. Although Bangladesh has significantly reduced poverty over the past decades, half of the country's population—some 63 million people— still live in poverty. The Government and the Asian Development Bank (ADB) signed a partnership agreement on poverty reduction (PAPR) in April 2000, under which the Government adopted challenging targets in reduction of income and human poverty. The Government also reiterated its commitment to achieve the Millennium Development Goals (MDGs) by completing the National Strategy for Economic Growth, Poverty Reduction, and Social Development, or the interim Poverty Reduction Strategy (IPRS) in March 2003. Monitoring and evaluating the implementation of the strategy is an important component of the IPRS, which defines a matrix of poverty reduction tracking and monitoring indicators. A full-fledged Poverty Reduction Strategy (PRS) is scheduled for completion by end-2004.

2. The Government has requested ADB to assist in establishing a poverty-monitoring and evaluation (M&E) system, and strengthen government capacities for poverty M&E since the signing of the PAPR, to ensure that its targets are being. In September 2002, the Department for International Development (DFID, United Kingdom) endorsed the technical assistance (TA) concept for funding from the Poverty Reduction Cooperation Fund administered by ADB, including assistance in developing an integrated and coordinated framework for M&E of progress in implementing the PRS. Fact-finding for the TA was undertaken during January to March 2003 to discuss with the Government the TA objectives, scope, financing and implementation arrangements.<sup>1</sup> Further consultations with the Government to refine the TA scope were held thereafter. Other consulted key stakeholders included representatives of civil society, the private sector, and development partners. The TA framework is in Appendix 1.

## II. ISSUES

3. The IPRS, envisages the establishment of an institutionally effective and technically competent poverty-monitoring unit (PMU) to monitor and assess poverty reduction goals. The Government thus established a National Poverty Focal Point (NPFP) in the General Economics Division (GED) of the Planning Commission in April 2003. The NPFP is designed to grow and function as an institutionally effective and technically competent PMU, with strong interministerial linkages and interactions with various stakeholders outside the Government to monitor and track the progress of PRS implementation. The PMU will also be the key agency in preparing the full-fledged PRS and in periodically revising the medium-term agenda. Institutionalizing the NPFP, and ultimately the PMU, and establishing a sound poverty-monitoring framework will require sustained efforts of capacity building both within and outside the Government.

4. The National Poverty Reduction Council (NPRC), chaired by the Prime Minister, has also been formed with participation of ministers and secretaries of line ministries and representatives of the civil society and the private sector, including academia and research institutes. NPRC's key objective is to address strategy and policy issues relating to the poverty M&E work of NPFP, which is the NPRC Secretariat. Implementing NPRC, including establishing the links and relationships with other institutions with similar mandates will also require capacity building and coordination among the relevant agencies and departments.

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<sup>1</sup> The TA first appeared in *ADB Business Opportunities* (Internet edition) on 12 May 2003.

5. A recent institutional assessment<sup>2</sup> of the poverty monitoring and coordination functions in Bangladesh and lessons learned from similar ADB-supported initiatives provide the context and analysis of the key challenges facing the Government in operationalizing the NFPF. First, establishing sound systems and processes to regularly integrate and publish poverty information will require capacity building. The Bangladesh Bureau of Statistics (BBS) is conducting several regular and ad hoc surveys, depending on needs and financing availability. However, these surveys are not based on comprehensive need assessments. Second, the roles, responsibilities, and relationships between the various institutions that monitor and coordinate poverty-related functions should be clarified. The NFPF's smooth functioning requires effective links and coordination, including with: (i) other ministries/agencies, (ii) Bangladesh Bank, (iii) BBS, (iv) Bangladesh Institute of Development Studies, and (v) local consultative group or sub-groups (LCGs).<sup>3</sup> An incentive structure is also required to attract and retain GED staff, while the organizational structure within GED and the Planning Commission need to be addressed in the longer term.

6. To ensure that the poverty targets are effectively tracked, IPRS input, output, and outcome indicators need to be incorporated into sector agencies' strategic framework. Participatory consultations will be an integral part of the work of the NFPF's work before and after the preparation of the full-fledged PRS and periodic revision of the medium-term agenda. GED's capacity to design and mainstream participatory processes is, however, extremely limited. Consequently, capacity building for M&E of poverty trends will need to include: (i) assistance to clearly define NFPF's role; (ii) pilot-testing mechanisms to link NFPF with other stakeholders of the poverty reduction program, including the BBS; and (iii) support to the non-government sector to conduct independent surveys to monitor, assess, and analyze poverty trends. The TA is intended to be the first part of a medium-term process of activities to strengthen NFPF capacity. Further support is expected from other development partners, while some have already indicated interest in helping the Planning Commission, including the GED, monitor and evaluate the national poverty reduction programs.

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Output

7. The TA's purpose is to strengthen the institutional capacity to monitoring and evaluate national poverty reduction programs to make government poverty reduction measures more effective. The TA will help the NFPF set up and implement an M&E framework, based on a clear understanding of the NFPF's roles, responsibilities, and relationship with other stakeholders, particularly NPRC, BBS, and key sector agencies, to help policymakers monitor progress and make actions more effective and efficient.

8. The TA outputs will be (i) institutional and coordination framework for poverty monitoring established, (ii) interim participatory poverty-monitoring mechanism (IPPMM) developed and implemented, (iii) interim human resources development plan for the NFPF formulated and implemented, (iv) participatory consultation process developed and implemented to deliver IPPMM, and (v) suitable mechanism for civil-society engagement in poverty monitoring developed and implemented.

<sup>2</sup> DFID. 2003. *Assessment of Poverty Monitoring and Coordination Functions of the Bangladesh Planning Commission*. United Kingdom.

<sup>3</sup> Twenty-two local consultative sub-groups are chaired by representatives of the development partners.

## **B. Methodology and Key Activities**

9. The TA comprises five interrelated key activities that allow for consultation and participation of stakeholders to implement NPPF and make it effective. A mixture of specialist support and capacity-building instruments will be used to help achieve key institutional milestones. The approach will encourage ownership and accountability and create incentives for good performance. The TA key-activities are described below.

### **1. Develop an Institutional and Coordination Framework**

10. Key activities include the following: (i) define the core functions and levels of authority for the NPPF to allow it to take decisions and work independently; (ii) establish coordination functions for poverty monitoring with other agencies; (iii) implement NPPC and clarify its links and relationships with other institutions with similar mandates; (iv) develop mechanisms to measure and track NPPF and NPPC performance in the short and medium term, and suggest ways to strengthening the NPPF and, ultimately, PMU in staffing, institutional arrangements, and logistics; and (v) design and implement a system of working groups to deal with specific issues and establish interactive links with the LCGs on relevant areas.

11. Assistance will initially be provided to identify and prioritize the NPPF's scope of work including preparation of the PRS, as the NPPF is the key agency to ensure timely preparation of the PRS under the overall guidance of a national steering committee. The component will help the NPPF, GED and NPPF national steering committee design and implement its activities in the formative stage of its operation, and in coordinate and document meetings with ministerial thematic groups and civil-society groups to prepare a PRS. Initial support will include assistance to identify additional needs and develop a macro framework of actions to meet these needs with further external assistance. Successful implementation of these initial activities is instrumental to develop and institutionalize a comprehensive and efficient mechanism to ensure timely M&E of progress.

### **2. Develop an interim Participatory Poverty Monitoring Mechanism**

12. This component will include the following key activities: (i) produce a road map of key actions to conceptualize, refine, and develop implementable input, output and intermediate indicators, and outcome indicators to measure poverty trends and track progress; (ii) develop mechanisms in consultation with the relevant stakeholders to take stock of poverty data, take short-term measures to meet the need for critical data to track key indicators, develop a data collection strategy by identifying the most simple and effective instruments, and design an interim framework to monitor poverty; and (iii) prepare an outline of an annual report on poverty reduction and social development and analysis of observed trends and their policy implications.

### **3. Human Resources Capacity Building of National Poverty Focal Point**

13. This component assumes that NPPF roles, responsibilities, and functions are clear, and includes: (i) building consensus among the relevant decision-making authorities on the posts, job descriptions, skills mix, and recruitment plan of key personnel in line with the agreed-on mandate, core functions, and short- to medium-term institutional set-up of the NPPF; (ii) establishing a core team of professionals for poverty analyses and monitoring, and an incentive structure to encourage professionals to work in NPPF, including a simple and effective system

to monitor achievement of objectives for key personnel; and (iii) developing and implementing phase 1 of a capacity-building program to empower key personnel to meet their objectives, and identify areas where external expertise and funding are required.

#### **4. Develop and Implement Participatory Consultation Processes**

14. This component will include the following activities: (i) develop and implement mechanisms for listening to the 'voices of the poor' on trends, possible impacts of pro-poor projects, and policy support; (ii) developing NPFP capacity to undertake stakeholder analysis and participatory and consultation processes, and establish a consultation calendar by type of stakeholder consultation, purpose, and expected output; and (iii) establish mechanisms to sensitize key policymakers and development partners on the Government's PRS and progress made through policy dialogues and interactions.

#### **5. Encourage Civic Initiatives for Monitoring Poverty**

15. The component will include the following: (i) assess and develop suitable institutional mechanisms and funding arrangements for civil-society groups to monitor poverty trends and impact; (ii) help organize civil-society groups engaged by NPRC to monitor poverty trends and impact; and (iii) design and implement a capacity-building program for civil society groups. The component should be administered by a working group comprising representatives of the Government and civil society, including academia and research institutes, to ensure that civic initiatives are identified, developed, implemented through continued civic engagement in monitoring poverty. Costs associated with delivery of services provided by civil-society groups will need to be assessed, and systems for sustainable civic engagement developed.

#### **C. Cost and Financing**

16. The TA is estimated to cost \$440,000, comprising \$144,000 in foreign exchange cost and \$296,000 equivalent in local currency cost. ADB will administer a grant of \$350,000 equivalent from the Poverty Reduction Cooperation Fund. The Government will finance the balance of \$90,000 equivalent of the local currency cost by providing counterpart staff, office accommodation, and other related services and facilities. The detailed cost estimates and the financing plan are in Appendix 2.

#### **D. Implementation Arrangements**

17. GED will be the TA Executing Agency. NPFP will be the implementing agency. The GED member responsible for overall TA implementation will appoint a TA project manager, who is expected to be a senior GED officer, to oversee day-to-day TA activities. A TA project steering committee will be established consisting of senior officials (from GED Bangladesh Bank, Bangladesh Institute of Development Studies, BBS, External Relations Division, NPRC, Finance Division, and Implementation, Monitoring, and Evaluation Division) to guide and coordinate on TA implementation. The TA manager will be assisted by qualified technical and support staff from GED.

18. The TA will be implemented in two phases over two years, from the first quarter of 2004 to March 2006. A team of three individual domestic consultants will be engaged for 6 person-

months each for phase I (paragraph 10 under component 1). The consultants will have background in development economics, social science and political science, with good knowledge of staff and institutional development in PRS design, implementation, and M&E in other countries. Research assistants will also be engaged under the TA as and when necessary, to assist the local consultants in performing the assigned tasks. For phase 2, multidisciplinary consultant services (8 person-months international, 20 person-months domestic) will be required. The team of consultants will have expertise in participatory poverty M&E framework establishment; institutional appraisal and institutional development; organizational development; data analysis and data collection, and information management and reporting; and capacity building of civil-society groups. The consultants will be selected on an individual basis and will be engaged in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB on the engagement of domestic consultants. The outline terms of reference are in Appendix 3. Equipment will be procured in accordance with ADB's *Guidelines for Procurement*.

19. In phase I the consultants will submit a report at the end of the first quarter outlining the detailed activity, and a final report, including preliminary analysis of each task and likely directions for the next phase at the end of the 6 months. In phase 2 the consultants will submit (i) an inception report within 1 month after the TA starts, outlining key activities; (ii) six monthly progress reports thereafter, summarizing key issues and outputs; and (iii) a draft final report, including recommendations for follow-up activities, 8 weeks before TA completion. The final report will be prepared only after a tripartite review meeting of the Government, consultants and ADB. Consultants will procure equipment such as computers, software, audio-visual equipment and other training materials under arrangements satisfactory to ADB, and turn over the equipment to GED at the end of the consulting assignment.

#### **IV. THE PRESIDENT'S DECISION**

20. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$350,000 to the Government of Bangladesh to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Strengthening Capacities for Poverty Monitoring and Evaluation, and hereby reports this action to the Board.

## TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>Goal</b> Enhance effectiveness of the Government's poverty reduction measures</p>	<p>Poverty is reduced, as reflected in income and human poverty indicators.</p>	<p>Poverty reports produced and services rendered by the Government, development partners and other stakeholders, including household income and expenditure survey and Bangladesh human development report</p>	
<p><b>Purpose</b> Strengthen institutional capacity for monitoring and evaluation (M&amp;E) of national poverty reduction programs</p>	<p>National Poverty Reduction Council (NPRC) achieving short-term performance targets. National Poverty Focal Point (NPFP) achieves short-term performance targets. The interim poverty reduction monitoring framework is operational.</p>	<p>NPRC annual reports  NPFP Annual Reports</p>	<ul style="list-style-type: none"> <li>• Government commitment and support of concerned government agencies</li> <li>• Availability of funding to continue and sustain the work</li> </ul>
<p><b>Outputs</b> 1. Institutional and coordination framework for poverty monitoring established.</p>	<ul style="list-style-type: none"> <li>• A macro framework of actions for poverty M&amp;E calling for further external assistance</li> <li>• Regular NPRC meeting</li> <li>• Mandate of NPFP approved by NPRC and the NPFP operational.</li> </ul>	<ul style="list-style-type: none"> <li>• Government announcements and reports</li> <li>• Minutes of meetings</li> <li>• Regulation for membership, functions and procedures of supervisory body</li> </ul>	<ul style="list-style-type: none"> <li>• No feasible agreement on supervisory body reached within the Government</li> <li>• Lack of incentives for stakeholders to be part of the system</li> <li>• Lack of acceptance of coordination function of the NPFP.</li> </ul>
<p>2. Interim participatory poverty monitoring mechanism (IPPM) developed and implemented.</p>	<ul style="list-style-type: none"> <li>• Outline of annual report on participatory poverty reduction monitoring agreed to by NPRC</li> <li>• Road map of actions to measure poverty within the interim poverty reduction monitoring framework agreed to by NPRC</li> </ul>	<p>NPRC Minutes of meeting Interim poverty-monitoring framework Reports</p> <p>Road map Minutes of NPRC meeting</p>	
<p>3. Interim human resources development plan for NPFP formulated and implemented.</p>	<ul style="list-style-type: none"> <li>• Human resources plan showing staff breakdown agreed to by NPRC</li> <li>• Key job descriptions and recruitment plan agreed to by NPRC</li> <li>• Capacity building program started to deliver IPPMM.</li> </ul>	<ul style="list-style-type: none"> <li>• Human resources plan submission to NPRC</li> <li>• NPRC minutes of meetings</li> <li>• Human Resources recruitment and resource allocation quarterly reports for NPFP</li> <li>• Quarterly capacity building program progress report.</li> </ul>	<p>The general administration culture does not provide for participatory approaches and is hard to overcome in the short term.</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
4. Participatory consultation process developed and implemented to deliver IPPMM	Consultation calendar with stakeholders operational Seminars and workshops on poverty monitoring completed for phase 1 of IPPMM development	<ul style="list-style-type: none"> <li>• Consultation Calendars</li> <li>• Consultation records</li> <li>• Seminar and workshop proceedings</li> </ul>	Flexibility is limited to deviate from the general government human resource and capacity-building system.
5. Suitable mechanism for civil-society engagement in poverty monitoring developed and implemented.	<ul style="list-style-type: none"> <li>• Working group responsible for civic initiatives operational</li> <li>• Strategy setting procedures, capacity building program, and funds for engaging civil society groups approved by NPRC</li> </ul>	<ul style="list-style-type: none"> <li>• Working Group minutes of meetings</li> <li>• Strategy document</li> <li>• Minutes of NPRC meeting</li> </ul>	Reluctance on either or both sides (Government, civil society) to interact in a constructive way.
<b>Inputs</b> <ul style="list-style-type: none"> <li>• Technical assistance consultants</li> <li>• Workshops and seminars</li> </ul>	<ul style="list-style-type: none"> <li>• \$350,000</li> <li>• 8 person-months of international and 38 person-months of domestic consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Asian Development Bank (ADB) disbursement records</li> <li>• ADB project records</li> </ul>	

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Poverty Reduction Cooperation Fund Financing<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	96	0	96
ii. Domestic Consultants	0	152	152
b. International/Domestic Travel	15	15	30
c. Reports and Communications	3	6	9
2. Equipment	10	0	10
3. Training and Workshops	0	11	11
4. Contingencies	20	22	42
<b>Subtotal (A)</b>	<b>144</b>	<b>206</b>	<b>350</b>
<b>B. Government Financing</b>			
1. Office Accommodation and Counterpart Staff	0	75	75
2. Others (utilities, office supplies, transport, etc.)	0	15	15
<b>Subtotal (B)</b>	<b>0</b>	<b>90</b>	<b>90</b>
<b>Total</b>	<b>144</b>	<b>296</b>	<b>440</b>

<sup>a</sup> Administered by the Asian Development Bank.  
Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. General

1. The main purpose of the two-year technical assistance (TA) is to help the Government establish an interim poverty reduction monitoring framework and build capacity in the Government, civil society, and other institutions to monitor and evaluate national poverty reduction programs and associated efforts. The TA will be implemented in two phases. In phase 1 (6 months), a team of three domestic consultants will help undertake initial activities to operationalize the National Poverty Focal Point (NPFP) of the General Economics Division (GED). In phase 2 (18 months), a team of international and domestic consultants will help the National Poverty Reduction Council (NPRC) and the NPFP to establish and deliver an interim poverty monitoring framework (IPMF), comprising a coordinated cluster of poverty-monitoring systems to monitor and evaluate the progress in implementing the national poverty reduction strategy (PRS).

2. The team of consultants for phase 2 will help stakeholders use a capacity-building and empowerment approach and ensure that the NPFP owns the project. The consultants are expected to draw on international and regional good practices to establish a national IPMF and provide direction and guidance on making it permanent. The consultants must have experience in helping governments and stakeholders design and implement all aspects of poverty monitoring through a national framework using participatory tools and processes. The consultants must also have experience in establishing relevant institutional, organizational and human resources systems, structures, and procedures to support the interim poverty-monitoring framework. One domestic consultant must have the skill to include civil-society organizations in the design and implementation of national IPMF.

3. The team will utilize process-consulting skills to ensure the NPRC, NPFP and other stakeholders are accountable for and own the IPMF. The team will be required to empower counterparts, NPRC members and NPFP staff using techniques and tools that will encourage learning by performing core functions. The TA will focus on producing working models and not just a series of consultants' reports. The team comprising international and national consultants must be in country throughout the assignment through at least three in-country trips. When not in the country, the international consultant must be able to provide ad hoc advice through E-mail and Internet facilities. The team leader (international consultant) will monitor and report progress every 2 months.

4. During the project's inception phase (up to two months) at the start of phase 2, the team of consultants will establish the working and reporting arrangements, including the counterpart staff and nodal officers to deliver key TA components. The inception phase will set out the key human resource inputs from Government, civil society, and other relevant agencies required to ensure that project outputs can be developed and delivered within the project time frame. The follow-up to the inception phase will begin when the human resource inputs are available for TA implementation. During the inception phase a process supported by a timetable of milestones will be set out, process management and flexibility facilitated, and frequent and regular monitoring ensured. Government should agree on a timetable to establishing the NPRC and NPFP, and on a process to mitigate risks and save resources (including TA resources) should establishment be delayed. The precise team inputs will be developed for the first 9 months and updated monthly to become a rolling annual consultant team resource and activity plan. Similar resources plans will also be required for government and civil society inputs.

## B. Consultants

### 1. Domestic Consultants (three, a total of 18 person-months for phase I)

5. The consultants must have a background in development economics, social science, political science, and/or public administration, and preferably some knowledge of human and institutional development needed for developing a macro framework of actions to develop, implement, monitor, and evaluate a full poverty reduction strategy (PRS). The consultants should be familiar with poverty diagnostics and strategies of poverty reduction in different countries and with institutional arrangements in the Government, and have skills in conducting and coordinating dialogues with different stakeholders, including civil societies.

6. The consultants, one of whom will be the team leader, will collectively perform the following tasks:

- (i) Keeping in view the time frame to prepare the full PRS, identify and prioritize the NPFP's functions and scope of work to ensure smooth preparation and implementation of the PRS in the given time frame.
- (ii) Suggest ways for strengthening the NPFP in terms of staffing, institutional arrangement, and logistics.
- (iii) Provide research and technical support to the NPFP in its formative stage.
- (iv) Help the NPFP national steering committee prioritize issues, provide research and technical support to the committee in designing its activities and implementing its decisions.
- (v) Help the national steering committee in discussions with ministerial thematic and civil-society groups, articulate issues, prepare materials, and help coordinate and document meetings in connection with PRS preparation/monitoring.
- (vi) Identify additional needs and develop a macro action framework to meet them with further external assistance.
- (vii) Submit a report at the end of the third month, and a final report containing recommendations at the end of the six-month period of phase 1.

### 2. International Poverty Monitoring and Evaluation *cum* Institutional Specialist (team leader, 8 person-months, intermittent over 18 months)

7. The specialist will have an academic background in poverty analysis and poverty reduction strategies with emphasis on monitoring and evaluation (M&E). The specialist will have experience in designing and implementing participatory poverty M&E systems, and a good understanding on how to scope the measures, sequence and coordinate poverty reduction monitoring activities for the IPMF in a country with limited capacity, capability and resources. The consultant will lead in components 1, 2 and 3 and provide support to components 4 and 5.

8. The specialist will do the following:

- (i) Lead in components 1 (except tasks in para 11), 2, and 3, and support components 4 and 5.
- (ii) Establish simple mechanisms to track and report progress by component.

- (iii) Establish practical institutional arrangements and processes to design and implement an IPMF. Have a sound track record of helping establish an effective IPMF in another developing member country.
- (iv) Have a strong negotiation, communication and influencing skills and be sensitive to local social, cultural and political context.
- (v) As team leader, drafting the inception, interim, and final reports; incorporate inputs of other consultants; presenting the findings; and incorporate comments into the final versions of the various types of reports.
- (vi) Manage the team and closely coordinate with other implementing agencies. Ensure effective coordination with other donors and deliver the requirements for follow-up work to this TA, which is likely to be supported through one or more donor agencies.
- (vii) Help establish the NPRC to build on the PFP, considering the complex institutional structures of development and poverty reduction programs in Bangladesh. Conduct institutional appraisals and stakeholder analysis to ensure that the NPRC is established soundly and inclusively. In particular, help the NPRC establish and implement its mandate and achieve its immediate performance targets. Help the NPFP develop an efficient poverty M&E framework.
- (viii) Support development of NPFP and the links between the NPFP and the NPRC. Help establish the most appropriate and practical institutional, organizational, and human resources arrangements for the NPFP by helping it (a) develop a strategic framework, a time-bound work program and the budget (b) develop models for working mechanisms between NPFP and other stakeholders involved, and present the models to decision makers and at stakeholder workshops; (c) conduct briefings to top and middle management and train staff on the IPMF.
- (ix) Lead in helping the NPFP develop a set of poverty indicators addressing the multidimensional nature of poverty. Help develop the framework to implement the poverty-monitoring indicator tracking and monitoring matrix defined in the interim poverty reduction strategy (IPRS). A doable set of indicators is needed that can be monitored and tracked through a phased implementation program that is likely to extend well beyond the TA period. Consider developing a full-blown PRS.
- (x) In setting up a supporting poverty reduction monitoring framework, consider the following: (a) inputs such as the delivery of funding and other necessary resources and conditions for agreed-on activities to the organizations responsible; (b) processes used under various interventions, including institutional linkages, policies, and underlying logical assumptions, and how these impact on operation's effectiveness and efficiency; (c) outputs demonstrating immediate results of activities implemented under poverty reduction policies; (d) intermediate outcomes such as changes in income levels, better social and governance conditions, consumption of quality services, and other factors directly affecting the well being of the poor; and (e) final outcomes or impacts such as improvements in people's well being.
- (xi) In developing the IPMF, consider (a) including major components of well-being<sup>4</sup>; (b) developing poverty profiles, taking into account many socioeconomic and demographic characteristics of households; (c) undertaking an economic analysis to target public expenditures and investments; and (d) developing

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<sup>4</sup> Including access to public services, health and nutrition, education; vulnerable groups; gender issues; social safety net; and living conditions based on a refined methodology for identifying the poor.

geographical targeting as a means to channel public resources to the poor. Undertake some of this work in close consultation with Bangladesh Bureau of Statistics (BBS). The model will need to incorporate household expenditure surveys and census data and allow for the consolidation of national surveys and data information into an analytical framework. Identify software requirements and supervise training. Help analyze survey data and in the production of a survey report.

- (xii) Closely coordinate with the other consultants to ensure consistency in methodology, style, and quality. Oversee the work of the other members of the phase-2 team and help the domestic consultants implement components 1 (except tasks listed in para. 11), 2 and 3. Coordinate with ADB's Bangladesh Resident Mission (BRM) and other donors.
- (xiii) As team leader during phase 2, be responsible for all reports, including the inception report, due after the first field trip to Bangladesh. Submit the interim report after establishment of working mechanisms of all stakeholders, or 6 months into TA implementation by the latest.

**4. Domestic Institutional Development Specialist (10 person-months, intermittent over 18 months)**

9. The consultant will have a degree in the social science, political science, or public administration and several years of experience in analyzing and managing institutional change processes in Bangladesh. The experience will be direct involvement, or an advisory role in poverty reduction and institutional development activities in the public or voluntary sectors. The ability to conduct analysis and to work effectively with government officials and intercultural teams is essential. The consultant will have strong moderation and excellent writing skills, be familiar with the national poverty strategy process, and have work experience with donor agencies.

10. The consultant will do the following:

- (i) Work with the international consultant responsible for components 1 (except tasks listed in para. 11), 2 and 3 to help the NFPF in institutional and human resources development. In particular, help the NFPF develop and implement a strategic framework, a time-bound work program, and a budget; and establish working mechanisms of all stakeholders in the IPMF.
- (ii) Help the NFPF and international consultant identify support needs of at least two sector agencies with regard to establishing poverty reduction frameworks.
- (iii) Coordinate closely with the NFPF and the international and domestic consultants.
- (iv) Provide inputs into the inception, interim and final reports.

**4. Domestic Participatory Poverty Monitoring and Evaluation Specialist (10 person-months)**

11. The participatory poverty monitoring specialist should have a background in social science, political science, or public administration and preferably know how to design and

implement participatory poverty M&E frameworks in the public sector. The experience will be direct involvement in or an advisory role in different poverty reduction efforts in Bangladesh. The consultant will be familiar with poverty survey methodologies and data management systems for poverty monitoring. The position also requires strong facilitation and inter-cultural communication skills.

12. The consultant will do the following:

- (i) Help the NPFP deliver activities and outputs for components 4 and 5. In particular, (a) help identify participants in joint development of working mechanisms of all stakeholders involved in poverty monitoring; (b) help conduct the process, e.g., facilitate and coordinate a workshop; and (c) suggest areas for stakeholder capacity building. Give preference to activities requiring strong knowledge of local specifics and provide minutes of meetings of all stakeholder consultations and inputs into the inception, interim and final report. Organize a series of stakeholder workshops to advance the poverty reduction monitoring indicators provided in the IPRS.
- (ii) Help the NPFP identify the stakeholders and institutions that need to participate in design and implementation of the systems to track poverty-monitoring indicators; establish a working group to develop and implement civil society's roles and responsibilities in IPMF design and implementation, and to identify funding sources; and help develop participatory and consultation tools and teach the NPFP to use them. Consider the methodology to establish consultation calendars for the various poverty reduction programs monitored through the IPMF.
- (iii) Help the NPFP (a) review the quality of the core human and income poverty estimates as well as related social indicators by gender, particularly mortality rates, nutrition, access to reproductive health services, and primary education enrollment (gross and net) and completion rates; (b) identify weaknesses in methodologies, data sources and data; and suggest improvements; and (c) standardize definitions, recommend appropriate methodologies for regular production of additional social indicators to be monitored under the strategy, and develop a quality-assessment system for compiling the indicators and other related data.
- (iv) Closely coordinate with the other consultants.
- (v) Provide write-ups for the phase 2 inception, interim, and final reports.