



# Technical Assistance Report

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Project Number: 40609  
December 2006

## Nepal: Supporting Preparation of the 3-Year Interim Development Plan

Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 30 November 2006)

Currency Unit	–	Nepalese rupee (NRe/NRs)
NRe1.00	=	\$0.014
\$1.00	=	NRs71.25

## ABBREVIATIONS

ADB	–	Asian Development Bank
MDG	–	Millennium Development Goal
NDF	–	Nepal Development Forum
NGO	–	nongovernment organization
NPC	–	National Planning Commission
TA	–	technical assistance

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Law, economic management, and public policy
<b>Subsector</b>	–	Economic management
<b>Themes</b>	–	Sustainable economic growth, capacity development
<b>Subthemes</b>	–	Promoting macroeconomic stability; promoting economic efficiency and enabling markets; institutional development; organizational development; client relations, network, and partnership development

## NOTES

- (i) The fiscal year (FY) of the Government and its agencies ends on 15 July. FY before a calendar year denotes the year in which the fiscal year ends, e.g., FY2007 ends on 15 July 2007.
- (ii) In this report, "\$" refers to US dollars.

<b>Vice President</b>	L. Jin, Operations Group 1
<b>Director General</b>	K. Senga, South Asia Department (SARD)
<b>Director</b>	P. Spantigati, Officer-in-Charge, Nepal Resident Mission (Team leader)
<b>Team member</b>	S. Parwez, Programs/Project Implementation Officer, SARD

## I. INTRODUCTION

1. Nepal's 10<sup>th</sup> five-year plan (2002–2007), which is also the Government's poverty reduction strategy paper, ends in July 2007. Given the political transition, which is expected to last 2–3 years, and the urgency of delivering development results in terms of peace dividends, the Government of Nepal (the Government) has decided to prepare a 3-year interim development plan instead of a regular 5-year development plan, following the conclusion of the 10<sup>th</sup> plan. In this context, the Government requested the Asian Development Bank (ADB) to provide technical assistance (TA) to support preparation of the proposed 3-year interim development plan during the 2006 Country Programming Mission. The vice president (Operations 1) approved the TA concept paper on 31 October 2006.<sup>1</sup> ADB fielded the TA Fact-Finding Mission<sup>2</sup> during 8–17 November 2006. The Mission's main objectives were to identify the Government's needs and priorities and to consult with relevant government agencies and other stakeholders on the scope and design of the proposed TA. The Mission reached understanding with the Government on the TA's objective, scope, costs and financing, tentative implementation arrangements, and counterpart support.<sup>3</sup> Appendix 1 presents the design and monitoring framework for the TA.

## II. ISSUES

2. A decade-long conflict has affected Nepal's social, economic, and political landscape. Physical infrastructure has been destroyed, thousands of people have been internally displaced, and development activities have been adversely affected. The average growth rate of Nepal's gross domestic product declined from about 5% during the 1990s to less than 2.6% after 2001. Following dramatic political developments in April 2006, the Government and the Communist Party of Nepal, Maoists (CPN/M) initiated a peace process that led to the signing of a peace agreement between the two parties on 21 November 2006 and paved the way for lasting peace and stability. These achievements hold promise for ending the insurgency and establishing a new political order conducive to peace and prosperity. However, the transitional period presents significant challenges, including establishing a democratically elected government and reviving Nepal's development activities.

3. While the ongoing peace process is a key priority, maintaining a focus on development is necessary to address the root causes of conflict, such as poverty and social exclusion. Peace is vital, but a lasting peace will need to be supported by accelerated economic growth that effectively reaches all areas and sections of the population and ensures that people's socioeconomic aspirations are adequately met. In view of the conclusion of the 10<sup>th</sup> plan, Nepal's investment and development priorities need to be reviewed and planning is needed for post-conflict reconstruction and rehabilitation in the changed political and development context.

4. The current Government is in a transitional phase and is focusing primarily on the peace process. Understanding that the political transition will require time, the Government is initiating preparation of a 3-year interim development plan that recognizes the need for formulating a development framework to guide Nepal's development activities during the interim period. The 3-year interim development plan will focus on rapid delivery of public services. While the interim plan will reflect and continue the strategic reforms and development priorities of the 10<sup>th</sup> plan

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<sup>1</sup> The TA was included in the 2006 country operations business plan to supplement an ongoing TA (ADB. 2003. *Technical Assistance to the Government of Nepal for Establishing Economic Policy Network*. Manila).

<sup>2</sup> The Mission comprised Paolo Spantigati (mission leader), senior country programs specialist and Md. Shahid Parwez, programs/project implementation officer, Nepal Resident Mission.

<sup>3</sup> The TA first appeared in ADB *Business Opportunities* on 2 November 2006.

and will be aimed at achieving the Millennium Development Goals (MDGs), it will be action oriented and its scope will be broadened to reflect Nepal's development needs and challenges in the changed political context.

5. A centralized approach compounded by a lack of adequate prioritization undermines Nepal's approach to planning. The country needs to plan its public resources use carefully to focus on poverty reduction and address the root causes of conflict. The interim development plan requires innovative approaches and a results-oriented priority investment program to cater to the needs of the poor and the disadvantaged. Another area of concern in relation to achieving development effectiveness is weak implementation and monitoring of past development plans.

6. The Government faces a number of challenges in the current political and security environment. Key challenges in relation to preparing the 3-year interim development plan include (i) the need to adopt a participatory planning process, (ii) the need to accommodate local priorities and capacities, and (iii) the need to accommodate and ensure consistency with other policies and public priorities. The interim development plan will need to be results based with clearly identified outcomes, outputs, and interventions that would help achieve them. It should also be linked to the Government's short, medium, and long-term development strategies aimed at meeting the MDGs. To this end, the 3-year interim development plan will serve as a building block of Nepal's long-term development vision.

7. Priority setting is a crucial aspect of effective planning that requires detailed information, sound analysis, and good judgment, along with social consensus and ownership. The National Planning Commission (NPC) needs support with regard to the technical aspects of the plan preparation and the participatory processes needed to secure stakeholder consensus. For preparing the 3-year interim development plan, the Government will build on work already undertaken, and in particular on ADB-assisted TAs such as economic policy network, the regional development strategy, and the operationalization of managing for development results.<sup>4</sup> The plan will support institutionalizing poverty-focused participatory approaches and informed policy-making processes in the Government. A results-based monitoring and evaluation mechanism will also be required to track the progress of implementation and provide necessary feedback.

8. The Government has committed through the FY2007 budget to hold the Nepal Development Forum (NDF) in the third quarter of FY2007. The Government has also indicated that it will prepare a longer-term vision with a more defined, 15 – 20 years strategy and set goals and targets in relation to the country's socioeconomic development. However, these exercises must build on each other and share experiences to achieve uniformity and cohesiveness among various policy issues and documents. The timing presents opportunities for the interim development plan, the NDF, and the preparatory work for the long-term vision to supplement and complement each other, which is required in order to better allocate resources, enhance the implementation progress, and facilitate program monitoring and evaluation. Formulation of a prioritized public investment plan requires preparing a public expenditure framework, improving service delivery, and aid harmonization. The NDF could serve as a platform for sharing the major findings of the proposed TA with all development partners in relation to the prioritized public investment plan. The 3-year interim development plan supported

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<sup>4</sup> TA4288-NEP: *Establishing Economic Policy Network* approved in 2003; TA4752-NEP: *Regional Development Strategy* approved in 2005; and TA4765-NEP: *Operationalization of Managing for Development Results* approved in 2006.

by the TA will be a key element to be presented and discussed during NDF. The TA support will also lay the groundwork for the Government's long-term vision.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

9. The TA will help revive development activities based on the priorities agreed upon in the peace accord signed on 21 November 2006 and will address the structural causes of conflict and poverty. The outcome of the TA will consist of (i) support for the preparation of a 3-year interim development plan, (ii) facilitation of the NDF, and (iii) initial surveys and strategies needed for preparation of the country's long-term vision. The TA is fully consistent with the operational priorities of the 2004 country strategy and program and the 2006 country operations business plan 2006,<sup>5</sup> which underline the provision of support to the Government to strengthen its capacity to formulate national development plans. The TA will ensure that the 3-year interim development plan follows managing for development results approaches, which are a key element of ADB operations in and support for Nepal.

#### B. Methodology and Key Activities

10. The 3-year interim development plan will be based on a review and assessment of various strategic documents prepared by the Government, development partners, and other stakeholders. These documents will include the poverty reduction strategy paper, the agriculture perspective plan, MDG progress reports, the MDG needs assessment, the water resources strategy, national water plan 2005, roads sector master plan, tourism master plan, health sector strategy, the decentralization implementation plan, local infrastructure policy, national rural water supply and sanitation sector strategy, Nepal living standard survey, and other published and unpublished reports.

11. Based on the current economic environment and future prospects, a wide range of themes have been identified for the 3-year interim development plan that are directly relevant to poverty reduction, higher economic growth, and rehabilitation and reconstruction activities. Given the support other development partners are to provide based on their specific expertise, the areas of support under this TA include (i) employment, labor, and human resource development; (ii) rural infrastructure development; (iii) private sector development; (iv) social inclusion; (v) governance and decentralization; (vi) reconstruction and rehabilitation (short-term issue); (vii) agriculture; (viii) participatory management; and (ix) management for development results. The selected areas are consistent with ADB operations in Nepal. Given the evolving situation, other themes and issues may be identified for inclusion under the TA during preparation of the 3-year interim development plan.

12. The interim development plan will incorporate the essential components of results-based development planning with defined targets and indicators to ensure the achievement of development objectives. It will guide effective implementation of the development agenda, addressing the underlying causes of the conflict, gaining the support and confidence of all stakeholders, and pursuing approaches for building a lasting peace. A results-based framework for the interim development plan will be prepared to guide program development, resource allocation, implementation, and monitoring of progress and to provide feedback for decision

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<sup>5</sup> ADB. 2004. *Nepal Country Strategy and Program (2005 – 2009)*. Manila; ADB. 2006. *Country Operations and Business Plan (2007 – 2009)*. Manila.

making. A detailed monitoring and evaluation action plan will also be prepared for results-based monitoring and evaluation.

13. The objectives of the TA will be realized through active participation by senior policy makers, entrepreneurs, nongovernment organizations (NGOs), individual experts, and other key stakeholders. The formulation of the development framework and the preparation of documents will adopt a participatory and bottom-up approach. Consultations will be undertaken both at the national and regional levels with local communities and grassroots organizations to identify local needs, strengthen ownership of the outputs. The participatory approach will help ensure the successful implementation of the 3-year interim development plan. Special consideration will be given to participation by disadvantaged communities and related organizations. NPC members and line ministry secretaries will play a key role in guiding the preparation of technical papers. A national seminar will be held with various stakeholders to help operationalize implementation of the recommendations. Similar participatory approaches will be adopted for laying the groundwork for the vision document under the guidance of the Government agency responsible for preparing it.

14. The TA activities include (i) providing support to the structures established by the Government for preparing the 3-year interim development plan, namely, the Steering Committee (chaired by the vice chair of the NPC and consisting of representatives of various Government agencies) and the NPC's focal unit; (ii) holding consultative meetings, seminars, and workshops to strengthen the participatory approach and ownership of the process for formulating the development strategy; and (iii) facilitating the NDF and supporting the groundwork for preparing the vision document. The NPC's focal unit will monitor and supervise the work of the TA consultants. The Steering Committee will meet periodically to develop the agenda for document preparation and to evaluate progress. The TA activities will encompass the preparation of technical papers that will be discussed at technical workshops.

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

15. The TA is estimated to cost \$355,000 equivalent. ADB will provide \$300,000 on a grant basis. ADB will finance the recruitment of the TA consultants and a major part of the costs of the studies, workshops, and seminars, as well as the costs incurred by the NPC's focal unit. The Government will provide office accommodation, counterpart staff, facilities for seminars and meetings, and administrative expenses. Details of the cost estimates and financing plan are in Appendix 2.

### **D. Implementation Arrangements**

16. The NPC will be the Executing Agency and will be responsible for providing the strategic direction, developing appropriate modalities for overall implementation of the TA, and identifying appropriate activities. The Steering Committee will provide leadership and guidance for preparation of the 3-year interim development plan and related documents. The Steering Committee will meet as necessary, but at least (i) before finalization of the inception report, (ii) for preparation of an outline of the 3-year interim development plan for the NDF, and (iii) for finalization of the TA report. The subcommittees established by the Steering Committee will closely work with the TA consultants on relevant themes. Working committees on cross-cutting themes, which have been established at the NPC with the active participation of pertinent stakeholders (including the private sector and NGOs), will be the interlocutors of TA consultants. The NPC focal unit will facilitate, guide, and monitor day-to-day TA activities. The Ministry of

Finance, the Government agency responsible for leading preparation of the NDF, will provide guidance to the NPC's focal unit in relation to support for facilitating the NDF and the ministry will have flexible use of funds intended for preparation of the NDF.

17. A national consulting firm will be recruited to undertake the TA activities. Only national consultants will be recruited because of the need for an in-depth understanding of the very unique local situation, and since participatory planning expertise is available in the country. The use of national consultants will help facilitate ownership by an honest interaction among stakeholders. Given the urgent need for TA support and considering that an outline of the draft 3-year interim development plan is to be prepared by February 2007, the single source selection method will be used to recruit the consultants. New Era, a national firm, has been identified for recruitment to provide the consulting services. The firm possesses the necessary expertise in required areas and has provided satisfactorily consulting services to ADB in the past. The identified consulting firm will be recruited in line with *Guidelines on the Use of Consultants by ADB and its Borrowers* (2006, as amended from time to time). The sectoral and thematic studies, as well as the interim development plan, will be prepared by soliciting inputs through active participation by all stakeholders: civil society, political parties, NGOs, and other development partners at the local, regional and national levels.

18. The TA will be implemented over a period of 8 months from January to August 2007. A total of 48 person-months of national consulting services will be required. Appendix 3 presents the terms of reference for the consultants. The TA will provide limited computer equipment and motorcycles, which will be procured in accordance with *ADB's Procurement Guidelines* (2006, as amended from time to time) and will be handed over to the agencies concerned upon completion of the TA. Tripartite meetings between the Government, the consultants, and ADB will be chaired by the NPC and held regularly to review TA activities. By July 2007, the consultants will prepare a draft final report that will include (i) TA's contribution to the 3-year interim development plan, (ii) a description of the use of TA funds, including the NDF, facilitation of the vision document and related outputs, (iii) recommendations for the use of remaining TA funds.

19. The team leader will coordinate TA activities; submit consolidated progress reports to the Steering Committee and the focal unit; and coordinate support to NPC's focal unit and disburse funds in accordance with ADB regulations. The NPC's focal unit will keep the Steering Committee informed about TA progress – and facilitate Steering Committee meetings. The team leader will prepare an inception report within 1 month of consultant mobilization and consolidated quarterly progress reports on TA activities. An outline of the 3-year interim development plan will be prepared for the NDF. The TA will also include required outputs for the vision document. A draft final report will be prepared no later than 1 month before completion of the TA and the final TA report will incorporate comments on the draft final report and will be completed by the end of the TA. Three copies of all reports will be submitted to the focal unit, to the Steering Committee, and to ADB.

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

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$300,000 on a grant basis to the Government of Nepal for Supporting Preparation of the 3-Year Interim Development Plan, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Data Sources/Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<b>Impact</b> Enhanced socioeconomic development, reconstruction, and rehabilitation	Higher gross domestic product growth  Higher share of pro-poor expenditure  Allocations for reconstruction and rehabilitation	Annual economic survey  Medium-term expenditure framework  Annual public income and expenditure statements	Assumptions <ul style="list-style-type: none"> <li>• Lasting peace</li> <li>• Political stability</li> </ul> Risk <ul style="list-style-type: none"> <li>• Absorptive capacity of the Government</li> </ul>
<b>Outcome</b> Three-year interim development plan  NDF and strategy for a vision document	Strategies reflected in sectoral policies  Result-based allocations to priority activities  NDF held by February or March 2007  Vision document	Annual budgets  Implementation progress	Assumption <ul style="list-style-type: none"> <li>• Continuity of the peace process</li> </ul> Risk <ul style="list-style-type: none"> <li>• Institutional capacity of the Government</li> </ul>
<b>Outputs</b> 1. Medium-term public investment plan 2. Strategy for public intervention, including in reconstruction and rehabilitation 3. Approach paper for facilitating the NDF 4. Preparatory work for a long-term development vision document 5. Stakeholder consensus on priorities	Completion and adoption of the public investment plan by July 2007  Implementation of recommendations in the FY2008 budget  NDF  Survey results  Participation in and outcome of stakeholder workshops	Consultant input and progress reports  Annual budgets	Risk <ul style="list-style-type: none"> <li>• Lack of sufficient resources</li> </ul>

<b>Activities</b>	<b>Inputs</b>
<ul style="list-style-type: none"> <li>1.1 Recruit national consulting firm (January 2007).</li> <li>1.2 Hold inception meeting to discuss the overall technical assistance framework (February 2007).</li> <li>1.3 Finalize inception report (February 2007).</li>   <li>1.4 Prepare an outline of the 3-year interim development plan (February 2007).</li>   <li>2.1 Hold NDF (March 2007).</li> <li>2.2 Prepare technical papers (April 2007).</li> <li>2.3 Hold expert technical workshops to discuss specific studies (April 2007).</li> <li>2.4 Discuss initial findings at consultative meetings and seminars (April–May 2007).</li>   <li>3.1 Prepare draft final report (June–July 2007).</li> <li>3.2 Prepare final report (July–August 2007).</li> <li>3.3 Prepare strategies and ground work for the vision document (August 2007).</li> </ul>	<p>Asian Development Bank: \$300,000, 48 person-months of consultancy inputs  Government: \$55,000 in counterpart funds</p>

NDF = Nepal Development Forum.

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

<b>Item</b>	<b>Total Cost</b>
<b>A. Asian Development Bank (ADB) Financing<sup>a</sup></b>	
1. National Consultants	
a. Remuneration and Per Diem	149.0
b. International and Local Travel <sup>b</sup>	8.0
c. Reports and Communications	5.0
2. Equipment	10.0
3. Training, Seminars, and Conferences	25.0
4. Nepal Development Forum	50.0
5. Stakeholder Consultations (national and regional)	25.0
6. Administrative Support <sup>c</sup>	4.0
7. Contingencies	24.0
<b>Subtotal (A)</b>	<b>300.0</b>
<b>B. Government Financing</b>	
1. Office Accommodation	15.0
2. Remuneration of Counterpart Staff	20.0
3. Facilities for Seminars and Meetings	10.0
3. Others	10.0
<b>Subtotal (B)</b>	<b>55.0</b>
<b>Total</b>	<b>355.0</b>

<sup>a</sup> Financed by the Asian Development Bank's technical assistance funding program.

<sup>b</sup> Including costs for hiring vehicles and for domestic airfares.

<sup>c</sup> Including office utilities, supplies, and secretarial expenses.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Project Management and Planning Expert and Team Leader (8 person-months)

1. The consultant will undertake the following:
  - (i) Prepare the 3-year interim development plan in close consultation with the Government and with help from the deputy team leader and other consultants.
  - (ii) Provide support to the overall management of the technical assistance (TA) and its implementation activities and ensure timely submission of individual consulting reports.
  - (iii) Provide overall guidance to the individual consultants in terms of the strategic direction and technical competencies of the outputs.
  - (iv) Work in close consultation with the National Planning Commission's focal unit, the Steering Committee, and working committees and be responsible for addressing needs identified during consultations and tripartite meetings.
  - (v) Help identify the necessary studies and undertake activities required for the Nepal Development Forum.
  - (vi) Facilitate preparatory work and workshops for the Government's long-term development vision.
  - (vii) Organize and participate in meetings, workshops, and seminars to review and discuss the findings of the papers prepared by the various working groups.
  - (viii) Prepare periodic reports.
  - (ix) Ensure the consistency of the interim development plan with the Government's strategies in relation to the Millennium Development Goals and its poverty reduction strategy paper and other strategic documents.
  - (x) Undertake other tasks identified by the Steering Committee and the Asian Development Bank (ADB).

### B. Rural Infrastructure Development Specialist (Engineer) and Deputy Team Leader (8 person-months)

2. The consultant will undertake the following:
  - (i) Assume overall responsibility for the TA in the absence of the team leader.
  - (ii) Support operational management of the TA in accordance with the TA document and the policies and procedures for execution of the TA.
  - (iii) Prepare and update TA work plans and submit them to ADB and the National Planning Commission.
  - (iv) Provide overall supervision and coordination of the consultants' work to ensure the production of the corresponding TA outputs.
  - (v) Manage the funds for procuring equipment and organizing seminars, workshops, and meetings in close coordination with the Steering Committee.
  - (vi) Support the team leader in preparing periodic TA progress reports and other documents identified in the TA.
  - (vii) Oversee and coordinate overall TA implementation activities and ensure timely submission of individual consulting reports.
  - (viii) Help finalize the medium-term public investment plan based on the socioeconomic development of the country with the help of the committees, consultative meetings, and consultants.
  - (ix) Work with the TA team leader to prepare an infrastructure development plan (roads, electricity, and irrigation) to help improve productive capacities, increase investment, and address regional balance.

- (x) Review and suggest mechanisms for enhancing all types of connectivity to remote areas and exploiting Nepal's locational advantage.
- (xi) Ensure the implementability of the TA's recommendations.
- (xii) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
- (xiii) Undertake other tasks identified by the Steering Committee and ADB.

**C. Employment, Labor, and Human Resource Development Specialist (4 person-months)**

3. The consultant will undertake the following:

- (i) Work with the TA team leader to prepare a strategy, identify key challenges, and recommend ways to generate more employment.
- (ii) Help prepare a plan for managing foreign workers and remittances and addressing unemployment among young people and the educated to achieve higher economic growth and poverty reduction.
- (iii) Review and recommend ways to improve Nepal's participation in the international labor market and related skills development strategies.
- (iv) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
- (v) Undertake other tasks identified by the Steering Committee and ADB.

**D. Private Sector Development Specialist (3 person-months)**

4. The consultant will undertake the following:

- (i) Work with the team leader to identify key challenges and recommendations, especially in relation to dismantling the barriers that reduce productivity, investment, and economic growth; improving regulatory mechanisms; and improving productive capacities to attract private sector investment.
- (ii) Suggest ways to increase the role of the private sector in growth and development.
- (iii) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
- (iv) Undertake other tasks identified by the Steering Committee and ADB.

**E. Social Inclusion Specialist (4 person-months)**

5. The consultant will undertake the following:

- (i) Work with the team leader and develop a practical and implementable plan for social inclusion in order to bring those excluded into the mainstream of the development process, improve their livelihoods, and implement affirmative action.
- (ii) Undertake research and analysis and provide recommendations for deprived areas and excluded communities.
- (iii) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
- (iv) Undertake other tasks identified by the Steering Committee and ADB.

**F. Governance and Decentralization specialist (4 person-months)**

6. The consultant will undertake the following:

- (i) Support the team leader in devising mechanisms for incorporating the key components of governance in the interim plan.

- (ii) Prepare a framework to ensure accountability, transparency, and participation in relation to program development, implementation, and monitoring of development activities.
- (iii) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
- (iv) Undertake other tasks identified by the Steering Committee and ADB.

**G. Reconstruction and Rehabilitation (3 person-months)**

7. The consultant will undertake the following:
- (i) Works with the team leader to identify key areas for reconstruction and rehabilitation, the challenges involved, and ways to overcome the challenges.
  - (ii) Prepare a strategy for rehabilitating displaced people and reconstructing physical infrastructure damaged by conflict.
  - (iii) Conduct research as required by the task forces and prepare draft policy papers.
  - (iv) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
  - (v) Undertake other tasks identified by the Steering Committee and ADB.

**H. Participatory Management Specialist (3 person-months)**

8. The consultant will undertake the following:
- (i) Work with the team leader to identify key areas for people's participation, the challenges involved, and ways to overcome the challenges.
  - (ii) Prepare a strategy for participatory preparation of the interim development plan.
  - (iii) Facilitate the use of participatory approaches and participation by disadvantaged communities in the process for achieving individual outputs and devising the overall interim development plan.
  - (iv) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
  - (v) Undertake other tasks identified by the Steering Committee and ADB.

**I. Managing for Development Results Specialist (2 person-months)**

9. The consultant will undertake the following:
- (i) Work with the team leader to identify key areas for MfDR, the challenges involved, and ways to overcome the challenges.
  - (ii) Prepare a results framework with outcomes, outputs, and targets and a linkage to the budget for the 3-year interim development plan.
  - (iii) Prepare a monitoring and evaluation action plan to assess the progress of implementation and provide feedback.
  - (iv) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
  - (v) Undertake other tasks identified by the Steering Committee and ADB.

**J. Agriculture Specialist (3 person-months)**

10. The consultant will undertake the following:
- (i) Work with the project team leader to identify key challenges and the long-term vision and make recommendations for enhanced growth of the agriculture sector, including irrigation, as required to increase productivity, food security, and investment.

- (ii) Suggest recommendations to enhance the implementability of the Agriculture Perspective Plan.
- (iii) Participate in the meetings, workshops, and seminars to review and discuss the findings of the reports and obtain consensus on related policy recommendations.
- (iv) Undertake other tasks identified by the Steering Committee and ADB.

**K. Ad Hoc Short-Term Experts (6 person-months)**

11. Specific terms of reference will be developed in consultation with the Government as needs arise during TA implementation.