



Technical Assistance Report

Project Number: 38638
April 2006

Pilot Strengthening of Civil Society Participation in Development in the Pacific

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
AusAID	–	Australian Agency for International Development
CBO	–	community-based organization
CSO	–	civil society organization
CSP	–	country strategy and program
EA	–	executing agency
MDG	–	Millennium Development Goal
NGO	–	nongovernment organization
NZAID	–	New Zealand Agency for International Development
PCRC	–	Pacific Centre for Resource Concerns
PDMC	–	Pacific developing member country
PIANGO	–	Pacific Islands Association of Non-Governmental Organizations
PRNGOs	–	Pacific Regional Non-Governmental Organizations (network)
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Multisector
Subsector	–	None
Theme	–	Governance
Subtheme	–	Civil society participation

NOTE

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

Vice President	C. L. Greenwood, Operations 2
Director General	P. Erquiaga, Pacific Department
Director	I. Bhushan, Pacific Department
Team Leader	S. Pollard, Principal Programs Coordination Specialist, Pacific Department

I. INTRODUCTION

1. The Asian Development Bank (ADB) recognizes the critical importance of civil society and civil society organizations (CSOs¹) to sustainable development and poverty reduction in the Pacific region. Legitimizing and enlarging civil society's operational environment and strengthening the influence and capacity of CSOs are considered prerequisites for achieving the Millennium Development Goals (MDGs) and reducing hardship and poverty in the region. The need for improved governance as the cornerstone of poverty alleviation and sustainable economic growth also justifies the greater participation of civil society in development.

2. Over the past several years ADB has supported various efforts to strengthen civil society's participation in development in the Pacific, including the formulation of national development strategies, and the holding of round-table meetings and informal, confidential retreats with external funding agencies.² ADB has consulted with civil society in formulating country strategies, programs, and projects. Its renewed emphasis on enhanced external funding agency coordination, harmonization, and regional cooperation among external funding agencies further reinforces the need for a joint effort by external funding agencies to strengthen civil society at the local, national, and regional levels. ADB's previous and ongoing involvement with CSOs has shown that effective engagement requires a strategic, multidimensional, demand-driven approach modeled on the principles of partnership and best practice.

3. In May and June 2005, ADB missions³ met with representatives of regional and national CSOs in Fiji at the Pacific Islands Association of Non-Governmental Organisations (PIANGO) office to discuss possible technical assistance (TA) to help implement the Pacific strategy⁴ and further strengthen the participation of civil society in development. Participants at the meetings discussed development lessons learned, prioritized the capacity-building needs of CSOs, and reviewed current initiatives and priority areas of potential collaboration among external funding agencies. The TA design was further developed by a staff consultant in correspondence with external funding agencies with a major presence in the region. CSO stakeholders concur with the overall goals, purpose, and scope of the TA.⁵ The TA design and monitoring framework is in Appendix 1.

¹ The term "civil society organization" refers to a broad range of non-state actors including nongovernment organizations, community-based organizations, faith-based organizations, public institutions, and associations with diverse interests that provide both support and a counterweight to government. This paper also takes an inclusive view by including the private business sector and the voluntary sector.

² ADB. 2001. *Technical Assistance for the Consultation Workshops for Poverty Reduction Strategies in Selected Pacific Developing Member Countries*. Manila; ADB. 2002. *Technical Assistance for the Preparation of National Poverty Reduction Strategies in Pacific Developing Member Countries*. Manila (both TAs funded the participatory preparation of the "priorities of the poor" and participatory formulation of hardship and poverty reduction strategies for eight PDMCs with the active engagement of civil society); ADB. 2004. *Technical Assistance for Making Resource Allocation Pro-Poor and Participatory in the Pacific*. Manila (TA funding participatory budgeting in Fiji and Vanuatu, managed by Foundation of the Peoples of the South Pacific International, a regional NGO); ADB. 2004. *Technical Assistance for the Pilot Project on Institutionalizing Civil Society Participation to Create Local Pro-Poor Budget* (including the Republic of the Marshall Islands); ADB. 1998. *Technical Assistance to Nauru for Capacity Building for Financial and Economic Management*. Manila; ADB. 1998. *Proposed Loan and Technical Assistance Grant to Nauru for Fiscal and Financial Reform Program*. Manila (the most recent, and a highly successful, example of participatory civil society engagement in the formulation of a country's national development strategy, funded by ADB under TA 3125 and cofinanced by the Australian Agency for International Development).

³ The missions were carried out by Steve Pollard, Principal Economist.

⁴ Asian Development Bank. 2005. *A Pacific Strategy for the Asian Development Bank 2005–2009: Responding to the Priorities of the Poor*. Manila. CSOs also made a substantial contribution to the development of this strategy.

⁵ The TA project first appeared in *ADB Business Opportunities* (internet edition) on 6 May 2005.

II. ISSUES

4. CSOs in the Pacific region continue to struggle to meet the growing needs and demands of marginalized people (including women and youth) and underserved communities, both in direct services delivery and in the more indirect CSO responsibility of advocacy. Because of their limited size and resource base, most CSOs do their work with minimal training and technical support, and have difficulty attracting and retaining suitably qualified personnel to meet the complex demands on CSOs. The need to provide TA for Pacific CSOs in a wide range of operational and strategic areas has been well documented. In addition to the Pacific strategy, the training needs analysis in 2005 for the ADB Leadership Enhancement and Advancement Program (LEAP) summarized the following priority learning needs of CSOs: (i) policy analysis and issue identification, (ii) advocacy techniques, (iii) engagement with the government and business, (iv) community development, and (v) resource generation and mobilization.⁶

5. For the most part, CSOs receive little financial support from governments. They can be dismissed as “troublemakers” and seen as competition for aid resources. Most Pacific developing member countries (PDMCs) moreover lack the legal and regulatory frameworks needed to support the growth and development of the sector. Without clearly defined and well-enforced legal structures, the rights of CSOs are unprotected, making it difficult for advocacy-oriented organizations to function without untoward interference. Given the low level of political and economic literacy in many PDMCs, CSOs are instrumental in educating people about democratic and human rights and promoting good governance.

6. CSOs often compete for scarce resources and may maintain, if not deepen, the factions in society. Regional CSO networks like the Pacific Regional Non-Governmental Organizations (PRNGOs)⁷ are in the formative stage and have had only limited success in coordinating CSOs and influencing national and regional plans and policies. The summary findings of the special evaluation study of the role of NGOs and community-based organizations (CBOs)⁸ revealed that several key factors underpin effective NGO or CBO involvement in ADB projects. These factors include (i) the overall environment, (ii) government-NGO working relations, (iii) the nature of consultations, and (iv) current NGO capacity. This research concluded that “successful NGO or CBO involvement requires an enabling environment and effective working relations between partners.”

7. According to the 2004 study on ADB-NGO relations in the Pacific,⁹ CSOs expected ADB to be more involved in strengthening and legitimizing civil society and increasing civic engagement in development processes at the national and regional levels. As such, the study urged ADB to take the following actions to enhance engagement with CSOs: (i) promote an enabling environment for civic engagement; (ii) build the capacity of civil society; (iii) ensure the full participation of CSOs and the integration of civil society issues in the country strategy and program (CSP); (iv) enhance the participation of CSOs in project preparation, implementation, and evaluation; and (v) address internal operational constraints on effective engagement with the CSO sector. The study also recommended that ADB work through CSO networks to optimize multiplier effects and strengthen sector-wide communication and collective action. The review further stated that in some countries “ADB is ideally

⁶ ADB. 2005. *Technical Assistance for Leadership Enhancement and Advancement Program*. Manila.

⁷ The PRNGOs consist of the Council of Pacific Education, Disabled People's International, Fiji Women's Crisis Center, Foundation of the Peoples of the South Pacific International, Greenpeace Pacific, South Pacific Oceanic Council of Trade Unions, Pacific Concerns Resource Centre, Pacific Council of Churches, Pacific Foundation for the Advancement of Women, Pacific Islands Broadcasting Association, Pacific Islands Association of NGOs, World Council of Churches – Pacific, and World Wide Fund for Nature.

⁸ ADB. 1999. *Special Evaluation Study of the Role of Non-Government Organizations and Community-Based Organizations in Asian Development Bank Projects*. Manila.

⁹ ADB. 2004. *A Study of ADB-NGO Relations in the Pacific: Issues and Options for Strengthening Engagement*. Manila.

positioned to strengthen civil society by facilitating dialogue and creating space” for greater cooperation between governments, external funding agencies, and CSOs. ADB’s comparative advantage may therefore rest in its ability to serve as a catalyst and broker in bringing key stakeholders together around a common agenda, i.e., poverty reduction and the achievement of the MDGs.

8. One of the three strategic objectives of ADB’s Pacific strategy is to promote effective development processes. The key result areas for this objective include (i) increased community participation and ownership in development programs; (ii) increased public demand for good governance and effective markets and services; (iii) increased dialogue and cooperation among civil society organizations, private sector groups, and governments; (iv) improved availability and dissemination of good-quality data and information on development issues; and (v) strengthened capacity of PDMC governments, civil society, and private sector groups to plan and manage for development results.

9. During TA design consultations, Pacific CSO representatives recommended the following seven capacity-building objectives: (i) strengthen national laws, regulations, and other legal frameworks that enable CSOs to operate transparently and independently of the state;¹⁰ (ii) strengthen the ability of CSOs to promote and advocate social, environmental, good governance, and other public concerns, with ADB possibly operating as a broker for improved relations between governments and CSOs; (iii) continue ADB’s program of assistance to strengthen CSO understanding and participation in budgeting processes, including gender budgeting; (iv) strengthen CSO participation in the full cycle of development assistance strategy, including project design and loan implementation, TA design, and monitoring and evaluation activities for ADB and other agencies as appropriate; (v) secure continuity of funding for CSO programs to sustain, expand, and improve service delivery, with ADB possibly facilitating government outsourcing of public funds and services to CSOs on a pilot basis; (vi) better meet people’s right to information through improved CSO databases and through modern information and communications technology (internet, satellite, teleconferencing, and videoconferencing) and more traditional media; and (vii) strengthen CSO evaluation, analysis, and reporting capacities. Gender mainstreaming is seen as central to objectives (ii), (iii), and (iv).

10. Other external funding agencies (principally the Australian Agency for International Development [AusAID], the European Union, the New Zealand Agency for International Development [NZAID], and the United Nations Development Programme and other UN agencies) have long been working with Pacific CSOs in strengthening both service delivery and advocacy. In addition to the direct financing of CSO programs, these external funding agencies plan to continue to help build CSO capacity, strengthen legitimacy, and improve advocacy and policy-making skills. In response to serious concerns regarding the limitations of one-off financial and technical assistance, many of these external funding agencies are now moving away from the project-by-project approach and toward long-term “strategic partnerships” with national and regional NGOs. Details of other external funding agency support to Pacific CSOs are presented in Appendix 3.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

11. The pilot TA is designed to build on and complement ongoing and planned ADB and other external funding agency assistance to civil society in the Pacific. It proposes to strengthen CSO understanding of development policy and directly engage CSOs with their governments and external

¹⁰ PDMC government executives working with CSOs have subsequently suggested that CSO “legitimacy” could be better strengthened through proven practical engagement rather than through legislation.

funding agencies in the design, formulation, and implementation of ADB's own country strategies, programs, and projects as an example to all development programs.¹¹ The expected outcomes include (i) a more developmentally aware and effective (less factionalized) civil society as CSOs gain significantly greater understanding and influence in the formulation, implementation, and evaluation of government and external funding agency policies and they ensure that development plans are constituent-directed and publicly accountable; (ii) establishment of the means and best practices for civil society participation in development; (iii) actual increased civil society participation in advocacy, planning and policy making, and possibly also in the subsequent delivery of some services, at least in the case of ADB-financed programs; (iv) a consequent heightened demand by civil society for improved public services and responsive markets; (v) consequent improved collaboration between PDMC governments, external funding agencies, and CSOs; and (vi) greater acceptance of the role (legitimacy) of civil society in development.

B. Methodology and Key Activities

12. The TA focuses on legitimizing and mainstreaming civil society participation in development processes and strengthening relations between CSOs, PDMC governments, the private sector, and external funding agencies through training and direct engagement in the ADB development assistance cycle. To achieve this, the TA focuses not only on introducing formal processes for involvement by CSOs, but also on enhancing the competence and capacity of CSOs to be effective in this involvement. This will be achieved through two major components.

13. The first component focuses on enhancing the competence of Pacific CSO staff to better understand and comment on the region's broad development policy agendas. This component will provide high-level advice and training in broad development policy, as well as direct engagement in discussions with relevant government officials and with ADB and other external funding agencies on country strategy, program, and project formulation. This component will build on the work completed under other regional TAs to produce a summary of "what works," or the development policy consensus.¹² This component will help relevant CSOs to produce development policy comment on each specific country strategy or project to be covered by the pilot TA and in support of general policy dialogue in each PDMC. This component will also help regional CSOs to prepare policy inputs for regional meetings and develop the capacity of CSOs for informed engagement in regional forums.

14. The second component consists of formal training for CSO and government staff in the planning of participatory processes, together with practical engagement with ADB, other external funding agencies, and other members of civil society and government in the participatory formulation of the next two ADB country strategies and programs (CSPs) in 2007 (for Fiji and Samoa), and two loan designs (PNG Health Sector Support and FSM Waste Management) also scheduled for 2007.¹³ Key tasks include (i) formal training in participatory processes, using the ADB project cycle as a case study; (ii) inclusion in ADB missions of formal consultations with sector, national, and regional CSOs in CSP preparation and loan design, including opportunities to give views on issues and options,

¹¹ Other external funding agencies are concerned more with assisting CSOs in service delivery and building general capacity. Also, "legitimacy" or an enabling environment might indeed be better constructed through proven practical engagement rather than through legislation. This picks up on the recommendations of LEAP (para. 4, items i, ii, and iii); the Special Evaluation Study (para. 6, items ii and iii); the 2004 study on ADB-NGO relations in the Pacific (para. 7, items iii and iv); and TA design consultations (para. 9, items ii and iv).

¹² ADB. 2005. *Technical Assistance for the Strengthening Pro-Poor Policy in the Pacific*. Manila. Produced under this TA, this consensus is based on the 16 criteria used by the World Bank for its country performance and institutional assessment.

¹³ Selected CSPs and loans will serve as examples for the Pacific region. Representatives from CSOs and Governments from the other 10 PDMCs will be invited to attend the formal training sessions. The selection might change as the TA is implemented.

contribute position papers, and endorse the final programs; and (iii) research, development, and promulgation of best practices and a framework for value-added involvement by CSOs in CSP and loan preparation, implementation, and evaluation, including formal consultation processes. The implementation of this component will improve CSP and loan performance; enhance ADB visibility and transparency; foster improved dialogue and cooperation between governments, external funding agencies, private sector groups, and CSOs; and address ADB internal operational constraints on effective engagement with CSOs.¹⁴

C. Cost and Financing

15. The TA is estimated to cost \$565,000. The amount of \$500,000 will be financed on a grant basis from ADB's TA funding program. Relevant regional and national CSOs will provide the remaining \$65,000 by covering local counterpart staffing, office facilities, funds for local travel for CSO staff, and support with the preparation of national reports and with communications and national dissemination. Cost estimates are in Appendix 2.

D. Implementation Arrangements

16. The Executing Agency (EA) for the two CSPs shall be the Pacific Centre for Resource Concerns (PCRC), and the EA for the two project preparatory TAs shall be PIANGO. Steering committees with broad but relevant representation from NGOs, churches, women's groups, media groups, trade unions, and chambers of commerce will be established for each activity, with the chair to be determined locally. The EAs will collaborate with the national steering committees. Country desk officers and project officers at the Pacific Department headquarters and resident missions will coordinate their work programs with each steering committee as appropriate.

17. A team of international and local consultants will be recruited under the management of a consulting firm in accordance with ADB's *Guidelines on the Use of Consultants*, using simplified technical proposal and quality- and cost-based selection. A total of 24 person-months (12 international and 12 local) will be required for this TA. The consulting team will consist of an international team leader and participatory processes planning expert (5 person-months), international participatory processes trainers (3 person-months), an international development economist and development policy expert (4 person-months), and local social development analysts (total 12 person-months). A research economist (12 person-months) will also be engaged by ADB in Manila, in accordance with the *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of local consultants, to help collate, summarize, and present relevant development policy information for each PDMC. Outline terms of reference are provided in Appendix 4. The pilot TA is expected to start in mid-2006 and to be completed late in 2007. Depending on the progress of this TA, further funding will be sought to cover the remaining PDMCs.

IV. THE PRESIDENT'S DECISION

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis to the governments of Fiji, the Federated States of Micronesia, Papua New Guinea, and Samoa for the Pilot Strengthening of Civil Society Participation in Development in the Pacific and hereby reports this action to the Board.

¹⁴ The methodology and activities will build on earlier consultations and participatory processes successfully employed in the ADB country program in the Republic of the Marshall Islands and the joint AusAID and ADB assistance to Nauru for the formulation of a national sustainable development strategy.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Sustained improvement in level of civil society participation in public policy formulation and in development programs, and more vigorous community-based discussion of development policy in four pilot Pacific developing member countries (PDMCs).</p>	<p>Full participation of civil society organizations (CSOs) in the preparation of country strategies and programs (CSPs) of the Asian Development Bank (ADB) (possibly together with other external funding agencies) for the Fiji Islands and Samoa, and loan preparation for the Federated States of Micronesia (FSM) and Papua New Guinea (PNG)</p> <p>Improved relations between CSOs, governments, the private sector, and external funding agencies</p>	<p>CSO reports Reports from relevant ministries and agencies</p> <p>ADB mission and technical assistance reports</p> <p>Media records</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Government support • Cooperation between governments, external funding agencies, private sector, and CSOs • Cooperation between CSOs
<p>Outcome Civil society more aware of development policy, CSOs more effective in advocacy, and best participatory practices established, leading to increased civil society demand for development, improved government, donor and civil society collaboration and greater acceptance of role of civil society</p>	<p>Two ADB country strategies (Fiji and Samoa) and two loans (FSM and PNG) prepared with civil society participation</p> <p>Formal mechanisms adopted for CSO engagement in the formulation of country strategies and programs (CSPs) and CSP updates (CSPUs) and project preparatory technical assistance projects (TAs)</p> <p>CSO participation in policy dialogue with governments, external funding agencies, and other civil society on ADB-funded projects</p>	<p>CSO reports Annual reports from relevant ministries and agencies</p> <p>ADB mission and TA reports</p> <p>Endorsement of manual or other guidance to strengthen civil society consultations and participation in development in the Pacific</p> <p>ADB CSPs and CSPUs for Fiji and Samoa, and reports and recommendations of the President (RRPs) for PNG Lae Port and FSM Waste Management projects</p> <p>Government and civil society forum established</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • A vibrant CSO sector • Limited resources of governments to meet all social obligations; CSOs can meet some of these demands • Consistent political will • High priority for civil servants • Consistent support from relevant ADB staff • Consistent support from all external funding agencies <p>Risks</p> <ul style="list-style-type: none"> • Lack of support from relevant ministries to share service delivery and discuss and formulate market development policies with non-state actors

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
	More CSO participation in the formulation of regional policy and strategy positions	Civil society empowerment and participation in development discussed in country performance assessments	
<p>Outputs</p> <p>1. Advice on and improved understanding of development policy, institutions, and best practices among CSO leaders and staff and government staff</p> <p>2. CSO and government staff trained in participatory process planning and ADB development cycle and processes</p> <p>3. Regular dialogue between government and CSO leaders institutionalized</p> <p>4. Full CSO participation in 2 ADB CSP formulation and 2 ADB loan designs</p>	<p>CSO leaders engaged in development policy dialogue</p> <p>Training courses delivered Trainers trained Meetings of relevant agencies formalized</p> <p>Meetings of relevant agencies formalized</p> <p>CSO participation in all four pilot PDMCs</p>	<p>Pacific Centre for Resource Concerns, Pacific Islands Association of Non-Governmental Organization, and CSO reports of papers submitted to government and regional bodies on economic and social issues and policy matters.</p> <p>Consultants' reports ADB mission reports</p> <p>Reports of meetings in each country Consultants' reports. ADB headquarter and resident mission reports</p> <p>ADB missions' back-to-office reports, aide mémoire, memorandums of understanding, RRs, TA documentation</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Support for improved cooperation from all parties • CSO capacity to field candidates for training and trainee instructors <p>Risks</p> <ul style="list-style-type: none"> • Lack of continuity in assignment of staff • Insufficient follow-up
<p>Activities with Milestones</p> <p>1.1. Delivery of training in PDMC development policy to all PDMCs based on four PDMCs examples.</p> <p>1.2. Preparation of development policy information and issues and options papers specific to the four PDMCs</p> <p>1.3. Review, revision, and distribution of best practice, development policy, and institutional development documentation as a "what works" policy consensus</p> <p>2.1. Delivery of CSO training in participatory processes in PDMC development</p> <p>2.2. Start of government and CSO development dialogue</p> <p>2.3. Joint government and CSO discussions to confirm mutual national development interests</p> <p>3.1. ADB headquarters and resident mission engagement with relevant PDMC CSOs in formulating, designing, implementing, and monitoring ADB programs in four PDMCs</p>			<p>Inputs</p> <p>ADB:</p> <ul style="list-style-type: none"> • \$326,000 for 12 person-months of international and 24 person-months of local consulting services • \$80,000 for travel • \$20,000 for facilitated consultations, workshops, retreats, and training sessions • \$10,000 for reports and dissemination • \$60,000 for contingencies • \$4,000 for Miscellaneous Administration and Support Costs <p>CSO contribution: \$65,000</p>

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank (ADB) Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	218.0
ii. Local Consultants	108.0
b. International and Local Travel	80.0
c. Reports, Dissemination, and Communications ^b	10.0
2. Training, Seminars, Workshops, and Other Consultations	20.0
3. Miscellaneous Administration and Support Costs	4.0
4. Contingencies	60.0
Subtotal (A)	500.0
B. Civil Society Organization (CSO) Financing	
1. Office Accommodation and Transport	10.0
2. Remuneration and Per Diem of Counterpart Staff	50.0
3. Others	5.0
Subtotal (B)	65.0
Total	565.0

^a Financed from ADB's technical assistance funding program.

^b This will include appropriate English and local language publication and dissemination.

Source: Asian Development Bank estimates.

OTHER EXTERNAL AGENCY–CIVIL SOCIETY ORGANIZATION SUPPORT

1. The New Zealand Agency for International Development has developed a strategic partnership with the Pacific Islands Association of Non-Governmental Organizations (PIANGO), an umbrella group of nongovernment organizations (NGOs), and other select regional and national bodies. Long-term assistance is premised on an initial assessment of institutional-strengthening needs and development priorities of beneficiaries.
2. The Australian Agency for International Development (AusAID) also supports some strategic partnerships and has indicated that this approach is likely to expand in coming years. In particular, AusAID has provided successful multi-year funding support to the Fiji Women's Crisis Center and the regional network for violence against women.
3. The European Union Cotonou Agreement provides up to 15% of the Ninth European Development Fund (10% in the case of Kiribati and Tuvalu; 15% for Fiji) for NGO program funding. Areas funded will depend on the priorities set by each recipient country. Under the Agreement, a national body from the Pacific developing member country concerned will set funding criteria and select the NGOs to be supported. Within the framework of the Lomé Convention, the European Centre on Pacific Issues is working on decentralized capacity building in strategic partnership with regional organizations like the Pacific Centre for Resource Concerns.
4. Until recently, the United Nations Development Programme and the Canadian International Development Agency jointly supported a regional NGO-strengthening project with a dedicated TA aimed at enhancing the capabilities of regional and national NGO umbrella bodies, principally PIANGO and its national liaison units (NLUs), and creating linkages between external funding agencies and NGOs throughout the region. This project was also responsible for orchestrating coordination meetings among the various external funding agencies and initiating the PIANGO/UNITEC International Technology New Zealand Graduate Diploma in Non profit Management.
5. Other multilateral funding agencies like the Commonwealth Foundation have supported NGO capacity-building initiatives in the Pacific. The United Nations Volunteers Special Voluntary Fund Project, supporting the strengthening of civil society in Fiji, Tonga, and Vanuatu, may also be extended. Some European church-based organizations like Bread for the World, Catholic Committee Against Hunger and for Development and Interchurch Organization for Development Cooperation provide core funding support for the institutional strengthening of selected NGOs and their networks in the Pacific.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The pilot technical assistance (TA) is intended to legitimize and mainstream civil society participation in development processes and strengthen relations between Civil Society Organization (CSOs), Pacific developing member country (PDMC) governments, and the private sector by direct example, that is, by direct engagement of civil society in the development cycle of Asian Development Bank (ADB) assistance. This will be achieved by (i) enhancing the competence of Pacific CSO staff with respect to the region's broad development policy agendas, thus making the CSOs better able to understand and advocate development concerns on behalf of marginalized peoples; and (ii) training of CSO staff in participatory process planning, and actual engagement of CSO staff with other members of civil society in the participatory formulation of ADB country strategies and programs, and project design, implementation, and monitoring and evaluation.

2. A mix of local and international consultants will work with CSO and Government staff of all PDMCs to improve understanding of the development policy agenda of the Pacific region. These consultants will be supported by a Manila-based research economist, who will help develop PDMC-specific development policy information and issues and options papers.

3. ADB desk officers and project officers, together with PDMC CSO steering committees (SCs), will engage SC-selected CSOs and CSO staff to participate in ADB country strategy and program formulation and in loan and TA design, implementation, and monitoring. The same desk officers and project officers will report regularly on the progress of civil society participation in ADB development assistance, in back-to-office reports, aide-mémoire, memorandums of understanding, and reports and recommendations of the President.

A. Development Policy Agenda

4. **Development Economist** (international, 4 person-months, intermittent). This consultant will have extensive experience in and understanding of the development policy agenda of the Pacific and good understanding of civil society. He or she will also have a thorough understanding of economic growth and development theory, development experience, best practices, and best policies and best institutional arrangements as they apply in the PDMCs. This person will have extensive experience (more than 15 years) in analyzing the economies of developing societies. He or she would preferably have experience in analyzing Pacific island economies and small societies. This consultant should also have an understanding of ADB's development assistance processes and procedures. Working under the guidance of ADB and together with officials of regional (Pacific Centre for Resource Concerns [PCRC] and Pacific Island Association of NGOs [PIANGO]) and national CSOs, the international development economist will do the following:

- (i) Work to establish a more developmentally aware and effective civil society.
- (ii) Have overall responsibility for the production of relevant papers on PDMC development policy and development institutions, and issues and options.
- (iii) Work with the research economist based at ADB headquarters to finalize the foregoing papers.
- (iv) Further review, comment on, and help develop and fully disseminate, in plain English, an ADB policy consensus paper ("what works" in development)

- summarizing best practices, best policies, and institutions, taken from RETA 6245.¹
- (v) Review all relevant development policy and other documentation pertaining to each PDMC covered.
 - (vi) Use the PDMC development policy information and issues and options papers, the policy consensus paper, and other relevant documentation as training materials for CSO staff.
 - (vii) Design and run training in Pacific development policy for CSO staff.
 - (viii) Assist in the participatory engagement of civil society and CSOs in the work of the ADB (country strategy and program design, implementation, and monitoring).
 - (ix) Assist relevant CSOs and other consultants in the conduct of consultations and participatory processes relevant to the TA, including workshops, seminars, and retreats.
 - (x) Provide support to regional CSOs for the preparation of policy inputs for the annual Pacific Civil Society Forum (which coincides with the Pacific Island Forum Leaders Meeting).
 - (xi) Provide support to the PCRC, the secretariat of the Pacific Regional Non-Governmental Organizations (PRNGOs), in preparing information for regional public sector policies developed by Pacific Island Forum on regional matters of economics, trade, security, poverty reduction, human rights, youth, gender equity, and sustainable development.
 - (xii) Help develop the capacity of regional CSOs to participate in the monitoring and evaluation of the implementation of the Pacific Plan, and ensure that appropriate human and social impact assessments are carried out in accordance with Plan requirements.
 - (xiii) Help increase the capacity of regional CSOs to undertake self-initiated research, to prepare analytical position papers, and to drive informed policy dialogue with Pacific Island Forum leaders in the same thematic areas.
 - (xiv) Produce a quarterly report on progress and deliver copies of the report to PCRC, PIANGO and the ADB project officer.

B. Participation in Development

5. Participatory Processes Planner/Team Leader (international, 5 person-months, intermittent). This consultant will have extensive experience in and understanding of participatory processes. He or she will also have a good understanding of the development issues and needs of the Pacific island societies, and will have extensive experience (more than 15 years) of helping developing societies to embrace participatory processes. Working under the guidance of the ADB and together with officials of regional CSOs (PCRC and PIANGO) and national CSOs, the international participatory processes planner/team leader will do the following:

- (i) Review consultations and participatory processes employed in the ADB country program in the Marshall Islands and the joint assistance from the Australian Agency for International Development (AusAID) and ADB to Nauru for the formulation of the country's national sustainable development strategy, as well as

¹ ADB. 2005. *Technical Assistance for Strengthening Pro-Poor Policy in the Pacific* (Financed by the Poverty Reduction Cooperation Fund and the Government of Australia). Manila.

- other relevant methodologies and activities including the ADB stocktaking of consultations and participation in the Pacific.
- (ii) At every opportunity, work closely with counterpart personnel in both regional and national CSOs to impart skills and knowledge.
 - (iii) Review for application in this TA, the ADB consultation and participation guidelines and handbook.
 - (iv) Review all relevant PDMC information and development issues and options papers, and the policy consensus paper.
 - (v) Work with the development economist to prepare all information materials in a form that can be best understood by the people of the Pacific.
 - (vi) Together with all relevant stakeholders and contributing parties (including relevant NGOs, government officials, churches, private sector, and external funding agencies) and the local social development analysts, design a process of participatory planning to assist the formulation of ADB country strategy and programs, and other ADB loans or TAs, as relevant to each PDMC.
 - (vii) Work with the relevant Executing Agency (EA) to coordinate all relevant components and activities of the TA.
 - (viii) Help institutionalize participatory planning within regional and national CSOs in support of wider community participation in decisions on the PDMCs' future.
 - (ix) Help prepare a training course and formally train both CSO and government staff and the local social development analysts during the TA in the methodologies and approaches of participatory planning.
 - (x) Identify and engage all relevant stakeholders interested in the future of each PDMC.
 - (xi) Help organize and facilitate a series of participatory planning processes, consultations, and workshops that facilitate wide participation by the relevant communities in each PDMC; enable all interested and relevant stakeholders to understand the status of and trends in welfare and economic development in each relevant PDMC; and help the community and stakeholders to consider and to reach preferred options for the future development of the people of the PDMC.
 - (xii) Establish standards and best-practice examples and case studies for Pacific civil society participation in ADB country strategy, program, and project formulation, implementation, and monitoring.
 - (xiii) Generally manage the TA otherwise.
 - (xiv) Produce a quarterly report on progress and deliver copies of the report to both PCRC, PIANGO as relevant, and the ADB project officer.
 - (xv) Produce a final report on all activities, including a report on the factors that bar or enable civil society participation in development, and recommend the best means of further institutionalizing civil society engagement in development.

6. Participatory Processes Trainers (international, 3 person-months, intermittent). These consultants will have extensive experience in designing and implementing training courses in participatory processes. They will also have some understanding of the development issues and needs of the Pacific island societies. Working under the guidance of the ADB and together with officials of regional (PCRC) and national CSOs, and the participatory processes planner(s)/team leader, these consultants will do the following:

- (i) At all times and at every opportunity, work closely with counterpart personnel in both regional and national CSOs to impart skills and knowledge.
- (ii) Work with the development economist to prepare all information materials in a form that can be best understood by the people of the Pacific.

- (iii) Together with all relevant stakeholders and contributing parties (including relevant NGOs, government officials, churches, private sector) and the local social development analysts, help design a process of participatory planning to assist the formulation of ADB country strategy and programs, and other ADB loans and TAs, as relevant to each PDMC.
- (iv) Help institutionalize participatory planning within regional and national CSOs in support of wider community participation in decisions on the PDMCs' future.
- (v) Help prepare a training course and formally train both CSO staff and the local social development analysts during the TA in the methodologies and approaches of participatory planning.
- (vi) Help identify and engage all relevant stakeholders interested in the future of each PDMC.
- (vii) Help organize and facilitate a series of participatory planning processes, consultations, and workshops that facilitate wide participation by the relevant communities in each PDMC; enable all interested and relevant stakeholders to understand the status of and trends in welfare and economic development in each relevant PDMC; and help the community and stakeholders to consider and to reach preferred options for the future development of the people of the PDMC.
- (viii) Help establish standards and best-practice examples and case studies for Pacific civil society participation in ADB country strategy, program, and project formulation, monitoring, and implementation.
- (ix) Report to both PCRC, PIANGO as relevant, and the ADB project officer on the conduct of each training course delivered.

7. **Social Development Analyst** (domestic, total of 12 person-months, intermittent). Pacific island social development analysts will be recruited to work alongside the development economist the participatory process planner/team leader, and the participatory processes trainers in each of the selected PDMCs. The social development analysts will have experience with social development issues and needs in the Pacific island societies, and understand those issues and needs. Working under the guidance of the ADB and together with officials of regional (PCRC, PIANGO) and national CSOs, these consultants will do the following:

- (i) At every opportunity, work closely with all counterpart personnel in regional and national CSOs.
- (ii) Assist the team leader and all other consultants in all tasks.
- (iii) Work closely with the development economist, the participatory processes planner, and the research economist to collate, review, and summarize all relevant available studies relating to the relevant PDMC economies and societies.
- (iv) Help the participatory processes planner to review the proposed work program with relevant stakeholders and contributing parties, and help prepare a detailed work program, action plan, and implementation schedule.
- (v) Help identify all relevant stakeholders.
- (vi) Help organize and facilitate a series of participatory planning processes, consultations, and workshops to enable all interested and relevant stakeholders to understand the status of and trends in welfare and economic development in the relevant economy and society.
- (vii) Assist in the preparation of all reports and review these for ease of understanding by the people of the Pacific.
- (viii) Undertake any other work that ADB staff may reasonably request.

8. **Research Economist** (local, 12 person-months). The research economist will have a strong background in economics, including a degree in economics from an internationally reputable university. This person will have solid experience in providing research assistance, preferably in helping review development policies and strategies in the Pacific, and a proven ability to do research on development policy. He or she should speak and write English very well, and have adequate publishing experience. An understanding of ADB processes and procedures will be beneficial. The local research economist must be able to recommend reference material for various Pacific economic and policy issues. Working under the direction of the Pacific department project officer, the research economist will do the following:

- (i) Collate, summarize, and present all relevant PDMC development policy information, including ADB economic, sector, and thematic work, and ADB country strategy, program, loan, and TA documentation. This review will cover the issues, principles, and options for good governance, social development, and economic management in support of equitable, pro-poor growth and development, and public and private sector productivity.
- (ii) Help develop the development issues and options papers for each PDMC.
- (iii) Help prepare the PDMC issues and options papers with the team leader(s) and other international consultants during the TA.
- (iv) Help organize the publication and dissemination of all relevant TA documentation of likely interest to Pacific civil society.
- (v) Help to administer the TA otherwise.