

**ASIAN DEVELOPMENT BANK**

**TAR: NEP 38059**

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

**TO THE**

**KINGDOM OF NEPAL**

**FOR**

**PROMOTING PRO-POOR AND GENDER-RESPONSIVE  
SERVICE DELIVERY**

**July 2004**

### CURRENCY EQUIVALENTS

(as of 12 May 2004)

Currency Unit	–	Nepalese rupee/s (NRe/NRs)
NRs1.00	=	\$0.0135
\$1.00	=	NRs.74.00

- (i) The Nepalese rupee is pegged to the Indian rupee (Re) at NRs160.00 to Re1.00 and is fully convertible on all current account transactions.
- (ii) For calculations in this report, the exchange rate of \$1.00 = NRs74.00 is used, the rate prevailing during fact-finding.

### ABBREVIATIONS

ADB	–	Asian Development Bank
CBO	–	Community-based organizations
CIDA	–	Canadian International Development Agency
CLDP	–	Community Livestock Development Project
DADO	–	District Agriculture Development Office
DDC	–	district development committee
DLS	–	Department of Livestock Services
DLSO	–	District Livestock Service Office
DWD	–	Department of Women Development
MOAC	–	Ministry of Agriculture and Cooperatives
MOF	–	Ministry of Finance
MWCSW	–	Ministry of Women, Children, and Social Welfare
NGO	–	nongovernment organization
PSC	–	project steering committee
SNV	–	Netherlands Development Organization
TA	–	technical assistance
TLDP	–	Third Livestock Development Project
VDC	–	village development committee
WDO	–	women development officer
WDS	–	Women Development Section

### TA CLASSIFICATION

<b>Poverty Classification</b>	Core poverty intervention
<b>Sector</b>	Agriculture
<b>Subsector</b>	Livestock
<b>Thematic</b>	Gender and development, and Inclusive social development

### NOTE

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

This report was prepared by G. Gewali and A. Shrestha.
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## I. INTRODUCTION

1. The Government of Nepal requested the Asian Development Bank (ADB) to provide technical assistance (TA) for promoting pro-poor and gender-responsive service delivery. In response, a TA to link women's participation more structurally to line agencies and local bodies was endorsed in July 2003 for funding by the Poverty Reduction Cooperation Fund. Concept clearance was obtained in November 2003. The ADB Fact-Finding Mission of 21–30 January 2004 consulted with representatives of the Government, nongovernment organizations (NGOs), and relevant development partners.<sup>1</sup> The Mission reached an understanding with the Government on the objectives, scope, cost estimates and financing plan, implementation arrangements, and outline terms of reference for the TA.<sup>2</sup> The technical framework is in Appendix 1.

## II. ISSUES

2. Nepal's gender-related development index continues to remain lower than the human development index, and the gender empowerment index at 0.191 is one of the worst in the region, underscoring the lack of women's participation in the economic, political, and professional spheres vis-à-vis men. The country poverty estimate stands at 38% of the population, but this is much higher for disadvantaged ethnic groups and castes, evidenced by a low human development index for these populations. The situation of women belonging to disadvantaged ethnic groups and castes is even worse, as their social indicators fall far below those of their male counterparts. The Nepal Government's Tenth Plan recognizes discrimination based on gender, ethnicity, and caste, while reiterating that gender equality and the empowerment of women are critical elements in reducing poverty.

3. Initiatives supported by ADB through a regional TA<sup>3</sup> note that forming women's forums in the village development committee (VDC) serves to build alliances for collective bargaining that support women's interests. Actions initiated by women's groups and forums for improved service delivery, however, primarily take place during a project and wane afterward. Improving women's participation is not achieved easily. One reason for this is that most training is content-centered with the objective of transferring knowledge. The need to enable poor men and women to transcend feelings of low self-esteem, dependency, and powerlessness is largely ignored. Even where formal rules have required women and disadvantaged populations to participate in local bodies, lack of knowledge and weak organization often prevent their effective participation. As a result, government expenditure on social services has often favored local elites.<sup>4</sup> Appropriate policies and regulations are needed to strengthen the capabilities of the poor to direct public spending on the poor, especially the delivery of basic social and economic services.

4. Since 1995 the Ministry of Women, Children, and Social Welfare (MWCSW) has endorsed a conceptual shift from women in development to gender mainstreaming. However, some confusion remains evident among the Department of Women Development (DWD) and

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<sup>1</sup> The TA paper is fully supported by relevant development partners including the Department for International Development (DFID), Netherlands Development Organization (SNV), Canadian International Development Agency (CIDA), and Mainstreaming Gender Equity Program (MGEP) of the United Nations Development Programme (UNDP), who are active in this field.

<sup>2</sup> The TA first appeared in *ADB Business Opportunities* in February 2004.

<sup>3</sup> ADB. 2002. *Technical assistance for Gender and Governance: Issues in Local Government*. Manila (for \$600,000 and covering Bangladesh, Nepal and Pakistan; was initiated in 2002 and completed in 2004).

<sup>4</sup> UNDP. 2003. *Gender Assessment and Gender Budget Audit of the Ministry of Local Development*. Kathmandu.

MWCSW how gender equality should be incorporated. A recent study highlighted the marginalization of women's issues, and capacity building for mainstreaming gender as areas needing attention.<sup>5</sup> Initiatives supported through a regional TA 5889<sup>6</sup> show that women-only groups create an empowering space, but efforts to improve gender responsiveness must include men, so that both women and men support the changes taking place in social organization. In July 2003, DWD's Women Development Section (WDS) was identified as the focal point for mainstreaming gender and for coordinating nongovernment organization (NGO) activities of the district. However, in the absence of policy guidelines for other line agencies to collaborate with WDS, and with sector line agencies operating their own women-specific programs, the approach to gender mainstreaming is inconsistent.

5. Activities in sectors such as agriculture, livestock, and water evidence specific gender biases. Men are prioritized as the primary stakeholders despite women's crucial contributions in these sectors. Women's roles continue to be seen as supplementary rather than essential to successful sector development. In the ADB-assisted Third Livestock Development Project (TLDP)<sup>7</sup>, executed by the Department of Livestock (DLS) of the Ministry of Agriculture and Cooperatives (MOAC), management has promoted channels for women development officers of DWD to encourage mobilization and participation of women. This approach, combined with training on gender to TLDP staff, and supportive arrangements with local NGOs, has brought cash and time-poor women and men into mainstream livestock activity.<sup>8</sup> However, the linkage to WDS has remained at the project level. Institutionalization of good gender practices and learning is necessary within DWD and MWCSW, and DLS and MOAC to progressively promote gender responsiveness as a core activity to accelerate poverty reduction.

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Output

6. The goal of the TA is to institutionalize an approach to pro-poor and gender-responsive service delivery. The purpose is to develop the capacity of poor women and men beneficiaries, line agencies, and local elected bodies to promote pro-poor and gender-responsive service delivery in the agriculture and livestock sectors. Specific outputs include implementing homestead agricultural activities that will have quick-impact, increasing organizational capacity of community-based organizations (CBOs), improving livelihoods of poor rural men and women, strengthening line agencies and local bodies, and identifying an approach that effectively promotes the participation of disadvantaged groups while systematically mainstreaming gender. Because livestock has a vital role in improving rural livelihoods, the TA will be undertaken in VDCs where the ADB-assisted Community Livestock Development Project (CLDP),<sup>9</sup> a follow-on to the TLDP will be launched.<sup>10</sup> DLS, through the TLDP, has addressed gender issues in a sector project and is attuned to mainstreaming gender. The TA provides an opportunity for

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<sup>5</sup> UNDP. 2003. *Gender Assessment Studies and Gender Budget Audit of MWCSW*. Kathmandu. The study records 28,641 women's groups.

<sup>6</sup> ADB. 1999. *Gender and Development Initiatives* for \$850,000, of which \$300,000, was established to mainstream gender and development concerns in ADB operations. Manila.

<sup>7</sup> Loan 1461-NEP: *Third Livestock Development Project*, for \$27.9 million, approved on 19 September 1996.

<sup>8</sup> Under the present conflict situation, the use of locally based NGOs to implement projects has proven to be working satisfactorily in TLDP.

<sup>9</sup> ADB's Board of Directors approved on 19 December 2003 Loan 2071-NEP: *Community Livestock Development Project* for US\$20 million equivalent to the Government of Nepal.

<sup>10</sup> In the Microcredit Project for Women 83% of women's borrowings were for agricultural activities of which 64% went for livestock raising. However, there was no synergy between this project and the TLDP.

organizational linkages and exchange between DWD and DLS,<sup>11</sup> experience for DWD to identify institutional constraints, and opportunities for developing a model for mainstreaming poverty and gender across sectors.<sup>12</sup> The proposed districts are Doti and Kanchanpur, representing hill and terai areas in the Far-Western Development Region, where poverty is higher than the national average.

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

7. The target group is women and populations belonging to disadvantaged ethnic groups and castes from marginal and small-scale farming households, and landless families.<sup>13</sup> The methodology adopted emphasizes participatory training, one that fosters capability development through practical experiential activities centering in problem solving. Qualified locally based NGOs with demonstrated experience in successfully targeting service delivery in agriculture and livestock will be selected and further supported by consultants. The TA will explore ways to come up with an approach for meaningful participation of disadvantaged ethnic groups and castes, and poor women. Control groups similar to the groups participating in the CBO action learning component will be identified to assess the impact of this component. Key activities include (i) improving CBO capability through action learning, (ii) building the capacity of WDS for mainstreaming poverty and gender concerns in sector programs/projects, (iii) building the capacity of local bodies and line agencies, and (iv) project management services.

8. **Improving CBO Capability Through Action Learning.** Capability building strategies will provide practical experience that will allow poor women and men to develop and utilize their capacity to take initiatives for themselves. Identifying and implementing quick-impact homestead agricultural activities (including livestock) that result in tangible benefits within 3-8 months of start will be the focal point of CBO capability development. Activities may include homestead gardening, poultry, goats, etc. Each CBO will define its need, draw up a plan, assign specific tasks to its members, and assess progress with the objective of developing individual capacities, one of which will be to work effectively within a peer group. Each CBO will receive a maximum grant of \$2,500 as a start-up fund to support 50 households or members. The CBO will contribute at least 10-15% of the subproject cost in cash or kind.<sup>14</sup> Locally based partner NGOs will assess potential CBOs, formal and informal for implementing quick-impact activities. Each CBO will be linked to a partner NGO, which will provide training on financial affairs, record keeping, monitoring, group dynamics, leadership, opportunity analysis, gender and social issues, savings mobilization, and relationship with local bodies identified through a needs assessment. CBO and women group leaders will receive training in needs assessment to determine and confirm their needs. Criteria for selecting CBOs will include gender, ethnicity, and caste representation in its executive committee. At least 30-50% CBOs will be represented by poor women, including those from disadvantaged ethnic groups and castes. After project completion, the District Livestock Service Office (DLSO) and the District Agriculture Development Office (DADO) will continue to provide technical backstopping to CBOs.

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<sup>11</sup> DWD has recently prepared a guideline in consultation with six line ministries, including Ministry of Local Development and MOAC, for increasing intersectoral cooperation for mainstreaming gender, and is awaiting Cabinet approval.

<sup>12</sup> This will feed into the organizational audit supported by the proposed Gender Equality and Empowerment of Women project. The TA will work in VDCs not covered by that project.

<sup>13</sup> The criteria for selecting VDCs and NGOs will be agreed upon between DWD, DLS and ADB.

<sup>14</sup> If goat raising is the selected economic activity, each group member is given three she-goats. When the goats calf, each recipient will give three she-goats, termed "passing on the gift," to the next potential CBO. In this way, about 80% of the total grant will keep revolving through the medium of goats.

9. **Building WDS Capacity for Mainstreaming Poverty and Gender Concerns in Sector Programs and Projects.** This component will strengthen the capacity of WDS to identify poverty and gender concerns in the agriculture and livestock sectors and determine what actions are needed to promote poor men and women's participation, and how gender perspectives influence poverty outcomes. Linkage with CLDP will provide hands-on experience. After a needs assessment, WDS will receive training to fulfill its role as a coordinator of NGO activities such as assessing NGO performance, developing criteria, and establishing and maintaining a database of NGO and CBOs in the district. Each WDS will enter into a partnership with at least seven NGOs per district and, with guidance from DWD will oversee implementation of CBO quick-impact action learning initiatives.

10. **Capacity Building for Local Bodies and Line Agencies.** In line with the Local Self Governance Act and building on work initiated by CIDA and SNV<sup>15</sup> support will be provided to establish and strengthen gender subcommittees in the district development committees (DDCs) on the basis of guidelines developed by the Ministry of Local Development. Capacity building will focus on strengthening the gender subcommittee's ability to monitor CBO quick-impact implementation activities. DDCs will undertake a gender organizational audit of the DDC using the manual developed by SNV. DWD will conduct capacity building training for VDC and DDC, CLDP and DLSO, and DADO officials. Participatory community social maps prepared by CBOs will be used to identify where and how VDC and DDC activities have focused and the primary beneficiaries, to enable local organizations to steer development efforts to the underserved populations.

11. **Project Management Services.** The TA will support strengthening the management capacity of DWD and WDS in the financial and technical assistance areas to ensure effective implementation of project activities. DWD at the start of the TA will prepare a work plan identifying training needs of all central and district stakeholders, required resources, and an implementation schedule. The management processes will emphasize learning from implementation experience, distilling strategies, best practices, and incentives for participation and accountability at the local level. A key output will be a road map for scaling up similar activities, a policy decision for intersectoral cooperation on gender mainstreaming, and institutionalization of good practices.

### C. Cost and Financing

12. The total cost of the TA is estimated at \$250,000 equivalent, comprising foreign exchange cost of \$30,000 and a local currency cost of \$220,000 equivalent. ADB will finance \$200,000 comprising all the foreign exchange cost and \$170,000 equivalent of the local currency cost. The TA will be financed on a grant basis by the Poverty Reduction Cooperation Fund, and administered by ADB. The Government of Nepal will finance the remaining local currency cost of \$50,000 equivalent by providing office accommodation, counterpart staff, and other miscellaneous expenditures. Details of the cost estimates and financing plan are in Appendix 2.

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<sup>15</sup>The Canada-Nepal Gender in Organizations (CNGO) Project funded by CIDA has developed the capacity of NGOs in six districts, including Doti, to become gender resource organizations and to develop collaborative relationships with DDCs. SNV has prepared a guideline to form a gender subcommittee in the DDC and supported preparation of gender self audit manual for assisting the DDC to integrate gender concerns in all its programs and policies.

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

13. DWD will be the Executing Agency responsible for overall project management. A project steering committee (PSC) chaired by the secretary of MWCSW and comprising joint secretaries of MWCSW, MOAC, and Ministry of Local Development; and director generals of DWD and DLS will be formed to ensure coordination and make policy decisions on mainstreaming gender issues. WDS of DWD will be the implementing agency and will work in partnership with locally based NGOs. In the district a committee comprising representatives of WDS, DLSO, DDC and VDC, and chaired by the women development officer will be formed to select NGOs and to monitor implementation of CBO and NGO activities. The Government will depute one of the directors of DWD as project manager to supervise all project activities; and provide sufficient counterpart staff, office space, equipment, and local communication facilities at the center and the project districts for the counterparts and consultants. Additional necessary office equipment required for the TA will be procured following ADB's *Guidelines for Procurement*. The PSC will prepare and approve an operating modality between DWD and DLS to oversee implementation of quick impact activities. The steering committee will meet at the beginning of the TA, and at least four times a year thereafter to resolve any policy issue. Domestic consultants and one short-term international consultant will assist the project manager in overall management, procedures for intersectoral collaboration and cooperation, and monitoring and supervision under the guidance of the director general of DWD.

14. The TA will be implemented over 18 months from July 2004 to January 2006. The consulting services for the TA total 31.5 person-months: 1.5 person-months international, and 30 domestic. The consultants will have a mix of skills and expertise in organizational development, participatory processes, gender and social issues, and monitoring and evaluation. The consultants will be selected and engaged individually in accordance with ADB's *Guidelines on the Use of Consultants*, and other arrangements satisfactory to ADB for engaging domestic consultants. The outline terms of reference are in Appendix 3. Joint monitoring by DWD, DLS, DDC, and ADB will be undertaken at least four times a year. The findings will be disseminated through one national and three district workshops, using project participants as key presenters.

15. An advance payment facility will be used to implement the TA. The advance will be credited to the account number provided by DWD for the TA. From the DWD project operating account, funds will be made available to WDS, through the district development funds into each WDS's project operating account to implement improvement of CBO capability through action learning activities. The WDS accountant will establish and maintain all statement of expenditures (SOE). WDS project operating account will be audited through the Auditor General's Office and submitted to DWD through DDC. DWD will ensure all project operating accounts are established, maintained, and audited. DWD will submit to ADB trimester progress reports on implementation. An auditor acceptable to ADB will annually audit the account and SOEs related to the TA. Audited financial statements and account, together with the report of the auditor, will be submitted within 9 months of the close of the financial year.

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

16. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$200,000 to the Government of Nepal to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Promoting Pro-Poor and Gender-Responsive Service Delivery, 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> Institutionalize an approach to pro-poor and gender-responsive service delivery.</p>	<p>% of poor women and disadvantaged ethnic groups and caste benefiting from VDC, DDC, DLS and DOA supported programs increased compared with 2003 fiscal year.</p>	<p>Joint ADB, DWD, DLS and DDC review missions.</p> <p>Interviews with disadvantaged ethnic/caste women and men.</p> <p>Project progress reports.</p>	
<p><b>Purpose</b> Develop the capacity of poor women and men beneficiaries, and line agencies and local bodies to promote pro-poor and gender-responsive service delivery in the agriculture/livestock sector.</p>	<p>(i) At least 800 poor women and men with 30-50% from disadvantaged ethnic groups and castes will have participated in the training by January 2006.</p> <p>(ii) All district gender subcommittee members will have participated in capacity building training by July 2005.</p> <p>(iii) Capacity building training is provided to DLSO, DADO and WDS by July 2005.</p>	<p>CBO and NGO records.</p> <p>Project progress reports.</p> <p>Interviews with VDC and DDC.</p> <p>Joint ADB, DWD, DLS and DDC review missions.</p> <p>CBO performance report. (comparative assessment with control groups)</p>	<p>The poor and socially excluded ethnic and caste groups are correctly identified.</p> <p>Line agencies and local bodies are committed to the Project.</p>
<p><b>Outputs</b></p> <p>(i) Improving CBO capability through action learning</p> <p>a. Community-level quick impact agricultural and livestock activities implemented.</p> <p>b. Increased CBO organizational capacity.</p> <p>c. Improved poor rural livelihoods.</p>	<p>CBO selection is completed by November 2004.</p> <p>All approved quick-impact projects are implemented by October 2005.</p> <p>NGO partners provide training on group dynamics, leadership, opportunity analysis, gender and social issues, savings mobilization, financial affairs, record keeping, monitoring, relationship with local bodies, etc. and finance by January 2006.</p> <p>No of poor women trained in leadership increased.</p> <p>CBO rules and regulations are socially inclusive and gender responsive.</p>	<p>Project progress reports.</p> <p>Joint ADB, DWD, DLS and DDC review missions.</p> <p>CBO records.</p> <p>Membership criteria of CBOs.</p> <p>CBO poverty profiles.</p> <p>Discussions with project beneficiaries.</p> <p>NGO reports.</p>	<p>VDC and DDC is committed to implement gender and socially inclusive provisions of LSGA.</p> <p>Partner NGOs are committed to the Project.</p> <p>Gender and socially inclusive participation will be practiced.</p> <p>Project areas remain safe.</p>



Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>the agriculture and livestock sector.</p> <p>b. Gender subcommittees established in the DDCs of project districts.</p> <p>c. Strengthened capacity of line agencies and local bodies to mainstream gender and poverty concerns.</p> <p>(iv) Project management services</p> <p>a. Road map for scaling similar activities prepared.</p> <p>b. Policy decision for intersectoral cooperation on gender mainstreaming taken by project steering committee (PSC)</p>	<p>programs and activities.</p> <p>DDC planning and budget allocation reflects more inclusive program/projects compared with those in 2003.</p> <p>CBOs actively participate in gender subcommittees of DDCs.</p> <p>Poverty and gender good practices are identified.</p> <p>Data is disaggregated by gender, ethnicity, and caste in DWD, DLSO, DADO and DDC.</p> <p>A number of CBOs have accessed funds from VDC and DDCs.</p> <p>Agreed number of staff are seconded to WDS and assigned to work for the project by July 2004.</p> <p>PSC meetings are held at least once every 4 months.</p> <p>Performance of CBOs with and without (control group) project inputs is assessed by January 2006.</p> <p>Road map for scaling up is prepared and shared with PSC by January 2006.</p> <p>2 central and 3 district workshops are held by December 2006.</p> <p>Report on good practices is prepared and submitted to PSC.</p> <p>Submission of trimester progress reports to ADB and PSC is timely.</p>		
<b>Activities</b>	<b>Note:</b> Implementation and CBO capacity building		

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>(i) Improving CBO capability through action learning</p> <p>a. Develop section criteria for NGO and CBO.</p> <p>b. Orient partner NGOs on project objectives.</p> <p>c. Identify and select partner NGOs and CBOs.</p> <p>d. Assist CBOs to identify quick impact subprojects.</p> <p>e. Assess training needs of CBOs.</p> <p>(ii) Building WDS capacity for mainstreaming poverty and gender concerns in sector programs and projects</p> <p>a. Establish project office in WDS office.</p> <p>b. Form district committee comprising representatives of WDS, DLSO, DDC and VDC, and chaired by WDO.</p> <p>c. Assess training already received by WDS.</p> <p>d. Visit potential areas for implementing quick-impact activities with DLSO officials.</p> <p>e. Assess potential NGOs and provide orientation on project objectives and thrust .</p> <p>(iii) Building capacity of local bodies and line agencies</p>	<p>activities will be undertaken concurrently.</p> <p>Note: Project Implementation schedule will be prepared jointly by DWD and DLS.</p>	<p>TA consultants reports.</p> <p>Trimester progress reports.</p> <p>ADB missions.</p> <p>Interactions with project beneficiaries.</p>	<p>Project areas remain safe.</p>

<b>Design Summary</b>	<b>Performance Indicators/Targets</b>	<b>Monitoring Mechanisms</b>	<b>Assumptions and Risks</b>
<ul style="list-style-type: none"> <li>a. Organize workshop to disseminate CLDP/DLS model to PSC, central and district project staff.</li> <li>b. Conduct gender organizational audit of DDCs (project districts).</li> <li>c. Form and strengthen gender subcommittees of DDCs.</li> <li>d. Assess capacity building training needs and provide them.</li> <li>(iv) Project management services               <ul style="list-style-type: none"> <li>a. Form PSC.</li> <li>b. Prepare and approve an operating modality between DWD and DLS.</li> <li>c. Prepare a work plan and implementation schedule within 1 month of start date of the TA.</li> <li>d. Depute one of the directors of DWD as project manager by July 2004.</li> <li>e. Assign work space for the consultant at DWD.</li> <li>f. Identify training needs of all stakeholders at center and district.</li> </ul> </li> </ul>			
<b>Inputs</b> 1. Support for project management services  2. Support for CBOs	31.5 person-months of consulting services (1.5 international and 30 domestic).  \$68,000	Progress reports. Consultant's reports.  Joint ADB, DWD, DLS and DDC review missions.	Timely recruitment of consultants.  Timely recruitment of partner NGOs.

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

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Poverty Reduction Cooperation Fund<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	20.0	0.0	20.0
ii. Domestic Consultants	0.0	63.0	63.0
b. International and Local Travel <sup>b</sup>	7.0	4.0	11.0
c. Reports and Communications	0.0	2.0	2.0
2. Equipment <sup>c</sup>	0.0	2.0	2.0
3. Training, Seminars, and Conferences			
a. Facilitators	0.0	4.0	4.0
b. Training Program	0.0	6.0	6.0
4. Miscellaneous Administration and Support Costs	0.0	4.0	4.0
5. CBO Capability Improvement through Action Learning <sup>d</sup>		68.0	68.0
6. Contingencies	3.0	17.0	20.0
<b>Subtotal (A)</b>	<b>30.0</b>	<b>170.0</b>	<b>200.0</b>
<b>B. Government Financing</b>			
1. Office Accommodation and Transport	0.0	20.0	20.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	20.0	20.0
3. Support for Meetings	0.0	10.0	10.0
<b>Subtotal (B)</b>	<b>0.0</b>	<b>50.0</b>	<b>50.0</b>
<b>Total</b>	<b>30.0</b>	<b>220.0</b>	<b>250.0</b>

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

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

<sup>c</sup> Procurement of computers, printers, and other office equipment.

<sup>d</sup> Includes cost for community-based organizations, nongovernment organizations (@\$1,000/per NGO) and operation cost of Women Development Section.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. Technical assistance is required to support the Department of Women Development (DWD) assist the Women Development Section (WDS) to be the focal point for gender and for coordinating nongovernment organization (NGO) activities at the district, devise strategies for mainstreaming crosscutting issues such as gender and governance in sector projects, and transfer service delivery to NGOs including the private sector. Critical areas in which DWD has limited capacity include facilitating community-based organizations (CBOs) to undertake pilot activities through linkages with sectoral line agencies, and developing input-output based monitoring system at community, district, and central levels. The TA will provide 31.5 person-months of consulting services: 30 domestic and 1.5 international.

### **A. Project Management Specialist** (international, 1.5 person-month)

2. The international consultant will be fielded upon completion of a few quick-impact projects. He/she will assess the impacts of action learning initiatives, compare CBO performance with control groups, and prepare a road map for scaling similar activities while assisting the DWD to focus on the mainstream programs of the Government. He/she will distill and prepare best practices for wider dissemination.

### **B. Project Advisor** (domestic, 18 person-months)

3. The project advisor with expertise in project management and monitoring and evaluation will have conceptual clarity and practical experience in mainstreaming gender in sector projects, and must be able to develop new creative approaches and support to translate Government gender policies into doable actions. He/she will (i) assist the project manager in coordinating all activities with the concerned line ministries; (ii) assist DWD in conducting the initial workshop at the central level to develop a common vision for the project focusing on poverty, gender, and good governance and prepare a preliminary work plan; (iii) support other workshops at the center and district levels; (iv) assist the project manager in formulating an annual work plan; (v) simplify training manuals on village development committee (VDC) procedures for use by DWD; (vi) prepare progress reporting formats for use by NGO/CBO, and the women development officer (WDO), (vii) assist DWD/WDS to undertake capacity building activities; (viii) monitor implementation of quick-impact activities and disaggregate benefits to participants by ethnicity, caste, and gender; (ix) assist WDOs in the two participating districts in identifying strategies to mainstream gender in sector projects and in VDC/DDC planning; (x) strengthen CBO organizational capability; (xi) prepare trimester progress reports for submission to the Asian Development Bank, and (xii) participate in steering committee meetings.

### **C. Participation Specialist** (domestic, 4 person-months)

4. The consultant will assist CBO/NGO to undertake participatory social maps, conduct participatory workshops, and hold group discussions with mixed and women-only groups. He/she will ensure all stakeholders, in particular poor women and those from disadvantaged ethnic groups and castes, participate, and will document the proceedings of each consultation in a concise report that highlights the consensus reached and opposition to the group decision, if any. He/she will work closely with the poverty/social development specialist to increase awareness of gender and social inclusion concerns, and identify strategies to ensure full and equitable participation of poor women and men.

**D. Poverty/Social Development Specialist** (domestic, 8 person-months)

5. The consultant will assist in identifying suitable NGO/CBOs and in building the capacity of the CBOs. He/she will (i) assist in selecting a representative sample of control groups to assess CBO performance (with and without TA inputs); (ii) document changes in household dynamics after the women have engaged in income-generating activities; (iii) assess the level of social capital (social cohesion, capacity, and motivation and willingness to participate in the project); (iv) identify CBOs and locally based NGOs; (v) develop objective selection criteria to secure pro-poor, gender, and socially inclusive targeting of beneficiaries; (vi) assist in identifying target groups and quick-impact projects and quantify the poverty impact of interventions; (vii) identify income-generating activities that directly address poor women and men's practical needs; (viii) recommend modalities for linkages with relevant line agencies; and (ix) develop measurable indicators to evaluate the impact of the project components.