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**REPORT OF THE TASK FORCE ON
INSTITUTIONAL ARRANGEMENTS FOR
COOPERATION WITH
NONGOVERNMENT ORGANIZATIONS**

29 November 2000

2000 PROJECTS WITH NGO INVOLVEMENT

(By Sector, \$ million)

DMC/Loan No.	Project Name	Amount
AGRICULTURE AND NATURAL RESOURCES		
BAN 1771	Chittagong Hill Tracts Rural Development	30.00
BAN 1782	Northwest Crop Diversification	46.30
CAM 1741	Rural Credit and Savings	20.00
CAM 1753	Stung Chinit Irrigation and Rural Infrastructure	16.00
PRC 1814	West Henan Agricultural Development	64.30
INO 1765/1766	Community Empowerment for Rural Development	115.00
INO 1770	Marine and Coastal Resources Management	50.00
KAZ 1779/70	Farm Restructuring Sector Development Program	45.00
LAO 1788	Decentralized Irrigation Development and Management Sector	15.50
MON 1821/22	Agriculture Sector Development Program	17.00
NEP 1778	Crop Diversification	11.00
PAK 1787	North-West Frontier Province Barani Area Development Phase II	52.00
PAK 1805/1806	Microfinance Sector Development Program	150.00
PHI 1738/39	Grains Sector Development Program	175.00
PHI 1772	Infrastructure for Rural Productivity Enhancement Sector	75.00
SRI 1744	Forest Resources Management Sector	27.00
SRI 1767	Protected Area Management and Wildlife Conservation	12.00
VIE 1802	Rural Enterprise Finance	80.00
Subtotal (18 projects)		1,001.10
FINANCE		
PNG 1768	Microfinance and Employment	9.60
SAM 1785	Small Business Development	3.50
Subtotal (2 projects)		13.10
INDUSTRY AND NONFUEL MINERALS		
INO 1738	Industrial Competitiveness and Small and Medium Enterprise Development Program	200.00
Subtotal (1 project)		200.00
SOCIAL INFRASTRUCTURE		
IND 1758 to 61	Housing Finance II	300.00
INO 1810	Decentralized Health Services	65.00
KGZ 1742	Community-Based Infrastructure Services Sector	36.00
KGZ 1786	Skills and Entrepreneurship Development	25.00
LAO 1749	Primary Health Care Expansion	20.00
RMI 1791	Skills Training and Vocational Education	6.82
NEP 1755	Small Towns Water Supply and Sanitation Sector	35.00
NEP 1820	Melamchi Water Supply	120.00
PNG 1812	Provincial Towns Water Supply and Sanitation	15.34
PHI 1745/46	Pasig River Environmental Management and Rehabilitation Sector Development Program	175.00
PHI 1750/51	Technical Education and Skills Development	45.00
SRI 1757	Water Resources Management	19.70
VIE 1777	Rural Health	68.30
Subtotal (13 projects)		931.16
TRANSPORT AND COMMUNICATIONS		
BAN 1789/1790	Road Maintenance and Improvement	94.00
LAO 1795	Rural Access Roads	25.00
Subtotal (3 projects)		119.00

Summary of 2000 Projects Involving NGOs

	No.	DMC	Project Name	Project Purpose	NGO Involvement
1	1789 /90	BAN	Road Maintenance and Improvement	The Project will improve transport efficiency in the Project areas of Chandra, Chandina, Comilla, and to the Chittagong Port.	Type of NGO: National, Local Role: Under the Project, NGOs will participate in developing a National Land Transport Policy. Also NGOs and women's groups will be involved in afforesting road alignments.
2	1782	BAN	Northwest Crop Diversification	The Project aims to: <ul style="list-style-type: none"> Promote production and marketing of HVCs among small-scale farmers; Build NGO and public sector capacities and partnerships to provide training and credit support for small-scale farmers. 	Type of NGO: National; Local Role: In the Farmer Mobilization and Credit Support component, four NGOs will deliver about \$16 million to farmers: Bangladesh Rural Advancement Committee (BRAC); Proshika Manavik Kendra; Grameen Krishi Foundation (GKF); Rangpur/Rinajpur Rural Services.
3	1771	BAN	Chittagong Hill Tracts Rural Development	The project will result in: <ul style="list-style-type: none"> Improved incomes and employment opportunities for target beneficiaries, especially the tribal population and women. Improved effectiveness of local institutions responsible for rural development. 	Type of NGO: National Role: NGOs participated in project design mission meetings. They will receive institutional strengthening so that they can deliver community development and microfinance services. Microfinance loans will be available through Palli Karma Sahayak Foundation (PKSF). Through a partnership agreement between PKSF and the Government, PKSF will open a \$3.9 million lending window for the Project. Whenever they are available, NGOs representing indigenous groups will be involved in credit delivery and community development.
4	1825	BAN	Southwest Flood Damage Rehabilitation	The Project will address restoration and rehabilitation of (i) national, regional, and type-A feeder roads; (ii) growth center markets, type-1 rural roads and type-B feeder roads; (iii) water resources (embankments and drainage facilities); (iv) railways (tracks and facilities); (v) public health engineering (community sanitation and water supply); and (vi) agricultural development facilities (seed multiplication farms). In addition to the sector-specific interventions, a needs-focused, community directed, socioeconomic rehabilitation fund managed by a nongovernment organization has	Type of NGO: National; Local Role: The Project was designed in consultation with NGOs that were involved in relief work during the floods, in particular the members of the Association of Development Agencies in Bangladesh (ADAB). As a result of these consultations, a revolving Socioeconomic Rehabilitation Fund (SRF) will be established by the Project. Project funds of US\$10 million will be onlent by the Government to Palli Karma Sahayak Foundation (PKSF) which will then lend to NGOs and households with postflood reconstruction activities. PKSF has prepared a detailed program design for

Update on NGO Regional and Advisory Technical Assistance

	No.	DMC	Project Name	Project Purpose / Achievements in 2000
1	5873	RETA	Capacity Building Support to Nongovernmental Organizations for Financial Resource Mobilization and Management	<p>Provide tools for NGOs to develop capacity in financial resource mobilization and management.</p> <ul style="list-style-type: none"> • Project Implementation Agreement was signed with The Asia Foundation on 18 April 2000. An Inception Workshop on “Investing in Ourselves: Giving and Fund Raising in Asia” was held at the Bank’s HQ on 9-12 2000. The Workshop was held in cooperation with the Nippon Foundation, and Venture for Fund Raising. • A mid-term Workshop marking the end of Phase I is scheduled to take place at the Bank’s HQ from 3-5 May 2001. The mid-term Workshop aims to finalize the framework and methodologies discussed during the Inception Workshop. • It is expected that at the conclusion of the Project, a report will be published in a suitable form, the research and training course materials developed under the Project and make these materials available to NGOs and NGO trainers as resource materials for capacity building programs.
2	5884	RETA	A Survey of Nongovernment Organization Capacity Building Needs in Pacific DMCs	<p>Survey the capacity building needs for NGOs in selected Pacific DMCs and also establish donor coordination and cooperation.</p> <ul style="list-style-type: none"> • A Regional Stakeholders Workshop – Towards Greater Inter-Agency Cooperation, in coordination with UNDP, New Zealand Overseas Development Assistance and AusAID was held in Port Vila from 6-8 November 2000. The Workshop aimed at (i) analyzing key trends, developments and issues affecting NGO capacity building in the Pacific; (ii) explore possibilities for effective collaboration between NGOs, donors and governments; (iii) identify key elements of a regional strategy for NGO capacity building; and (iv) develop plans for follow-up action.

**Grant Funding for Women's NGO Projects
RETA 5889: Gender and Development Initiatives**

NGO Name: Forum of Women's NGOs of Kyrgyzstan
Project: Preparation and Organization of Follow-up conference of Central Asian Women's NGOs.
Project Title: Towards implementing planned actions and initiatives proposed at the Special Session of UN General Assembly in June 2000: "Women 2000: gender equality, development and peace for the 21st century."
Amount: US\$ 9,000.00

The objectives of the project are to (i) develop strategies and recommendations on gender concern; and (ii) develop a commitment to planned actions of Women's NGOs in Kyrgyzstan and central Asia. The Project will: (i) organize women's NGO workshop to tackle gender issues relevant in Central Asia; (ii) develop follow-up actions after Beijing +5; and (iii) organized field visits/community discussion on women's issues in remote areas in Kyrgyzstan. The Project will result in improved networking and collaboration between women's NGOs in Kyrgyzstan.

NGO Name: Watan Welfare Society of Pakistan
Project: Cure and Awareness Regarding Prevention and Care of Burn Victims
Amount: US\$ 15,000

The Objective of the Project is to prevent the occurrence of burn cases amongst women and children through (i) promoting awareness on prevention, care and cure of burn cases; and (ii) making Burn Care Centers (BCC) sustainable. There are three project activities: (i) upgrading of curative facilities at BCC; (ii) a one-day provincial level seminar on burn issues; and (iii) production of seminar materials such as posters and brochures. The project could play a significant role in raising concern over women burn victims as a public policy and gender issue. Burn victims in Pakistan are generally non-accidental cases. Raising awareness of the issue and providing care for the victims is a basic human rights issue that needs to be supported by institutions such as ADB.

NGO Name: APIK Legal Assistance Association, Indonesia
Project: Legal Assistance and legal Campaign Advocacy
Amount: US\$ 13,000

The objective of the project are to increase women's awareness of their legal rights; and to promote advocacy in legal issues and provide assistance and consultation in legal areas for women who are socially, economically, politically and culturally disadvantage. The activities will be implemented in the following districts Malang, Palembang, Medan, Pontianak and Nusa Tenggara Barat. The nature of the activities to be implemented in the five districts differs slightly. All activities can be characterized within the following areas:

- Consultations related to legal issues, offered to women who are socially, economically, politically and culturally disadvantage.

- Implementation of legal information and awareness raising campaigns on women's legal rights
- Training of selected social groups in women's legal issues.

The beneficiaries are women and vulnerable groups (children) who will become aware of their legal rights. Other direct beneficiaries are women who will receive legal assistance providing them with not only immediate assistance to solve a problem, but also educate these women to help other women in the same situation. Local leaders will benefit by becoming more aware of women's rights in particular and legal issues in general.

NGO Name: Ain O Salish Kendro (ASK), Bangladesh
Project Title: The Gender and Social Justice Program (GSJ)
Amount: US\$ 20,000

GSJ is an on-going program of ASK, a legal and human rights resource center, GSJ aims to (i) make local elected representatives and law enforcement agencies sensitive to gender justice and equality (ii) Enable poor women to participate in village shalish or mediation, elections and other decision-making processes (iii) Strengthen the capacity of local groups to monitor law enforcement (iv) Prevent fatwa and unlawful shalish (v) Develop human rights activists at the community level (vi) Develop the capacity of local NGOs to implement and sustain the program.

RETA 5889 funding will be used to support the implementation of GSJ from January 2001 to December 2001. The activities under GSJ include awareness workshops on the development and implementation of gender-sensitive laws, formation and training of ward-level mediation committees, issues-based advocacy workshops involving community members and leaders, and legal aid to women.

GSJ improves the protection of women's human rights and enhances the socio-legal status of women.

NGO Name: ASR Institute of Women's Studies, Lahore, Pakistan
Project Title: National Women's Studies Conference
Amount: US\$ 11,000

The objective of Women's Studies Conference is to: (i) encourage Pakistani Women to write; (ii) increase the resource pool of women for the Institute of Women's Studies and for Pakistan, at large; and (iii) to establish a network between Pakistani women academics and other women working within the area of women's studies.

The workshop on Women and Development will facilitate linkages between the Institute, bilateral and multilateral agencies, and governmental and non-governmental agencies to integrate practice and theory.

ADB, through PRM, has cooperated with the Institute in projects such as NWFP-Barani Area Development Project (Phase I); DG Khan Rural Development Project; Technical Education Project (Baluchistan); Technical Education Project (Sindh); and Middle School Project (Baluchistan). The Conference will further facilitate development of sustainable linkages between ADB, its partner Eas and the Institute for the training and education of women.

NGO Name: Business Women Association (BWA) – Bukhara, Uzbekistan
Project Title: Training of Women Entrepreneurs in Bukhara
Amount: US\$ 13,343

The project involves training of women-entrepreneurs. The specific objectives of the project are to: (i) Raise women's awareness of economic opportunities available to them; (ii) build knowledge in women's legal rights; (iii) Create employment for women and their families; (iv) Facilitate interaction among women in order that they can cooperatively identify opportunities for women entrepreneurs. It is expected that the training seminars will create a solid base for ADW to set up microcredit schemes for women entrepreneurs.

Project activities include organizing and carrying out training seminars, launching of an information campaign, and preparing a final report. ABW will analyze its experience in the project to learn lessons in enhancing women's entrepreneurial skills.

An estimated 160 women entrepreneurs and their families will directly benefit from the improved ability of women to engage in income earning activities. ABW will tap the women that were trained to establish women's microcredit cooperatives.

NGO Name: Business Women Association (BWA) – Tashkent, Uzbekistan
Project Title: Training Unemployed rural Women in Tashkent
Amount: US\$ 10,000

The aim of the project is to provide business education to women in 12 rural areas of Tashkent. With business training, women in the region will be able to (i) develop professional skills in finance and organizing their own business; (ii) identify and carry out income-generating activities; and (iii) improve their socio-economic status.

A month long course will be undertaken in 12 rural areas, one area at a time. The course curriculum includes (1week per topic); (i) Developing an effective business plan; (ii) Tax policy on small and medium scale businesses; (iii) starting a small business; (iv) Legislation and economic rights.

About 180 women (15 per class) will be able to (i) design business plans; (ii) get more information about the privileges in legislation that are given for women entrepreneurs; (iii) know current tax and credit regulations; (iv) start-up their own small size businesses.

NGO Name: Credit Development Forum (CDF), Bangladesh
Project Title: Enhance Institutional Capacity of Female-Headed Microfinance NGOs
Amount: US\$ 10,000

The project will make microfinance services more accessible to female clients. In particular, the project aims to strengthen the institutional ability of female headed microcredit NGOs to enable them to extend their outreach and to manage and monitor their programs and financial resources.

Project activities are divided into three phases; (i) Phase 1 Identification of Partner NGOs; (ii) Capacity Development – a) training courses on microfinance management, supervision and monitoring of savings and credit schemes, accounts management, and management information systems, and b) assisting NGOs to set up management systems; (iii) monitoring and evaluation. It aims to benefit twenty-two female headed NGOs.

NGO Name: Cambodian Disabled Peoples Organization (CDPO)
Project Title: Strengthening CDPO to address the needs of Women with Disabilities
Amount: US\$ 10,000

The project aims to: (i) develop the networks of women with disability (WWD) so as to support, protect, serve and promote their rights, achievements and interests, in order to bring about their fuller participation and equality in society; (ii) upgrade, support, and protect the rights and interest of WWD by encouraging the establishment of associations of disabled persons which can enable them to address social and economic issues among their members, particularly WWD; and (iii) strengthen the voice of WWD, raise the awareness of the public on WWD, and identify the skills of WWD in order to address their needs.

The following activities will implemented under the project: (I) two workshops involving a total of 75 WWD intended to develop a national plan for WWD based on their specific needs; and (ii) a public awareness campaign.

The following benefits are expected: (I) strengthened WWD movement through a national plan for WWD; (ii) increased number of CDPOs women membership in the next assembly; and (iii) strengthened relationship with the government agencies involved in veterans and women's concerns.

NGO Name: Center for Legal Research and Resource Development (CeLRRD), Nepal
Project Title: Joint consultation meeting for the effective prevention of trafficking of women and girls
Amount: US\$ 10,000

The aims of the consultation meeting are: (i) to facilitate networking and coordination of governments and NGOs on the problem of trafficking in women and girls; (ii) to establish a joint commitment by the governments of India and Nepal to alleviate this problem at the regional level; and (iii) to identify mechanism for rescuing victims.

The activities will be focused on organizing and holding a conference on preventing the trafficking of women and girls, with CeLRRD acting as the facilitator of the conference. This project will result in a regional framework to prevent trafficking of women and girls.

NGO Name: Sristi Associate CEDPA – Center for Development and Population Activities, Nepal
Project title: Training Elected Women Office Bearers in village Development Committees
Amount: US\$ 20,000

Elected women officials in VDCs lack the knowledge and capacity to perform their roles effectively. The project involves capacity building of elected women officials in Dang, Rupandehi, Kaski and Makawanpur Districts. Based on consultation in one district, the relevant topics in the training course curriculum are: gender and development; rights and duties of VDC and members; women's legal rights; leadership skills; motivation; advocacy skills; political participation and good governance; and community organization and development. Sristi CEDPA itself will undertake the training.

NGO Name: Center for Reproductive and Family Health, Viet Nam
Project Title: Establishment of Community Health Laboratories
Amount: US\$ 10,000

The Project aims to improve the quality of health care in five communes in Lap Thach district, Vinh Phuc province. The cooperation of local authorities, RaHF will establish a community health care laboratory in five communes as well as train health volunteers who will work in these laboratories. The laboratories will be able to provide early and affordable early diagnostic services to the community, particular to pregnant women and children.

The project will directly benefit residents of the Lap Thach, a very poor and remote district.

NGO Name: Center for Women's Resources Development, Indonesia
Project Title: Workshop on Violence Against Women for Grass Root Women Groups
Amount: US\$ 11,500

The overall objective of the proposal is to increase awareness on issues related to violence against women. The immediate objectives are: (i) to share and analyze various methods and survival strategies applied by individual women and groups of women to address the problem of violence against women; (ii) to develop and action plan for violence against women activities; (iii) to build linkages and networks of support for women in relation to violence against women; (iv) to develop a model of grass root campaign on violence against women.

There are 6 workshops will be conducted to improve capacity in terms of VAW within PPSW and at grass root level. 1 workshop, training for trainers, will be conducted for PPSW facilitators to enable them to facilitate grassroots level workshops. One training module on VAW will be designed for training at community level. 5 workshops will be conducted at community level in five different districts of West Java, West Kalimantan and Riau. PPSW facilitators will conduct the training. As an output of the workshops plans of action will be developed, including campaign material, topic, methods and approaches on VAW in the respective areas.

The beneficiaries of the project are PPSW staff who will become facilitators for workshops held at grassroots level on issues related to VAW. 25 PPSW staff are expected to benefit. 220 women leaders from 11 districts will directly benefit from the training process, gaining knowledge and understanding of VAW issues, and will be able to share it with other community members. Awareness raising campaign material will be identified and planned, and the campaigns will be implemented by grassroots women.

NGO Name: Center for Public Opinion Studies and Forecast, Kyrgyzstan
Project Title: Women of Kyrgyzstan of the Eve of 21st Century
Amount: US\$ 10,000

The transition to a market economy has negatively affected the welfare of women in Kyrgyzstan. It is necessary to draw up a profile of women and women's issues in order to prepare a national strategy to improve the status of women in the country. The project aims to create a statistical resource base describing the socio-economic status of women in Kyrgyzstan. The proposed project activities include: survey design, survey questionnaire preparation and testing, software development for data storage, staff training on survey skills, field survey and polling, data analysis and interpretation, and presentation of survey results. The availability of socioeconomic data on women in Kyrgyzstan is important in designing a national strategy to improve the status of women in the country.

NGO Name: Center for Social Research / Gender Training Institute, India
Project Title: Strengthening Government-Citizen Connection for Effective Governness of Urban Local Bodies
Amount: UD\$ 20,000

The proposal aims to improve the performance and accountability of urban local government officials through strengthening the interface between urban local bodies, citizens, business groups, and civil society organizations. Proposed activities will be divided into four phases as:

- (i) participatory performance needs assessments. (PNA)
- (ii) Training module design (based on PNA) and field testing
- (iii) Pilot training in selected municipalities of three districts of Rajasthan, the major output will be a municipal action plan on improving governance
- (iv) Assessment of action plan implementation six months after training and a 2-day workshop to share project experience/disseminate good practice examples.

The proposal has various aspects that can be supported under the RETA 5889, particularly training and capacity building, action research, strengthening government-women's group linkages, and point 7 of the Beijing Platform of Action.

NGO Name: FEMCOM Bangladesh
Project Title: Telefilm about Arsenic Poisoning in Bangladesh
Amount: US\$ 12,000

Through the production of a television film, the project will create awareness about the arsenic poisoning, its symptoms and how it can be prevented. The main activity will be the production of a five 25-minute episodes of telefilm titled "Water is Life, Water is Death". The final product will be disseminated to a community groups and NGOs. The film will show (i) how water is tested for arsenic contamination; (ii) alternative resources of safe drinking water; (iii) symptoms of arsenicosis; (iv) cures for arsenicosis; (v) social cost of arsenicosis; (vi) the role of men and women in managing drinking water supplies; and (vii) social support for victims of arsenicosis.

Unlike men victims, women victims of arsenic poisoning are more likely to be ostracized by the society. The film will keep women victims from being stigmatized as well as help reduce the prevalence of the disease.

NGO Name: Gerakan Pemberdayaan Swara Perempuan (GPSP), Indonesia
Project Title: Empowering Indonesian Women
Amount: US\$ 10,000

The objective of the project are: (i) to improve the legal knowledge and gender awareness among women, especially in regard to implementation of Law no. 22, 1999 (decentralization law); (ii) share ideas on the development of laws and policies based on the principles of gender equity and justice; (iii) Empower women in identifying women's specific needs requiring special attention in local development; (iv) Empower women in articulating their ideas and opinions in public. 3 workshops will be conducted covering the following subjects: (i) Introducing law no 22 on regional autonomy; (ii) problems and prospects in implementation of this law from a gender perspective; (iii) good governance and gender; (iv) women's political role and political participation of women. The participants of the workshops will be selected among women's organizations and individual women. The workshops will be held in Surabaya, Yogyakarta, Jakarta.

The beneficiaries of the project are 90 women participating in the workshop. These women will share their knowledge with other women in their local communities, and they will improve their skills in terms of participating in public life. The impact of the project is an increased involvement of women in decision making and political processes. And to enhance professional women's awareness in politics and good governance.

NGO Name: Hawwa Women Craft Cooperative, Pakistan
Project title: Training Workshops with Self-help Groups and Grass roots Practitioners
Amount: US\$ 7,000

The objective of the project are: (i) to bring together grassroots practitioners from Pakistan through conducting workshops on crafts production and marketing; (ii) to identify regional craft practices/embroideries for subsequent networking and sale infrastructure; (iii) to enable Primary Producer Groups from all regions to exhibit and sell their products; and (iv) to enable other existing networks to share their experience and explore the possibilities of regular exchange of expertise and knowledge among the networks.

A total of three one-day training workshops will be held in the key cities of Pakistan where craftswomen are concentrated: Hyderabad in Sindh Province; Quetta in Baluchistan Province and D.I. Khan in Northwest Frontier Province. Hawwa will select 30 craft women train them in enterprise development, evaluate their work and link them up with microcredit institutions to establish and/or strengthen their business. Each trained and self-employed woman will become nucleus of skill training and establish a core group of 5 women. The project will provide women opportunities to improve their socioeconomic status.

NGO Name: HUMANA People to People India
Project Title: Women Empowerment and Socioeconomic Development
Amount: US\$ 19,000

The project will: (i) Enhance the capacity of women in 10 villages in Virat Nagar, Jaipur District; (ii) Empower women with technical knowledge for better productivity; (iii) Equip women to meet their socioeconomic needs; (iv) Develop women's leadership qualities; (v) train women to make them active and important members of society; (vi) increase awareness of women's rights under the Panchayati Raj system. Project activities are classified under four project components: (i) income generation – skills training and setting up of self-help groups (SHGs) to implement small-scale savings and credit schemes; (ii) education – setting up of 5 non formal education centers for women; (iii) health – health education and awareness programs, counseling and immunization services; (iv) gender issues – workshops, exchange programs and field activities on women's rights and leadership development.

NGO Name: Khwendo Kor Women and Children Development Program, Pakistan
Project Title: Proposal on Advocacy for Girls Education
Amount: US\$ 10,000

The situation of girls education is very bad in the North West Frontier Province of Pakistan. Literacy levels of women are generally estimated to be about 8.5 percent, but in the peripheral and rain fed areas. Literacy level is even estimated to below one percent. Gender inequality is an everyday experience of all girls and women across the socioeconomic strata. The education facilities and resources allocated for girls persistently lag behind resources allocated to boys. This situation is further complicated by segregated schooling and social codes, codes which act against girls education.

The overall objective of the khwendo kor is empowerment and children to obtain equal status in the society, Specific objectives of the project proposals are to:

- Facilitate an enabling environment for girls education
- Facilitate establishment and strengthening of provisional and divisional level education network
- Stimulate social pressure to bring about positive change in education policy
- Develop a database of organization and institutions working on girls education
- Arrange informed debated and public consultations on girls education
- Promote girls education through publication and media

NGO Name: MUKTI Nari-O- Shishu Unnayan Sangstha, Bangladesh
Project Title: Combating Violence Against women and Children
Amount: US\$ 10,000

The project will (i) promote the rights of women and children; (ii) enhance the ability of government offices to support the rights of women and children; (iii) improve access of women and children to government services; and (iv) increase awareness about the rights of women and children through an information campaign.

Project include (i) gathering information on the activities of government agencies that are related to violence against women and children; (ii) information campaign regarding women and children's rights issues involving government agencies, police force, women's groups, and journalists; (iv) production of information materials.

A major cause of mortality amongst women in Bangladesh is due to acts of violence. The project aims to address issues of violence against women, particularly with regard to community awareness through members of the police, courts, hospitals, and lobbying government service personnel.

NGO Name: PATAMABA, Philippines
Project title: Women Entrepreneurship Development for Homebased Workers
Amount: US\$ 9,000

The project will (i) strengthen the capacity of homeworkers in enterprise development management; and (ii) provide a base fund for microfinance operations. The project is divided into phases (i) training at the community level in 4 regions; and (ii) providing seed capital to training participants to enable them to set-up small homebased enterprises. This project will improve the socioeconomic status of homebased workers.

NGO Name: PP Fatayat NU, Indonesia
Project Title: Pilot Study on Violence Against Women
Amount: US\$ 9,500

The objectives of the project are:

- To assess the common understanding of Violence Against Women (VAW) in selected districts in Indonesia
- To identify the main factors that cause men to commit violence against women
- To define and conceptualize VAW based on specific cases in selected districts
- To make recommendations related to elimination of VAW

The study consist of analyzing existing material on VAW in Indonesia, and collection of qualitative and quantitative data from the province of Banjarnegara of the Central Java. The data will be analyzed and used as background material for a qualitative in-depth study of VAW in the mentioned province. Two household from ten villages will be selected for in-depth studies. This province has been selected because of very high incidences of VAW. In addition, the Central Board Statistics has conducted village surveys in the area.

The qualitative study as describe above complements the quantitative studies already prepared by the central board of statistics, and will contribute to a broader understanding of VAW. The project will also contribute to the research, education and training done by PP Fatayat NU concerning women who have been exposed to domestic violence.

NGO Name: Self-employed Women's Association (SEWA), India
Project Title: Attacking poverty using microcredit to promote women's access to improved transportation
Amount: US\$ 18,000

Project activities include:

- Pilot testing and evaluating financial and organizational mechanism to increase the accessibility of poor women to transportation through a revolving loan fund,
- Monitoring the affordability and demand responsiveness of the program, and evaluating the economic and social impacts of improved transportation on women and their families, and
- Developing guidelines for replication of the pilot program on a larger scale.

NGO Name: Shirkat Gah, Pakistan
Project Title: Plant Nursery Project
Amount: US\$ 13,000

The aim of the project is to set-up a model nursery to demonstrate that income can be generated with the local resources, in an environmentally sustainable manner. The objectives of the project are to (i) enhance income level of local women; (ii) improve women's livelihood conditions; (ii) facilitate local women to develop and strengthen marketing linkages; and (iv) to make the plant nursery a self-sustaining income generating activity.

The project involves the following activities: (i) maintenance of a plant nursery; (ii) hands-on training of women by a professional gardener/nursery producer for at least six months; (iii) training of women to manage the income generated by the nursery; and (iv) dissemination information regarding plant nurseries to community members who are interested in setting up similar nurseries on their land. The project will provide a facility for women to learn income-earning skills.

NGO Name: Women's League of Creative Initiative, Kyrgystan
Project Title: Marketing and Fundraising for Vocational Education
Amount: US\$ 11,200

The state's ability to support vocational training centers has been weakened by the transition to a market economy. There is also a need to adapt the existing curriculum to new realities. The Women's League of Creative Initiative believes that civil society can help improve the quality of vocational training in the country.

The project aims to build the capacity of teachers in vocational training centers to handle courses in marketing and finance. Three-day teacher's training sessions will be conducted Naryn, Bokonbaevo, Osh, and Bishkek. About 40 teachers will be selected from vocational training centers in seven oblasts. The proposed project activities include production of training materials, selection of trainees, and implementation of training sessions.

NGO Name: Women Scientist of Tajikistan
Project Title: Strengthen Crises Center for Women
Amount: US\$ 14,400

Effective rehabilitation to help women exposed to violence. The objectives are:

- To assist victims of violence through hot-line services, individual consultations, specialists consultations within the area of law, psychologist, gynecologist, etc.
- Education program to improve girls self-confidence and self-estimate
- Providing the adolescents with consultative assistance, especially on reproductive health and preparing for family life (by means of educational program maintaining, hotline services)
- Educational activity on violence against women, Information campaigns through seminars, meetings, training workshops etc.

The project includes the following activities; (i) consultative help for women and adolescent girls subjected to different kinds of violence. Assistance will be provided by a 24 hours Hotline Service and individual consultations (ii) conduct public campaigns such as “Day without violence” “You are not alone” and “Under International Rights Defense” (iii) identify violence against adolescent girls (survey conducted in one school of each region) (iv) consultative and methodological assistance for branch co-ordinators on family planning, parent-child conflicts, moral and sexual education, and education on women’s rights.

The activities will benefit a wide range of women subjected to different kinds of violence. The project will expand the program ensuring that women in more remote areas will be reached as well.

NGO Name: Women Scientist of Tajikistan
Project Title: Women’s Legal Rights
Amount: US\$ 10,700

To increase awareness among tajikistan women about their rights.

- Introduce women to international documents and legislation of Tajikistan on Women’s Legal Rights.
- Design Basic Mechanism of violence reduction
- Train women to adopt to conflict situation

Conduct research among 200 women of different social groups in three regions (Kofarnikhon, Kurgan-Tube and Tursun-Zade) on awareness of women’s rights and on violence against women. Conduct an educational program including series of training seminars on juridical, moral and psychological aspects of non-forcible way of conflict solving. Three workshops will be conducted in Crisis Center Branches in Three regions for 30 women in each region. The workshop will introduce the participants to legal documents such as “Family code of Tajikistan”, “Universal Declaration of Human Rights”, “UN Convention on Elimination of all forms of discrimination against women” and other relevant documents. Additional the workshop will focus on:

- Domestic violence and women's rights in family
- Women's health and reproductive rights
- Methods and ways of conflict solving

90 participants in the workshops will improve their educational level on women's rights and gain the knowledge and skills to work on violence cases within the family and violence in workplaces and in society in general. The activities will benefit a wide range of women subjected to different kinds of violence. The project will help to outreach the program ensuring that women in more remote areas will be reached as well.

NGO Name: Kitakyushu Forum on Asian Women (KFAW), Japan
Project Title: The Women's Conference on Environment in Asia and the Pacific
Amount: \$19,380

KFAW used the grant to invite women experts in sustainable development from developing countries to attend the Women's Conference on Environment and the Pacific held in Kitakyushu on 3 September 2000.

NGO Name: Center for Asia Pacific Women in Politics (CAPWIP), Regional
Project Title: Support for Country Adaptation of Gender and Governance Module
Amount: \$20,000

The aim of the project is to adapt CAPWIP's generic module on gender and governance to the Philippines. ADB's support will be used to adapt the module in one country. The activities to be funded include: (i) preparing of country-specific situationer; (ii) pre-testing the adapted module; and (iii) training of trainors.

NGO Name: Center for Asia Pacific Women in Politics (CAPWIP), Regional
Project Title: Asia Pacific Women Parliamentarians' Conference on Transformative Leadership for Good Governance in the 21st Century
Amount: \$12,000

CAPWIP in the amount of \$12,000 for the "Asia Pacific Women Parliamentarians' Conference on Transformative Leadership for Good Governance in the 21st Century" held in Bangkok, 24-25 March 2000.

SN	No.	DMC	Project Name	Project Purpose / Achievements in 2000
3	5888	RETA	Third ADB-NGO Consultative Meeting on Environment and Sustainable Development	<p>Create a framework for consultation and dialogue with environmental NGOs on issues related to environmental protection and sustainable development, with a particular focus on poverty reduction through environmental sustainability.</p> <ul style="list-style-type: none"> • A Media Symposium with the theme “The Role of Media in Achieving Sustainable Development” was held in Kitakyushu, Japan last 31 August-1 September 2000. The Symposium was organized jointly with ESCAP, the Asia Federation of Environmental Journalists, and the Japan Federation of Environmental Journalists and was attended by approximately 20 media practitioners from the Asia-Pacific Region involved in environmental issues. • An NGO Symposium with the theme “Developing Partnership Strategies for Sustainable Development and Poverty Reduction” was held in Kitakyushu, Japan last 1-2 September 2000. The Symposium was organized jointly with ESCAP, the Kitakyushu International Techno-Cooperative Association, the Conference of Asian Foundations and Organizations, the Japan International Cooperation Agency, and the Kitakyushu Forum on Asian Women and was attended by approximately 100 NGO representatives from the Asia-Pacific Region.
4	5889	RETA	Gender and Development Initiatives	<p>To support small and innovative initiatives of women’s NGOs that have potential for scaling-up or replication in ADB-financed projects.</p> <ul style="list-style-type: none"> • A total of 28 women’s NGOs were granted funding in an amount ranging from \$9,000 to \$20,000, for a diverse range of activities across various sectors and subregions. Types of activities include awareness raising, advocacy, strengthening linkages between governments and women’s groups, small income-generating projects, information and education campaigns, training and capacity building,

SN	No.	DMC	Project Name	Project Purpose / Achievements in 2000
				mobilizing women for participation in decision making or involvement in larger projects, legal literacy programs, action research, and media campaigns.
5	5894	RETA	Facilitating Capacity Building and Participatory Activities II	<p>Enhance DMC and ADB staff experience with and demand for participation.</p> <ul style="list-style-type: none"> Funding amounting to \$15,000 was extended to Asian NGO Coalition for Agrarian Reform and Rural Development last 26 September 2000 to co-finance the Asia-Pacific Regional Conference of the International Forum on NGO Capacity Building. The Conference was held at the Bank's HQ from 11-13 October 2000. The Conference comes on the heels of a series of national level multi-stakeholder dialogue in Asia and the Pacific as well as NGO and donor studies on capacity building. The Conference involved around 100 participants, equally divided between 50 representatives from NGOs in developing countries of the Asia-Pacific Region, and 10 participants each from donor NGOs in Australia, Japan, and New Zealand; donor NGOs from outside the Asia-Pacific Region; bilateral donors; multilateral donors; and private donors.
6	3618	PAK	Institutional Strengthening for Government-NGO Cooperation	Establish a more positive and effective environment for Government-NGO Cooperation in development and poverty reduction in Pakistan through (i) identifying priority needs in strengthening policy, institutional and organizational aspects of Government-NGO cooperation and providing support to address these needs, and (ii) identifying and pursuing specific relevant institutional development and capacity building needs, for both the Government and NGOs.
7	3641	LAO	Capacity Building of the Lao Women's Union	Assist the Lao Women's Union (LWU) accelerate implementation of the Beijing Platform for Action based on a gender mainstreaming approach. Specifically, the TA aims to

SN	No.	DMC	Project Name	Project Purpose / Achievements in 2000
				contribute to National Commission for the Advancement of Women develop and prepare for implementation the national gender action plan; and to build the capacity of the central, provincial, and district LWUs and their Government counterparts in planning, implementing, and monitoring the strategies and programs addressing gender concerns.

				been set up to ensure that the economic	SRF that will result in the fund (i) being replenished,
	No.	DMC	Project Name	Project Purpose	NGO Involvement
				rehabilitation needs of affected communities, particularly the poor, are addressed.	(ii) revolving through repayments; and (iii) being available to be applied in future disasters.
5	1753	CAM	Stung Chinit Irrigation and Rural Infrastructure	The project targets increased incomes and improved quality of life in Kompong Thom Province through provision of sustainable irrigation, agricultural extension, and rural infrastructure (roads and markets).	Type of NGO: National; Community-based Role: NGOs were involved in project design, in particular to determine and learn from their experience in similar projects. Water-users groups will be established under the project. Domestic NGOs will assist in farmer mobilization, training, and socioeconomic survey.
6	1741	CAM	Rural Credit and Savings	The Project will strive development of effective financial services in rural areas.	Type of NGO: National; Local Role: A series of participatory workshops involving stakeholders, including NGOs, were held during project design. These workshops as well as a detailed review of the NGO sector in Cambodia highlighted NGOs competence in delivering microfinance services. In the Project, five NGOs will channel some \$24 million in microcredit for rural subprojects. These NGOs are: ACLEDA; Cambodian Community Building (CCB); Catholic Relief Services (CRS); HK (a NGO which started under a project by Oxfam-Quebec); and Ennatiem Moulethan Tchonnebat (EMT). The Project will also finance these NGOs' investment requirements, amounting to about \$1.1 million, for the procurement of services, equipment, and civil works to establish and rehabilitate their branch offices.
7	1824	CAM	Emergency Flood Rehabilitation	The main objective of the Project is to assist the Government to rehabilitate key infrastructure damaged by the 2000 floods, and to enable the early restoration of economic and social activity, especially for the rural poor. The Project provides for rehabilitation of facilities in key sectors to pre-flood levels. The Project will rehabilitate flood-damaged facilities by providing civil works; equipment and materials; and consulting services for design work, evaluation and implementation, supervision and coordination.	Type of NGO: International, National Role: NGOs were consulted during Project design.
8	1816	FSM	Basic Social Services	The Project aims to: <ul style="list-style-type: none"> Strengthen system accountability and community participation within the education 	Type of NGO: National; Local Role: There was close coordination and cooperation

				and health sector.	throughout Project design and processing with NGOs and
	No.	DMC	Project Name	Project Purpose	NGO Involvement
				<ul style="list-style-type: none"> Improve the quality of education and health systems. Develop sustainable funding options for education and health.	other stakeholders
9	1758-61	IND	Housing Finance II	The project will improve the living standards and quality of life of low income households that lack access to affordable credit for housing and home-based, income-generating activities.	Type of NGO: National; Community-based Role: Project preparatory activities involved NGOs, including three one-day workshops with NGOs and community-based financial institutions (CFIs) in Calcutta, Chennai and Mumbai. A total of 90 NGOs and CFIs attended the workshops which determined the potential demand for housing finance through CFIs and NGOs. The workshop also discussed measures to increase the flexibility and effectiveness of this type of lending. As a result, a major component of the Project will be to provide housing finance to low-income households through CFIs and NGOs working in partnership with Housing and Urban Development Corporation (HUDCO). The total allocation for this component is \$40 million, channeled through NGOs and CFIs including: Self-Employed Women's Association (SEWA); Society for Integral Development Action (SIDA); Sri Padmavathy Mahila Abyudaya; Society for Promotion of Area Resource Center; and Friends of Women's World Bankng.
10	1813	IND	Calcutta Environmental Improvement	The Project will: <ul style="list-style-type: none"> Improve the environmental conditions in the outer areas of Calcutta. Reduce poverty in the low-income areas through affordable access to basic urban services. Empowerment of communities through participatory processes. Protect the environment from adverse developmental impacts. Develop CMC as a proficient and autonomous municipality. 	Type of NGO: Local Role: NGOs were consulted during Project preparation. In solid waste management, NGOs will segregate and transport biodegradable waste. In slum improvement, a local NGO will manage a stakeholder consultation program, including the facilitating implementation of resettlement programs.

	No.	DMC	Project Name	Project Purpose	NGO Involvement
11	1766 /65	INO	Community Empowerment for Rural Development	<p>The project will:</p> <ul style="list-style-type: none"> Empower rural communities by strengthening their capacity to plan and manage their own development activities. Support investments, foster rural-urban linkages, and establish rural infrastructure to improve on-farm and off-farm productivity and promote business enterprises. 	<p>Type of NGO: Local</p> <p>Role: The Government will engage NGO facilitators in six Project provinces to assist in the participation of a broad spectrum of village participants.</p>
12	1738	INO	Industrial Competitiveness and Small and Medium Enterprise Development Program	<p>The Project aims to achieve economic recovery by encouraging a more diversified and efficient industrial structure through deregulation and adoption of policies that promote greater competition and outward orientation, and provide a more level playing field for all enterprises including SMEs.</p>	<p>Type of NGO: National</p> <p>Role: NGOs will be involved in broadening participation of SMEs in policy making and implementation, as NGOs have undertaken numerous studies on SME development.</p>
13	1770	INO	Marine and Coastal Resources Management	<p>The project will result in enhanced local capacity to plan and manage the sustainable development of coastal and marine resources.</p>	<p>Type of NGO: National; Local</p> <p>Role: Project designers held discussions with members of civil society. During implementation, NGOs will be involved in:</p> <ul style="list-style-type: none"> designing Indonesia's spatial data infrastructure; setting up a National Biodiversity Information Network undertaking small-scale natural resource management schemes (up to \$50,000 per scheme) together with local communities training programs as trainees in remote sensing and GIS, database management, natural resources accounting, etc.
14	1810	INO	Decentralized Health Services	<p>The will Project will result in:</p> <ul style="list-style-type: none"> Improved health and family planning (FP) services in the Project area. Access of the poor to essential health and FP services guaranteed. 	<p>Type of NGO: Local</p> <p>Role: The initial stage of the Project will focus on training and advocacy on decentralization. Local government officials and communities will be familiarized with the idea of decentralization of health services. Qualified NGOs will be tasked to deliver these training programs, in particular in the areas of poverty reduction, gender and health, and participatory planning and management.</p>
15	1779 /80	KAZ	Farm Restructuring Sector Development Program	<p>The project aims to promote rural economic development and growth by strengthening the policy and legal framework for market-led agriculture and rural growth.</p>	<p>Type of NGO: Local or Community-based</p> <p>Role: To help farming communities cope with major market reforms, farm enterprises, rural businesses, farmers'</p>

					associations and NGOs will be provided with a range of
	No.	DMC	Project Name	Project Purpose	NGO Involvement
					training opportunities to achieve necessary skills as quickly as possible. Under the Microenterprise component of the Project, NGOs also will be tapped as vehicles of credit delivery and microenterprise training.
16	1786	KGZ	Skills and Entrepreneurship Development	The project will provide more relevant and higher quality PVE programs, improve the efficiency and sustainability of the PVE system, strengthen entrepreneurship development both within and outside the PVE system, and strengthen support institutions for skills and entrepreneurship development.	Type of NGO: National Role: As one of the leading providers of nonformal education, NGOs were consulted when this project was being designed. Under the Project, NGOs will receive capacity building support as primary vocational education institutions, in particular on microenterprise development.
17	1742	KGZ	Community-Based Infrastructure Services Sector	Using a community participation approach, the project will provide safe, adequate and easily accessible water supply and sanitation to selected rural communities and urban towns. Improve rural infrastructure in flood control and local roads.	Type of NGO: Local or Community-based Role: CBOs and NGOs in core project areas were consulted during design. In community infrastructure subproject planning, operation and maintenance, the Project will link up with CBOs such as the traditional elders' council (aksaldar sotu), women's committees, veterans' councils, youth committees, and block organizations (kwarztel).
18	1788	LAO	Decentralized Irrigation Development and Management Sector	The project establish sustainable irrigated agriculture through irrigation management transfer (IMT) process.	Type of NGO: Community-based Role: The Project will help establish or strengthen farmer organization at all sites. The groups will help farmers access credit and public or private sector services.
19	1749	LAO	Primary Health Care Expansion	The project aims to improve the PHC coverage, in particular of women and infants, the poor, and ethnic minorities in northern areas.	Type of NGO: International; National Role: Project designers found that international NGOs (e.g., Red Cross and Medecins Sans Frontieres) and many smaller NGOs provide valuable primary health care in remoter locations. Therefore in the Project, promoting village health care will be done whenever possible in collaboration with NGOs.
20	1795	LAO	Rural Access Roads	The Project aims to: <ul style="list-style-type: none"> • Provide rural community with all-weather access to agricultural markets • Increase competitiveness in transport services and include more efficient movement of goods and passengers • Reduce poverty by providing access to markets, 	Type of NGO: National; Local Role: Close attention was paid to ensuring that participatory processes were applied in developing the Project. Aside from consultation with affected communities during socioeconomic survey for detailed design of the Project, discussions were held with community groups, NGOs, transport operators, and

				extension services and income and	environmental and women's groups during the preparatory
	No.	DMC	Project Name	Project Purpose	NGO Involvement
				<p>employment opportunities for the poor.</p> <ul style="list-style-type: none"> • Develop human resources by providing reliable access to education and health centers. • Strengthen domestic road contracting industry by providing opportunities in civil works construction. 	stage of the Project.
21	1821 /22	MO N	Agriculture Sector Development Program	The project will increase productivity and profitability of agricultural producers.	<p>Type of NGO: National</p> <p>Role: NGO expertise will be used in training courses for small-business development, and applying for and managing microfinance loans. NGO advisory services also be used in the area of horticulture, marketing and processing.</p>
22	1778	NEP	Crop Diversification	The Project will work to promote of production and marketing of secondary crops.	<p>Type of NGO: National; Local</p> <p>Role: The PPTA looked into the role of NGOs in crop diversification research and extension. It found that NGOs already have successful, bilaterally funded Projects in some localities. They would be able to bid for extension research contracts under the Project.</p>
23	1755	NEP	Small Towns Water Supply and Sanitation Sector	<p>The project aims to:</p> <ul style="list-style-type: none"> • Improve water supply and sanitation in selected small towns. • Support participation of local beneficiaries in product formulation, design, implementation, operation and maintenance, and cost sharing and recovery. • Build capacity in Water Users and Sanitation Committees (WUCAs) and promote community-based water quality monitoring. 	<p>Type of NGO: National; Local or Community-based</p> <p>Role: Discussions were held with NGOs when the project was being designed. NGOs will take part in monitoring the impacts of the Project as well as in creating public awareness on water supply and sanitation issues.</p>
24	1820	NEP	Melamchi Water Supply	The Project will alleviate shortage of potable water in Kathmandu valley.	<p>Type of NGO: National; Local</p> <p>Role: Project preparation involved extensive consultations with NGOs. Their main concerns related to: (i) volume of water to be extracted form the Melamchi River; (ii) privatization of water supplies; (iii) prospective tariffs; and (iv) involvement in information dissemination.</p> <p>To account for NGO concerns, the Project will (i) engage an independent, third party NGO to assess and monitor the environmental and social impacts of the Project;</p>

	No.	DMC	Project Name	Project Purpose	NGO Involvement
					and (ii) engage an NGO to prepare and implement a hygiene awareness plan.
25	1787	PAK	North-West Frontier Province Area Development Phase II	The project will improve the sustainable use of natural resources through better management practices and enhance community infrastructure to increase value and/or reduced costs of village activities. Increase number of community-or enterprise-active women. Improve rural livelihood opportunities and employment.	Type of NGO: National; Local or Community-based Role: Project designers carried out an extensive study of the NGO community in NWFP, to determine how the Project could be designed to promote NGOs involvement. The study found that while there are capable NGOs in NWFP as well as from Punjab that could deliver Project services, their approaches to project work vary. NGOs will be contracted to provide community mobilization services, training, rural finance outreach, and rural health education support. NGO efforts will focus on establishing women's organizations and village organizations made up of 25 to 30 households. Women's organizations in particular will provide training to/for village girls education, village female teachers; health awareness and family planning; women health practitioners; traditional birth attendants; skills and enterprise training; and networking.
26	1805 /06	PAK	Microfinance Sector Development Program	The Project will develop the MF sector to efficiently provide affordable financial and social services to the poor. In particular, it will: (i) Develop an enabling policy framework for MF development. (ii) Establish the MF Bank. (iii) Develop framework for institutional diversity in the MF sector. (iv) Establish mechanisms to enhance social capital. (v) Pilot risk mitigation mechanisms for poor households as a safety net measure. (vi) Initiate restructuring of development finance institutions (DFIs).	Type of NGO: National; Local Role: NGOs helped in designing the Project. During implementation, NGOs will be involved heavily in two areas: (i) Establishing the microfinance Bank in cooperation with the country's largest NGO, National Rural Support Program; (ii) Strengthening of community organizations so that they can identify small-scale infrastructure Projects (e.g., clean drinking water facilitates, schools, information technology kiosks, farm irrigation) for which the Project will provide grant financing. In these two areas, NGOs will be chosen based on their core competency in gender and social services. Project activities will be biased towards supporting women's initiatives.
27	1772	PHI	Infrastructure for Rural Productivity Enhancement Sector	The Project will result in: • Increased agricultural productivity and profitability. • Decreased poverty incidence.	Type of NGO: National, Local Role: NGOs active in the rural sector were consulted during project design. During implementation, NGOs will receive

				•	capacity building training on devolved project implementation.
	No.	DMC	Project Name	Project Purpose	NGO Involvement
				<ul style="list-style-type: none"> Reduced transportation costs for agricultural products. 	NGOs also will assist in community building activities.
28	1750 /51	PHI	Technical Education and Skills Development	<p>The Project will:</p> <ul style="list-style-type: none"> Strengthen the Technical Education and skills Development Authority (TESDA) as central training authority. Devolve training to local government units (LGUs) and institutions. Remove constraints on private skills. 	<p>Type of NGO: National</p> <p>Role: NGOs that provide vocational training were consulted during project design. These NGOs are expected to take over the some of the roles of the Government's Technical Education and Skills Development Authority in providing vocational education. They will receive capacity building support and financial assistance.</p>
29	1745 /46	PHI	Pasig River Environmental Management Rehabilitation Sector Development Program	<p>The project aims to:</p> <ul style="list-style-type: none"> Improve the water quality of the Pasig River. Establish EPAs along the riverbanks and upgrade adjacent urban regeneration areas. Strengthen the operational and management capability and capacity of local government units and other agencies. 	<p>Type of NGO: National; Local</p> <p>Role: Project designers held extensive discussions with project affected persons and NGOs. NGOs facilitated in developing a resettlement plan. Also NGOs' experience through the Sagip Pasig (or Save the Pasig) Movement will be tapped in solid waste management and in an awareness campaign on the detrimental effects of water pollution on health.</p>
30	1739 /40	PHI	Grains Sector Development Program – Program Loan	<p>The Project will:</p> <ul style="list-style-type: none"> Improve grains productivity through the provision of agricultural infrastructure and support services. Increase private participation in the grains sector by streamlining government policies and improving institutional capacity. 	<p>Type of NGO: National; Local</p> <p>Role: Establishing vertical and horizontal linkages with NGOs and government institutions in the implementation of local integrated crop management (ICM) programs is a key task under the Project's ICM subcomponent.</p>
31	1768	PNG	Microfinance and Employment	Formal and semiformal microfinance institutions will provide sustainable microfinance services to viable formal and informal enterprises of all sectors and savings services to the population at large.	<p>Type of NGO: National</p> <p>Role: Project preparation commenced with a conference on Microfinance Best Practice. NGOs were involved in the conference. NGOs are expected to benefit from a Microfinance Competence Center that will be set up under the Project.</p>
32	1812	PNG	Provincial Towns Water Supply and Sanitation	<p>The Project will:</p> <ul style="list-style-type: none"> Increase coverage and improve quality of basic water and sanitation services. 	<p>Type of NGO: International, National; Local</p> <p>Role: During Project preparatory fieldwork, NGOs were consulted and expressed interest to take part in Project</p>

				<ul style="list-style-type: none"> Improve public health and reduce poverty in selected provincial towns. \ 	implementation. In particular, NGO will be involved in
	No.	DMC	Project Name	Project Purpose	NGO Involvement
				<ul style="list-style-type: none"> Improve management and coordination of water supply and sanitation. 	<p>participatory approaches in pilot-testing community-based, on-site, low-cost technology solutions to sanitation where reticulated sewerage is unaffordable.</p> <p>NGOs that could be involved in the Project include Adventist Development and Relief Agency International (ADRA), Red Cross, Young Women's Christian Association, and Habitat for Humanity.</p>
33	1814	PRC	West Henan Agricultural Development	<p>The Project will:</p> <ul style="list-style-type: none"> Increase agricultural production and rural incomes through integrated agricultural development. Poverty reduction through targeted assistance to poor rural households. 	<p>Type of NGO: National</p> <p>Role: NGOs such as Brilliant Cause, Foundation for Poverty Reduction and Women's Federation offered advice on how to effectively tackle poverty in West Henan</p>
34	1791	RMI	Skills Training and Vocational Education	<p>The Project will result in:</p> <ul style="list-style-type: none"> Increased income-generating opportunities especially for women and the youth in the outer islands. Increased employment especially for women and the youth in the outer islands. 	<p>Type of NGO: National; Local or community-based</p> <p>Role: Consultations, interviews, and community workshops were conducted in two urban and two outer islands. Workshops were held for NGOs, including women, youth, and church groups to gather primary data on social and poverty issues. As a result, a permanent site, The Women's Training, Marketing, and Information Center will be constructed to help NGOs provide training to women and exhibit their crafts for sale.</p>
35	1785	SAM	Small Business Development	<p>The Project will encourage MSE growth through improved availability of financial and nonfinancial business development services.</p>	<p>Type of NGO: National; Local</p> <p>Role: NGOs were involved in project design meetings. A leading women's NGO, Women in Business Foundation (WIBF) will help establish a microfinance facility for microenterprise as well as a small business development fund. WIBF has a unique approach at the microenterprise level, which combines technical training, basic entrepreneurship training, and microenterprise. WIBF uses a project approach (for example, honey or coconut oil production) and takes the position of market intermediary, thereby resolving market access issues for low production capacity individuals. The WIBF microcredit facility is an adaptation of the Grameen Bank model and incorporates a savings component.</p>

	No.	DMC	Project Name	Project Purpose	NGO Involvement
36	1823	SOL	Post-Conflict Emergency Rehabilitation	Through the Project, normal transportation and social services in areas affected by the civil strife will resume.	Type of NGO: Local Role: The Loan Agreement says the views of local area consultative groups, which includes NGOs, will be considered in design and implementation of Project components.
37	1767	SRI	Protected Area Management and Wildlife Conservation	The project aims to strengthen protected area management and develop operational partnerships with local communities and other stakeholders to reduce illegal use of park resources.	Type of NGO: International; National; Community-based Role: The project will employ integrated conservation and community development approach. Under this approach stakeholders (communities and NGOs included) will support a partnership trust for management their environment. The project will contract for a six year period a consortium of NGOs to provide strategic direction, technical support, research advice, and ongoing capacity building and field support within the wildlife and social domains of the Project. This will done through a twinning arrangement with an international and domestic NGO. Also, to meet the needs of global accountability, best practice replicability, and learning, the impacts of the Project will be assessed by an NGO. At least \$1.6 million is earmarked for NGO contracts.
38	1757	SRI	Water Resources Management	The Project aims to strengthen the capacity within NWRA and partner agencies to implement the water policy in a sustainable, transparent, participatory way and to mitigate the effects of uncoordinated water resource use in the past.	Type of NGO: National; Local Role: NGOs, together with government staff and community representatives, will give and receive training and institution building assistance in the area of integrated water resource management, based on the concept that water is a limited resource that must be conserved and shared.
39	1744	SRI	Forest Resources Management Sector	The Project aims to: <ul style="list-style-type: none"> • Establish participatory sustainable forest management of a spatially defined forest estate for increasing forest protection. • Enhance access of the private sector and local communities (in particular the economically disadvantaged people) to gainful employment and human resource development opportunities. 	Type of NGO: National; Local or Community-based Role: The Project design was discussed with NGOs and other stakeholders. At this stage, it was found that NGOs in Sri Lanka play a significant role in afforestation and forest resource management, community development, and microenterprise Projects. The Project will tap their expertise in creating awareness of best practice in forest and short rotation woodplot management, and agroforestry. NGOs will also mobilize communities in rehabilitating and managing

					denuded plantations, and buffer zone development for multi-use forestry.
	No.	DMC	Project Name	Project Purpose	NGO Involvement
40	1777	VIE	Rural Health	It is the goal of the Project to improve the health status of rural people in 13 project provinces, especially the poor, disadvantaged, ethnic minorities, women and children.	Type of NGO: International, National; Local Role: NGOs were involved project design meetings. NGOs will be involved in training community-level health workers and in the health awareness campaign, specifically Viet Nam Youth Group Union and Viet Nam Women's Union.
41	1802	VIE	Rural Enterprise Finance	The Project will support government efforts to reduce poverty and promote investment in private rural businesses, and develop more effective rural financial and rural business support services.	Type of NGO: National; Local Role: The Project will reduce poverty by applying a group lending methodology where poor households will be mobilized and organized into joint liability groups. Participating state-owned banks may recruit the services of NGOs and groups such as the Women's Union, Farmers' Association as intermediaries and catalysts in group formation, social preparation, training, and credit supervision.

2000 PROJECTS WITH NGO INVOLVEMENT

(By Sector, \$ million)

DMC/Loan No.	Project Name	Amount
MULTISECTOR		
BAN 1825	Southwest Flood Damage Rehabilitation	54.80
CAM 1824	Emergency Flood Rehabilitation	55.00
FSM 1816	Basic Social Services	8.02
SOL 1823	Post-Conflict Emergency Rehabilitation	10.00
	Subtotal (4 projects)	<u>127.82</u>
OTHERS		
IND 1813	Calcutta Environmental Improvement	<u>250</u>
	Subtotal (1 project)	<u>250</u>
	TOTAL (41 projects)	<u><u>2,642.18</u></u>

ABBREVIATIONS

BPMSD	-	Budget, Personnel and Management Systems Department
CSP	-	country strategy and program
DMC	-	developing member country
ENVD	-	Environment Division
NGO	-	nongovernment organization
OEO	-	Operations Evaluation Office
OESD	-	Office of Environment and Social Development
OER	-	Office of External Relations
OPO	-	Office of Pacific Operations
OSEC	-	Office of the Secretary
PPTA	-	project preparation technical assistance
RMs	-	resident missions
ROs	-	representative offices
SOCD	-	Social Development Division
SPD	-	Strategy and Policy Department

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I. INTRODUCTION

1. In 1999, the Asian Development Bank (ADB) renewed its dedication to poverty reduction as its overarching goal and mission. Its comprehensive long-term strategy for poverty reduction is built on the three pillars of (i) pro-poor, sustainable economic growth, (ii) social development, and (iii) good governance, all of which are at the center of the agenda of nongovernment organizations¹ (NGOs) involved in development. Therefore, NGO activity now influences or will affect virtually every aspect of ADB's operations, to a extent not experienced in the past and that will increase even more in the future.

2. In May 2000, the President formed a High Level Committee to undertake a comprehensive review of ADB's current institutional arrangements for cooperation with NGOs, and to consider whether these were adequate. The Committee comprised the two Regional Vice Presidents, with Vice-President (West) as Chairperson; the Secretary (OSEC); Department Directors for Programs and Projects, Strategy and Policy (SPD), and Budget, Personnel and Management Systems (BPMSD); and Chiefs of the Offices of Environment and Social Development (OESD), Operations Evaluation (OEO), and External Relations (OER). The Committee directed a smaller Task Force within it, coordinated by Director, Infrastructure, Energy and Financial Sectors Department (West), to prepare the specific proposals.

3. This Task Force Report is the result of iterative and close review by the Committee and has benefited from feedback from a wide range of stakeholders, including NGOs, on what needs to be improved in existing cooperation arrangements. The report reflects ADB's objectives in cooperation with NGOs, reviews areas of engagement, and assesses recent developments in the NGO sector and in ADB's internal environment that impact on NGO cooperation. It identifies a set of issues and challenges that have emerged and presents a coordinated set of responses, addressing the institutional and policy levels of NGO cooperation as well as country program and project levels.

4. The report provides recommendations on retaining, strengthening, or modifying existing institutional arrangements and on creating new structures and mechanisms to promote and support more effective ADB-NGO cooperation. It then makes an assessment of the internal changes necessary to implement and support the recommendations. The report's objective is not, *per se*, to specify new strategies for ADB cooperation with NGOs but to determine the institutional structures that will enable the development and implementation of effective action plans to carry out ADB's cooperation policy.

II. ADB AND NGOS: EFFECTIVE AND SUSTAINABLE DEVELOPMENT

5. ADB's policy on NGO cooperation, initially established in 1987 and substantially broadened in 1998, mandates that ADB expand cooperation with NGOs to strengthen the

¹ The Asian Development Bank's policy *Cooperation Between the Asian Development Bank and Nongovernment Organizations* (April 1998) notes that in ADB's operations, the term "nongovernment organization (NGO)" is used as a generic term of convenience covering a range of civil society organizations. These include: people's organization; community organization or community-based organization; community group or community association; grassroots organization; voluntary organization, private voluntary organization, or private voluntary development organization; intermediary organization; and public interest group. The policy notes that ADB's primary concern is with developmental NGOs -- those private organizations entirely or largely independent of government, not created for financial or material gain of members, and addressing concerns such as social and humanitarian issues, social welfare, poverty reduction, and environmental protection.

effectiveness, sustainability, and quality of services that ADB provides to its developing member countries (DMCs). (Earlier on, ADB had also adopted an even broader framework for the mainstreaming of participatory development processes into its operations.) The primary objective of cooperation with NGOs is to integrate NGO experience, knowledge, and expertise into ADB operations so that the development interventions ADB supports will more effectively serve the issues, priorities, and needs of the people of Asia and the Pacific. A range of modalities for cooperation and partnership between ADB and NGOs already has been developed and new modalities continue to be explored. The level of NGO involvement in ADB operations is rising steadily.

6. At the same time, the ADB policy acknowledges NGOs as significant actors in development, in their own right, on an operational level and on an advocacy level. As a policy objective, ADB provides institutional development and capacity building support for NGOs, and for governments in NGO-related matters, to make the NGO role in development stronger and more effective.

A. ADB's Cooperation with NGOs: Parallel Streams

7. Thus, ADB-NGO cooperation is realized through two parallel streams. The first is strategic/thematic institutional cooperation. ADB engages NGOs in continuous consultation and dialogue on cross-cutting issues since NGOs are an important external constituency and stakeholder group. The second is operational cooperation at both the country and project levels. ADB includes NGOs as important partners in its operations.

8. **Strategic/Thematic Institutional Cooperation: Consultation and Dialogue.** Because of their demonstrated experience and expertise, the ADB policy recognizes the importance of engaging NGOs in discussion of regional development agenda, strategies, and processes. Accordingly, ADB's policy mandates consultation and dialogue with NGOs at the overall policy and strategy level as well as at country and project level. The objectives of institutional cooperation with NGOs are to share information, discuss strategic/thematic issues of mutual concern, and explore directions toward more effective and mutually beneficial engagement.

9. **Operational Cooperation: Program and Project Activities.** In its country programming and loan and technical assistance processing, ADB pursues cooperation with NGOs in a range of modalities. In some countries, NGO consultation has become a regular part of country programming processes. Some Resident Missions and Representative Offices have established systematic interactions with NGOs at the country level. In loan and technical assistance processing, NGOs are engaged in several ways, from being advisor or source of information in activities such as project identification and project design, to roles as consultants, implementing agencies, monitoring agencies, and evaluators. Such NGO cooperation has expanded significantly over the past decade.

B. ADB's Support for NGO Capacity Building

10. ADB recognizes the importance of capacity building and institutional development support to DMCs as part of the overall effort to improve the human and social capital needed to support effective poverty reduction. In this context, ADB recognizes the critical role of NGOs in development and the importance of capacity building and institutional development support to NGOs to strengthen this role. ADB's NGO cooperation policy is specific in this regard, citing the policy objective of providing capacity building and institutional development for NGOs, and for governments in support of strengthening NGO-government cooperation.

III. DIRECTIONS IN NGO COOPERATION: A CHANGING ENVIRONMENT

11. Two sets of developments coming together emphasize the need for a review of ADB's institutional arrangements for NGO cooperation. The first is external – developments in the NGO sector, the other is internal – developments in ADB's strategic objectives and business practices. To respond effectively to these developments, ADB's institutional arrangements and processes for NGO cooperation must be significantly strengthened.

A. Developments in the NGO Sector – and the Imperative to Respond

12. **Emergence of Civil Society.** Globally, civil society is demanding a greater voice and a greater role in decision making, in governance in general, and specifically in actions of others that affect people directly. With NGOs as representatives of specific segments of civil society, ADB must recognize and anticipate an expanding NGO presence in its operations.

13. **Expanding NGO Activism.** Within the expanding civil society and NGO presence, a vocal segment of the NGO sector critical of the mainstream international development agenda is growing. This community of NGOs has in recent years chosen confrontation as a mode of engagement. The 1999 World Trade Organization meeting in Seattle is seen as a watershed event in confrontation with international organizations. Most recently, the trend was confirmed at the September 2000 annual meetings of the IMF and World Bank in Prague, ASEM in Korea, and WEF in Melbourne. For ADB, this aspect of NGO activism was visible for the first time at its May 2000 annual meeting in Chiang Mai. ADB must therefore anticipate this mode of interaction with NGOs.

14. **NGO Advocacy.** The advocacy role of NGOs in development is becoming increasingly significant. Advocacy NGOs are effective in influencing the policies and operations of governments and development agencies, and in affecting the directions of public policy and of public opinion. The past decade has seen growth in the number of “technical” NGOs – NGOs specialized in sophisticated analysis and information dissemination on a range of development, environmental, and sector-specific issues.

15. **NGOs in Development.** The size and influence of the NGO sector in development has expanded dramatically. Some estimates suggest that NGOs as a whole deliver more aid than the entire United Nations system. The effectiveness and efficiency of many NGO programs is recognized. ADB must develop modalities to engage effectively and productively with NGOs in their developmental role, as well as undertake capacity building and institutional strengthening initiatives that will support the NGO role in development.

16. **Diversity in the NGO Sector.** Diversity is an important characteristic of the NGO sector. Given the wide range of NGOs that exists and with which ADB works, a continuum of ADB's relationships with NGOs must be recognized. A single view of NGOs is not realistic and a single approach to NGO cooperation will not be successful. Measures for NGO cooperation must be appropriate to the country, the type of NGO, the set of circumstances that exist, and other factors that may be relevant.

17. **NGO-Government Relationships.** NGOs are taking a closer interest in governance processes in general and development processes specifically. At the institutional level, ADB must develop modalities to recognize and address NGO-government relationships in its donor countries, and NGO efforts to affect donor country official development assistance programs. At the operational level, NGOs in an increasing number of DMCs are demanding a greater voice in

ADB's country-level operations. At the same time, ADB must continue to respond to the priorities and concerns of DMC governments. Thus, ADB's cooperation with NGOs at the country level necessarily is becoming a dynamic process involving ADB, NGOs, and governments, with ADB, as a policy objective, working to foster effective and positive tripartite relationships. In several countries, ADB has provided or is considering capacity building support that would contribute toward strengthening of NGO-government cooperation.

B. Developments within ADB and their Implications

18. **Engagement with NGOs.** Engagement with and participation of civil society and civil society organizations such as NGOs is a significant element of ADB's current and emerging development strategies and the supporting framework of policies and business practices, at both the institutional level and the operational level. As the most visible and most active representatives of civil society, in both donor countries and DMCs, NGOs are now considered an important external constituency and stakeholder group. In this context, there is a serious desire within ADB, with the full backing of Management, to develop new and effective modalities for engagement with and participation of NGOs, including strategies for improving communication with NGOs and establishing channels for the effective two-way flow of information. For example, in early 1999, as part of an initial review of its country operations planning, programming, and project preparation processes, ADB organized a regional workshop on how to enhance DMC stakeholder participation in ADB's business processes. The workshop participants included both NGO and government representatives from 12 DMCs, and the conclusions of that workshop have been incorporated in a major business process redesign that is currently being implemented.

19. **ADB's Poverty Reduction Strategy.** As mentioned in the Introduction, in 1999 ADB renewed its dedication to poverty reduction as its overarching objective. With poverty reduction as the crosscutting mission of the organization, effective cooperation with NGOs and addressing the variety of NGO-related issues in ADB operations requires, *more than ever*, effective interdepartmental coordination, seamless internal communication, teamwork and cooperation. The operating principle of enhancing strategic alliances with other development partners in the DMCs--including NGOs, civil society and the private sector--also figures prominently in ADB's long term strategic framework for 2001-2015.

IV. ASSESSMENT OF ADB COOPERATION WITH NGOS

20. A range of views on ADB's cooperation with NGOs has emerged. Internal views are reflected through evaluation studies and staff feedback. Review and comment from the NGO sector itself reflects the views from the outside.

A. Internal Views

1. Evaluation Studies

21. Reviews since 1994 addressing ADB's cooperation with NGOs include (i) the 1994 *Report of the Task Force on Improving Project Quality*; (ii) the 1994 staff consultant study, *The Bank's Cooperation with NGOs: A Background Paper*; (iii) the findings of RETA 5675: *A Study of NGOs in Asian DMCs*; (iv) the 1999 OEO *Special Evaluation Study of the Role of NGOs in Bank-Assisted Projects*; and (v) the 1999 staff consultant report, *Review of the Bank's External Relations Strategy*.

22. One finding running through the evaluations is that existing institutional arrangements for NGO cooperation can be made more effective and that the current scope of operation and level of resource allocation are clearly inadequate. The evaluations suggest that for ADB to establish more effective and productive relationships with NGOs, greater institutional emphasis and more resources must be given.

23. Other findings that run through the conclusions of the evaluations include:

- Institutional Openness to NGOs: ADB should become more open to NGOs in its operations and take specific measures toward establishing sustainable relationships.
- Institutional Action Plan: ADB should adopt an overall, positive, and proactive institutional action plan for NGO cooperation, guided by its existing policy on cooperation.
- Institutional Arrangements for NGO Cooperation: ADB should strengthen its institutional arrangements and organizational capacity for NGO cooperation.
- Internal Capacity: ADB should strengthen its internal capacity for NGO cooperation, especially the strengthening of staff skills.
- NGO Consultation and Dialogue: ADB should adopt a mechanism for sustained consultation and dialogue with NGOs.
- Capacity Building: *As specified under the existing policy*, ADB should provide capacity building and institutional development support for NGOs, and for governments to strengthen their relationships with NGOs.

2. Staff Feedback

24. In recent consultations with ADB staff, a number of significant comments regarding NGO cooperation and current institutional arrangements were received. These included:

- ADB must engage with NGOs: In ADB's current and emerging policy and strategy environment, in particular its overarching poverty reduction strategy, cooperation with civil society and NGOs will necessarily be deeper and more extensive.
- NGO consultation should take place early in the project cycle: Country programming and country operational strategy missions should include NGO consultations. NGO consultation is important in project preparation technical assistance (PPTA) fact-finding, as input into the PPTA mission and into project designs that subsequently will emerge.
- NGO cooperation must be placed in context: The work of many NGOs is inherently political, as is the work of donors. ADB must undertake more extensive analysis to understand the circumstances of cooperation with NGOs in each donor and developing member country.
- Staff skills must be strengthened: ADB must develop a comprehensive training program for staff in how to understand and work effectively with NGOs.
- Networking is important: Networks for NGO cooperation should be established: within ADB, between ADB and NGOs, between ADB and donors, between ADB and other MDBs.
- Strengthening resident mission capacity: The NGO coordination function of Resident Missions should be strengthened.
- Improving channels for communication: Channels for communication with NGOs on all aspects of ADB's operations should be strengthened.

- NGOs as Consultants: More consideration should be given to engaging NGOs as consultants in ADB's operations. ADB procurement processes in this regard should be made more NGO-friendly.

B. Feedback from NGOs

25. NGO consultations have been undertaken at various levels, including the country level and through formal consultation such as at the ADB Annual Meeting. As well, two NGO evaluations of ADB's cooperation have been produced: the 1995 publication, *The NGO Campaign on the Asian Development Bank*; and a 1999 report, *The Asian Development Bank's Strategy for Cooperation and Support to Non-Government Organizations*. The key points communicated to ADB by NGOs include:

- The NGO Role in Development: ADB must be more open to and willing to recognize the NGO role in development. ADB remains reluctant to accept NGOs as partners in its operations
- An Institution-wide Approach: ADB must develop an overall approach to NGO cooperation that is consistent across the entire institution. ADB's current operational approaches to NGO cooperation are not clear.
- NGO Consultation and Dialogue: ADB must develop a regular, institutionalized mechanism for meaningful and effective NGO consultation and dialogue. A regular channel for NGOs to offer input into ADB operations does not exist.
- Information Dissemination: ADB must strengthen its channels for dissemination about ADB operations and to establish effective communication. In many cases, ADB is reluctant to provide requested information. Processes for requesting information are not clear.
- Internal Capacity: ADB must strengthen its internal structures and capacities for NGO cooperation. ADB staff do not understand or know how to cooperate effectively with NGOs.
- The NGO Advocacy Role: ADB must recognize the advocacy role of NGOs in development and governance processes. As a public institution, ADB must be open to NGO views and comments.
- Capacity Building for NGOs: As a development institution, ADB should provide capacity building support for NGOs. With capacity building support, many NGOs could become much more effective in delivery of development services and in establishing partnerships with development agencies such as ADB.
- Funding for NGO Initiatives: ADB should develop a mechanism to provide funding support for NGO initiatives. As a part of its development assistance, ADB should recognize the viability of many NGO programs and provide financial support.
- Matching Rhetoric with Reality: ADB must ensure that the rhetoric of its cooperation with NGOs matches the on-the-ground realities of how ADB works with NGOs. *A significant gap exists.*

V. SUMMARY OF ISSUES AND AREAS FOR STRENGTHENING

26. Analysis of the internal and external feedback shows the areas of consensus as well as differences in perceived priority and degree of weakness. The Task Force systematically reviewed ADB's objectives in NGO cooperation under its existing policy, and compared these objectives against changes that have and are taking place in the NGO sector, changes in ADB's internal environment with regard to NGO cooperation, and the internal and external feedback.

The Task Force concluded that the strengthening of institutional arrangements for ADB cooperation with NGOs should focus on the following *objectives*:

- a. **Make NGO cooperation an ADB-wide concern.** NGO cooperation should not stop at organizational lines but cut across every operational department and every aspect of operations. Responsive and productive NGO cooperation requires effective interdepartmental coordination, good teamwork, and better internal cooperation and communication. Institutional arrangements must address ADB's cooperation with NGOs in the parallel streams of strategic/thematic institutional cooperation and operational cooperation.
- b. **Develop an ADB-wide Cooperation Action Plan.** A medium-term action plan for effective implementation of ADB's policy on NGO cooperation is urgently needed. The plan must be comprehensive, consistent, and *proactive*, applying across the whole institution and mainstreaming NGO cooperation into all operations. The plan should include capacity building programs targeted at both NGOs and government agencies, through which ADB can assist in developing effective NGO-government cooperation and in building the capacity of NGOs to deal effectively with international financial institutions in general.
- c. **Develop internal ADB capacity for NGO cooperation.** This entails immediate and comprehensive measures for sensitizing the management and staff of ADB to the objectives, modalities and issues of cooperation; training them on cooperation skills; developing an institutional database and understanding of the NGO sector; educating all ADB departments on the institutional arrangements for NGO cooperation; and redesigning ADB business processes to enable cooperative and participative approaches.
- d. **Allocate adequate staff, training, and budget resources to make it work.** There is no way out of allocating sufficient staff resources and attention for any institutional arrangement to work. *This is the main lesson from the current experience.* As an important part of this objective, the Resident Missions must have the resources required to perform their critical role in country-level NGO cooperation.
- e. **Institutionalize the NGO consultation and dialogue process.** Institutionalized, recognized and effective mechanisms must quickly be established to support ongoing communication between ADB and NGOs. These should provide clear and transparent channels through which NGO views can be made and considered. ADB should also assist in establishing interaction mechanisms between NGOs and concerned governments.
- f. **Target an external relations initiative at NGOs.** A proactive external relations program aimed specifically at the NGO sector must be launched. This relates to responding to NGO requests for information and documents as well as developing a strategy that supports effective two-way communication. For a start, information on ADB's strengthened institutional arrangements for cooperation as well as ADB's policies, business processes, and inspection function must be well disseminated to the NGO community.

VI. TASK FORCE CONSIDERATIONS

27. **Planning Context.** While specifically tasked to review the institutional arrangements for NGO cooperation, the Task Force realized that such arrangements would be meaningful and effective only in the context of a comprehensive and clear ADB-wide action plan for cooperation and communication with NGOs. Thus, core aspects of such an action plan and its accompanying vision also occupied the Task Force, and it will also provide inputs to the development and implementation of such an institutional action plan shortly. As the *immediate* and first step, an enabling institutional system and process for managing the full development of the action plan, building ownership for it, and initiating its implementation needs to be created. That is *this* paper's purpose. For this purpose, the Task Force also reviewed current institutional arrangements in other multilateral institutions (**Appendix 1**).

28. **Business Philosophy.** The strategy must be implemented in a medium-to-long term framework, following an ADB-wide learning and synergy-building process that is not achievable overnight and therefore must be initiated immediately. Throughout the learning process, ADB's basic business philosophy should be clear: that Government/ADB/NGO cooperation goes beyond "public relations" and is essential to improving the quality of development assistance to beneficiaries in the DMCs. At the same time, NGOs in themselves are considered an important external constituency and stakeholder group.

29. **Sustainability.** Mainstreaming and further devolution of NGO cooperation responsibilities to line departments is the only sustainable and progressive organizational arrangement in the long term. However, before this can take place, the line staff must develop strong, new competencies for working with NGOs in particular, and civil society in general.

30. **Criteria.** The institutional arrangements to support the immediate-to-medium term process for improved cooperation and communication with NGOs—*this Task Force's focus*—should meet four criteria:

- (i) make best use of very limited staff resources available, for a high institutional priority;
- (ii) reflect best practice used in previous ADB strategic initiatives; i.e. first creating organizational "focal points" to build consistency and synergy (as in the case of environmental, good governance, and poverty reduction initiatives), then mainstreaming by decentralizing responsibility to line departments while maintaining some "core" knowledge functions;
- (iii) enable establishment of clear, coordinated, and responsible processes for interacting and communicating with NGOs at both: (a) the *strategic/thematic institutional* level, and (b) the country and project (i.e. *operational*) level; and
- (iv) address the objectives specified in the previous section (paragraph 25).

31. With these criteria in mind, the Task Force proposes a pragmatic approach that starts with the existing arrangement but increases and strengthens its overall capacity and clarifies the underlying accountability structure.

VII. RECOMMENDED CORE TEAM-WITH-NETWORK SYSTEM

32. The Task Force recommends a *network approach* to mobilize the required institutional capacity, with the network led, coordinated, and supported by a full-time *core team*.

A. The Core Team, or “NGO Center”

33. At the *strategic/thematic institutional level* of cooperation and communication with NGOs, ADB must not only be able to respond quickly and consistently to NGO issues of a global or cross-cutting nature, but also be in a position to initiate constructive dialogue with international and regional NGOs on development issues. It will remain Management’s responsibility to speak and issue statements representing an ADB stand, response, or institutional initiative in relation to dialogue and cooperation with NGOs. However, to support Management more efficiently and effectively than in the past, the **NGO Center** will be created in the office of the Chief, OESD.

34. The NGO Center will be recognized both internally and externally as the authoritative focal point for institutional ADB interaction and communication with NGOs. It will have first-hand NGO knowledge and experience, the capacity to manage a continuing strategic/thematic institutional discourse with NGOs, and the ability to transform ADB’s interactions from reactive to proactive by initiating strategic alliances with key NGOs. It will also implement an ADB-wide communication strategy specific to NGOs, as part of the comprehensive external communication strategy managed by OER.

35. Simultaneously, a primary responsibility of the NGO Center will be to organize *effective training programs* for staff on the ADB-wide strategy for cooperation and communication as well as on practical NGO coordination modalities and skills. Even as such line staff capacity is being developed, the NGO Center will itself provide practical *operational support* to Projects and Programs Divisions in NGO cooperation activities as required. Accordingly, the NGO Center will be empowered to draw on staff resources from other parts of the Network--in particular OESD and OER--as necessary for effective support to the line divisions. In the field, the RMs and ROs will also be expected to provide such support.

36. **Supervision and Resources.** To deliver its mandate effectively, the NGO Center will:

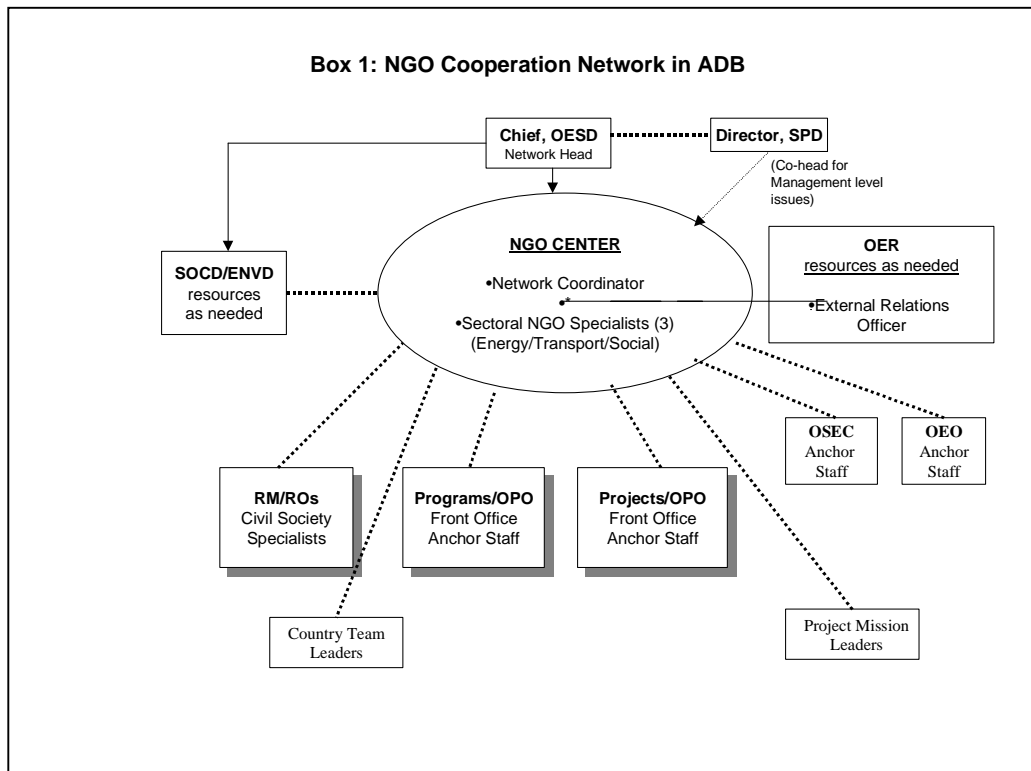
- (i) be supervised by Chief, OESD, who will also head the Network and who has line authority to allocate further OESD resources, as necessary, in order to soundly address social and environmental issues, which are expected to continue to dominate the discourse with NGOs in the medium term;
- (ii) when considered appropriate under special circumstances, be co-supervised by Director, SPD in dealing with an issue that impinges on ADB’s overall strategy and policy framework or that needs to be addressed at Management level;
- (iii) be provided with adequate staff-consultant and business-travel discretionary budgets, as well as access to small-scale grant TA resources to address project-level NGO cooperation requirements particularly at the project preparation stage; and
- (iv) *in order to perform as a critical mass*, consist of at least:
 - a **Network Coordinator** who will focus on the institutional interactions, planning, capacity building, and outreach programs indicated in paras. 33-34, and be supported by a high-level Analyst and Administrative Assistant;

- three **Sectoral NGO Specialists** (one each for energy, transport, and social sector related issues) who will focus on the training and direct operational support activities indicated in para. 35, supported by an Administrative Assistant; and
- an **External Relations Officer (NGO Specialist)** based in OER but dedicated (in the next 2-3 years) to the work program of the NGO Center, who will be responsible for preparing or reviewing all formal ADB communications with NGOs, media-based and otherwise, and for planning an ADB-wide communications strategy, including staff guidelines and training (paras. 34-35).

B. The Network

37. To generate a high degree of synergy to make up for the very limited staff resources that will be allocated to the NGO Center, and to leverage the efforts of the NGO Center, an ADB-wide network of responsibility centers, or “anchors”, will be formally established with clearly defined responsibilities. Specifically, the **NGO Cooperation Network** (the Network), overseen by Chief, OESD, will consist of: (i) the NGO Center as described above; (ii) other OER and OESD staff as needed; (iii) designated anchor staff in each Projects and Programs Front Office of Regions East and West, and the Office of Pacific Operations (OPO); (iv) designated Civil Society Specialists in the Resident Missions (RMs) and Representative Offices (ROs); and (v) designated anchor staff in OSEC and OEO. *By nature of their responsibilities, the Country Team Leaders in the Programs Departments and the Project Mission Leaders in the Projects Departments will be operationally linked to the NGO Network, both receiving direct support from and providing specific inputs to the Network.* A graphical overview of the proposed Network linked to the NGO Center is given in **Box 1**. The Network, excluding the NGO Center, will be implemented within existing budgets.

38. The general terms of reference of the Network will be to: (i) continuously monitor NGO related needs in the operational divisions; (ii) based on (i), provide the main inputs for developing the annual work program of the NGO Center and prioritizing its support work; (iii) ensure consistency and synergy in NGO cooperation initiatives across ADB; and (iv) enable active exchange on best practice around the Network and throughout ADB.



VIII. RECOMMENDED NETWORK OPERATION

39. The recommended ADB internal network will operate for NGO cooperation at the strategic/thematic institutional level, the country operational level, and the project level.

A. Strategic/Thematic Institution-level Cooperation

40. All institution-level ADB responses to and initiatives with the NGO community of a strategic/thematic nature will be managed by the NGO Center, led by the Network Coordinator, under supervision of Chief, OESD (jointly with Director, SPD as appropriate to the issue). This means the NGO Center will be expected to:

- (i) prepare a comprehensive, medium-to-long term action plan for ADB-wide cooperation with NGOs, across a full range of activities from policy development to project implementation, incorporating inputs from within ADB as well as inputs from NGOs and DMC governments; and closely monitor implementation of that action plan;
- (ii) identify and develop strategic alliances with key NGOs, international and regional, with whom cooperation will have long-term relevance to ADB;
- (iii) anticipate and study the next generation of global and regional NGO issues and keep ADB Management and staff informed on these on a timely basis, so that ADB can be a step ahead;
- (iv) regularly inform NGOs with a known stake or interest in ADB policies, on new ADB policy and thematic initiatives, explaining ADB papers in NGO-meaningful language as necessary;

- (v) receive and consider external inquiries, public complaints, or protests by NGOs addressed at ADB as a whole, and prepare all formal ADB responses, including media-based responses and statements by Management;
- (vi) plan and organize overall NGO participation at the Annual Meetings (in close collaboration with and in support of the Secretary's Office), including accreditation of NGOs and management and facilitation of meetings with NGOs;
- (vii) organize and facilitate external feedback mechanisms such as annual consultation forums at Headquarters with key NGOs (apart from forums at the Annual Meeting) both to listen to the invited NGOs acting as an informal advisory panel to ADB, and to promote an active exchange of ideas;
- (viii) represent ADB proactively in external NGO-related networking among international financial institutions, initiating such external networking where absent, to share best practices;
- (ix) develop and implement the required training programs as well as good practice based training materials for line staff;
- (x) develop and maintain a central internet-based data bank on international and regional NGOs, their agenda, and ADB's experience and relationships with them (the databank should include links to existing NGO information bases or websites);
- (xi) outreach to media, international as well as local, for constructive coverage of ADB/NGO cooperation;
- (xii) review non-operational (back-end) business processes in ADB with a view to making them more "NGO friendly" while maintaining competition criteria (e.g. the consultant selection process as applied to NGOs); and
- (xiii) prepare an annual report to Management and the Board on ADB's NGO-related activities.

41. In the respective donor capitals where ADB has a Representative Office (RO), a designated Civil Society Specialist in the RO will act as the primary interface with NGOs based in the country.

B. Country-level Cooperation

42. *Country-specific* responses and initiatives in relation to NGOs will be managed by the Programs Departments (and OPO) with direct support from the NGO Center as required. This means:

- (i) at Headquarters, Programs Directors (OPO Director for PDMCs) will be responsible for responding to country-level issues raised by NGOs. To support the Programs Director, designated Programs Front Office Anchor Staff will be in continuous contact with the Network Coordinator in order to arrange for support from the NGO Center (including the External Relations Officer) in preparing, in close coordination with OER, formal responses to country-specific NGO inquiries, complaints, or protests, including formal statements by the Programs Director and media based responses;
- (ii) in the field, the designated Civil Society Specialist in the RM (who will generally be a national officer with first-hand knowledge of local NGOs) will act as ADB's primary interface with DMC-based NGOs on inquiries, complaints, or protests. *With clearance from the Programs Department at HQ on first time issues, the*

Head of RM, in close coordination with OER, will be responsible for in-country responses, including media-based responses;

- (iii) proactively, the Country Team Leader in the Programs Department and the Civil Society Specialist in the RM will anticipate and bring to the Programs Director's attention any other country-level NGO issues that could potentially arise in the short-to-medium term;
- (iv) the Civil Society Specialist will closely monitor relationships between government and NGOs. He/she will also develop a databank for use by all ADB staff (and linked to the central databank at HQ) on country based NGOs, their agenda and changing roles, and ADB's and government's experience and relationships with them; build an ADB register of technically qualified NGOs in the DMC and, if feasible, organize these as an NGO "working group" that ADB can effectively cooperate with (based on capacity assessment, including anti-corruption considerations, undertaken with assistance from the NGO Center at HQ); and support all HQ missions in NGO interactions in the field; and
- (v) the NGO Center, joined by the Programs Front Office Anchor Staff and supported by regular OESD staff on specialized social and environmental issues, will prepare a brief section for each Country Strategy and Program (CSP) paper summarizing key NGO issues raised in the country context and specifying an *NGO Participation Plan* to be followed downstream and in CSP monitoring.²

C. Project-level Cooperation

43. *Project-specific* responses and initiatives in relation to NGOs will be managed by the Projects Departments (and OPO) with direct support from the NGO Center as required, particularly from the Sectoral NGO Specialists. The line departments will also be assisted by specialized OESD staff resources as commissioned through the Network, and by NGO Center-managed staff consultants as necessary. This means:

- (i) at Headquarters, Projects Directors (OPO Director for PDMCs) will be responsible for responding to project-specific issues raised by NGOs. To support the Projects Director, the designated Projects Front Office Anchor Staff will be in continuous contact with the concerned Sectoral NGO Specialist in the NGO Center in order to arrange for support from the latter in preparing all formal Projects Department responses to project-specific NGO interventions, including formal statements by the Projects Director and media based responses, in close coordination with OER;
- (ii) in the field, the designated Civil Society Specialist in the RM will act as the initial interface with DMC-based NGOs on project-specific inquiries, complaints, or protests. *With clearance from the Projects Department at HQ on first time issues*, the Head of RM will be responsible for in-country responses, including media-based responses, in close coordination with OER. The Civil Society Specialist will support all HQ missions in NGO interactions in the field;

² Incorporation of NGO and other stakeholder participation in ADB's country operational planning and programming is a major aspect of the ongoing review of ADB business processes that, in principle, has already been approved by Management. (*Final Report on the Redesign of Operational Business Processes, October 1999*).

- (iii) proactively, the Project Mission Leader, the Sectoral NGO Specialist in the NGO Center, and the Civil Society Specialist in the RM will anticipate and bring to the Projects Director's attention any other project-specific NGO issues that could potentially arise in the short-to-medium term; and
- (iv) the NGO Center's Sectoral NGO Specialists, joined by the respective Projects Front Office Anchor Staff and supported by regular OESD staff on specialized social and environmental issues, will directly assist Projects Managers and their Mission Leaders (particularly for NGO-sensitive or NGO-intensive projects) by:
- leading project-based interaction with NGOs and formulating project-specific strategies for NGO cooperation;
 - providing concrete and practical inputs so that minimum standards for NGO participation (to be defined as part of the overall cooperation strategy) are satisfied in sector work and at PPTA inception, project preparation, appraisal, and implementation stages;³
 - anticipating issues that may be raised at post-closure stages;
 - ensuring that project consultant TORs include a sufficient degree of consultation with relevant NGOs;
 - helping to identify NGOs that could be used instead of consultants in project preparation and implementation, as appropriate;
 - preparing a brief section for each RRP summarizing NGO issues raised and how these were addressed;
 - as part of the annual work programming process of OESD, advising Chief, OESD of specific project support expected to be required by Projects Departments from SOCD and ENVD in the coming year; and
 - helping to monitor and document the impact on staff time of mainstreaming the participation process in project work so that, *if warranted*, increased "coefficients" for staff budgeting could be reflected in the Three-year Rolling Work Program and Budget Framework (2002-2004).

D. Internal Capacity Building through Networking and Training

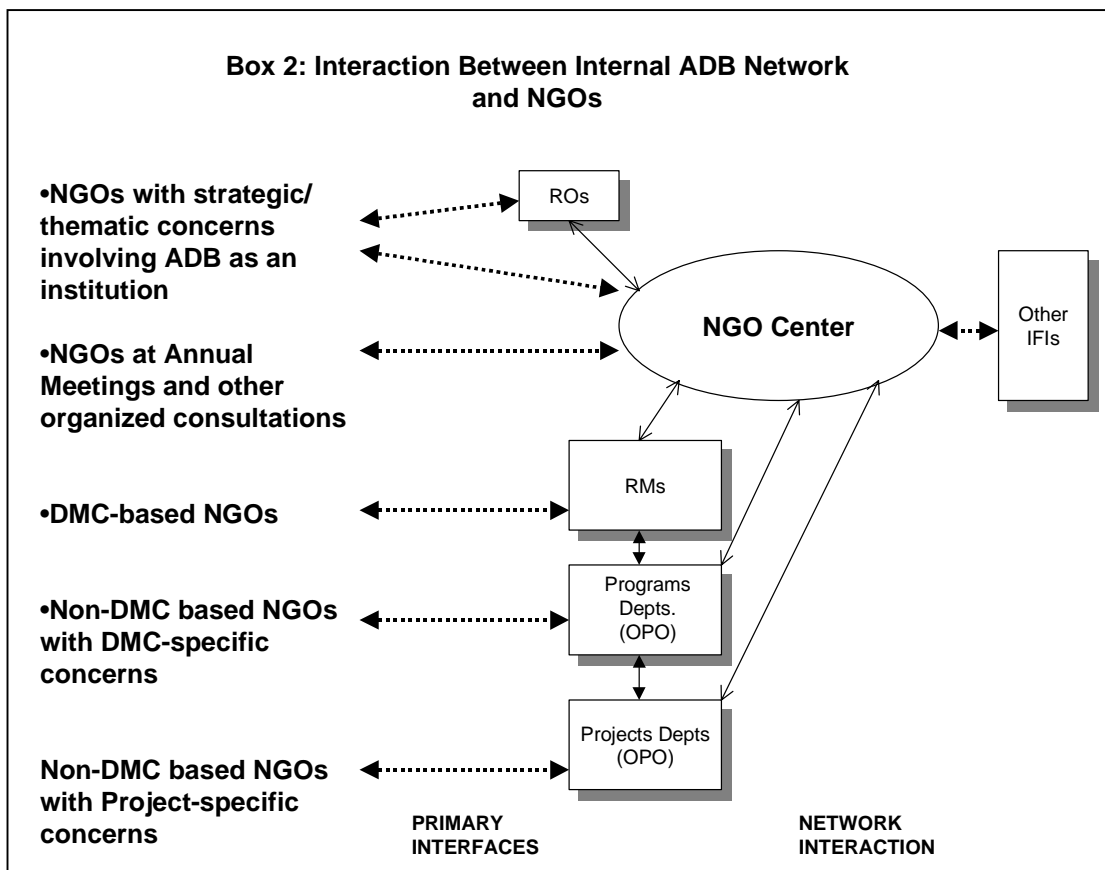
44. Mainstreaming and decentralization of responsibility to line staff will be achieved both through active use of the Network in facilitating hands-on staff experience and through an aggressive ADB-wide Training Program. Such a training program, *which should be started immediately*, will cover both Projects/Programs Managers and all their staff, and consist of Network and BPHR supported seminars and workshops on: (i) ADB's policy and strategy on cooperation with NGOs; (ii) NGO issues and modalities; (iii) staff competencies required for effective interaction and cooperation with NGOs; (iv) "good practice" guidelines at the country and project levels; (v) ADB's communication strategy in relation to NGOs; and (vi) staff competencies for interacting with media on NGO related matters. All seminars and workshops will be practical and *practice-oriented*, rather than dwelling on principles. The Training Program will include employment of staff consultants with first-hand NGO experience, as facilitators in achieving a basic reorientation among ADB staff toward positive cooperation with NGOs.

³ Such standards will be incorporated in the ongoing redesign of ADB's TA/loan project cycle, as approved in principle by Management under the Report cited in Footnote 2.

45. To supplement the internal Training Program and increase ADB's first-hand knowledge of NGO operations, the idea of an exchange program with selected NGOs will be considered in due course, in which staff from the latter would be invited to work at ADB for a certain time period and vice-versa.

E. Summary of Recommended Institutional Arrangements

46. A graphical overview of the envisioned interaction between the Network and the external NGO community under the recommended system is given in **Box 2**. The proposed organizational responsibility matrix across the various activity areas for NGO cooperation is summarized in **Appendix 2**.



IX. IMPLEMENTATION PLAN

47. Upon the President's approval of the recommendations in Sections VII-VIII, designations of respective Anchor Staff for the Network will be requested from the Programs and Projects Departments, OPO, RMs, ROs, OSEC, and OEO. At the same time, the position of Network Coordinator will be established to activate the new NGO Center in the office of Chief, OESD. A first phase of the Training Program will have also started.

48. Additional staff positions and budgets for the NGO Center and the Training Program will be included in the 2001 ADB Budget considered by the Board in December. Upon Board approval, personnel and budget implementation actions will be initiated in January 2001. The goal is to have a fully staffed NGO Center and Network in operation by March 2001.

49. Starting in 2001, the High Level Committee will commission an annual, ADB-wide review of the effectiveness of the new institutional arrangements, also inviting NGO feedback. To closely monitor effectiveness of the new system, the existing Task Force shall continue to function and meet as issues are identified or as it considers necessary.

50. In early 2001, the Task Force also will closely monitor the development of a comprehensive NGO Cooperation Action Plan by the NGO Center, supported by the Network.

29 November 2000

APPENDIXES

Number	Title	Page	Cited on (page,para.)
1	Cooperation with Nongovernment Organizations in Other Multilateral Institutions	18	8, 27
2	Institutional Arrangements for Cooperation Between ADB and NGOs – PROPOSED RESPONSIBILITY MATRIX	21	15, 46

COOPERATION WITH NONGOVERNMENT ORGANIZATIONS IN OTHER MULTILATERAL INSTITUTIONS

A. The World Bank

1. Of multilateral comparator institutions, the World Bank has the greatest and longest standing body of experience in cooperation with NGOs.

1. Purpose

2. In the World Bank, the NGO Unit is the organizational point responsible for coordinating and guiding cooperation and interaction with nongovernment organizations and civil society organizations. The NGO Unit in the World Bank was established in 1983 to provide an institutionalized point of contact and communication with NGOs. The Unit was established in recognition of the emergence of the NGO sector and that the NGO sector would have significant impact on World Bank operations. Since its establishment, the structure and nature of the NGO Unit has changed, reflecting changes inside the World Bank as well as changes in the NGO sector and changes in the relationship between the NGO sector and the World Bank. The World Bank's NGO cooperation activities are guided by an Operational Directive, rather than a formal policy.

2. Organizational Structure

3. The NGO Unit's major functions include (i) facilitating operational collaboration with NGOs and civil society throughout the World Bank; (ii) leading and coordinating a World Bank-wide learning processes addressing NGO/civil society cooperation and related participatory development; (iii) working to make World Bank-NGO policy dialogue as constructive and effective as possible; (iv) providing information to World Bank staff and others about NGOs, and providing information to NGOs about World Bank operations; and (v) acting as a point of first contact for NGOs, providing information about the World Bank and facilitating further NGO contact in the World Bank.

4. The NGO Unit is not involved directly in operational activities such as project processing. The NGO Unit, however, does provide support and advisory services to operational units as needed.

5. To facilitate understanding of NGOs within the World Bank and to support interdepartmental cooperation and consistency in dealing with NGOs, an interdepartmental Thematic Team on NGOs and civil society has been created, led by the NGO Unit. This Thematic Team works together and with NGO Unit and NGOs to strengthen operational collaboration and encourage policy dialogue, as well as support efforts toward cooperation with governments in developing member countries, to create a effective enabling environment for NGOs and civil society in development.

6. Organizationally, the NGO Unit is located in the Social Development Family, of the Environmentally and Socially Sustainable Development Network. The external relations aspect of NGO relations is recognized; the NGO Relations Unit has an informal – a “dotted line” – channel for cooperation with the World Bank's Office of External Relations.

3. Staffing

7. **World Bank Headquarters.** In the NGO Unit at World Bank Headquarters, staffing includes five full-time regular staff and a selection of long-term consultants, the number varying depending on needs (currently three consultants). In addition, one staff person in the Office of External Relations has been designated as an NGO Liaison Officer. One staff person in the International Finance Corporation has been designated as an NGO Relations and Outreach Officer.

8. **Resident Missions.** In addition to the NGO Unit, the World Bank has appointed NGO/civil society contact points in each of its resident missions. These NGO contact points have been appointed to guide and facilitate the growing interaction between the World Bank and civil society organizations at the country level.

9. Globally, 71 World Bank resident missions have staff specifically assigned to work as NGO Specialists, including 12 resident missions in the Asian region.

4. The NGO-World Bank Committee

10. In 1982, the World Bank established the NGO-World Bank Committee as a forum for institutionalized World Bank-NGO interaction and as an avenue to involve NGOs in World Bank operations. The Committee's meetings provide a formal, international arena for policy discussions, involving senior World Bank staff and 26 NGO leaders from around the world. NGOs themselves select the NGO representatives that sit on the Committee. On a regular basis, the Committee meets both globally as well as regionally and subregionally. The regional and subregional meetings involve a broader selection of NGO representatives from the respective regions and subregions.

11. NGO members of the NGO-World Bank Committee along with other members of the international community of development NGOs form the NGO Working Group on the World Bank. The NGO Working Group is an entirely NGO-led and administered initiative addressing World Bank operations, undertaking both analysis of World Bank operations from an NGO perspective and consultation and dialogue with World Bank staff. The NGO Working Group, however, receives financial support from the World Bank.

B. The African Development Bank

12. Current institutional arrangements in the African Development Bank (AfDB) in many ways reflect current institutional arrangements of ADB. The AfDB has adopted a formal policy on cooperation with NGOs.

1. Purpose and Organizational Structure

13. NGO operations in AfDB are based in the Environment and Sustainable Development Unit (OESU), a focal point for addressing and integrating the crosscutting themes of environment, population, gender, poverty reduction, NGO relations, participation, and institutional development in AfDB operations. AfDB's OESU is staffed with a core of professional staff organized around the themes of environment and social development. Each theme has a group of experts specialized in respective disciplines, one of which is NGO cooperation. OESU in AfDB operates much the same as ADB's Office of Environment and Sustainable Development.

2. Operations

14. Given its relatively smaller overall program, NGO specialists in AfDB are responsible for both policy and strategy activities as well as aspects of NGO and civil society participation in AfDB operations. AfDB employs two full-time staff for NGO relations. The employment of a second staff person for NGO relations is a recent development – within the past 18 months – in recognition of the growing importance of NGOs in AfDB operations.

C. Inter-American Development Bank

15. The Inter-American Development Bank (IDB) has no formal or institutionalized structure for NGO or civil society cooperation, and no guiding policy. Despite the absence of a formal or institutionalized structure for NGO/civil society cooperation, IDB maintains a very active program of NGO/civil society interaction.

1. Purpose and Organizational Structure

16. IDB is committed to cooperation with civil society and civil society organizations in its operations. IDB sees participation as a key in other processes of development, such as governance, social inclusion, equitable economic growth, and others.

17. As noted, IDB does not have a centralized institutional structure for civil society and NGO cooperation. Instead, NGO cooperation and related processes are achieved at a country level, in a country-specific context, through resident missions. IDB has a very strong resident mission system, with a substantial resident mission in each developing member country. Resources are provided such that resident missions are appropriately equipped to deal with NGOs.

18. IDB does not have a dedicated focal point in its headquarters for coordination of NGO matters. Instead, country-related NGO issues at headquarters are dealt with through the equivalent of ADB's Programs Departments or Projects Departments, as relevant. Policy-related matters are dealt with at IDB headquarters through the respective IDB headquarters units responsible for the policy issue in question.

19. The IDB External Relations Office has one officer assigned to handle NGO-related information matters, among other external relations responsibilities. This external relations function relates entirely to information dissemination, responses to requests for information, and addressing NGO-related concerns not covered by other units of IDB.

2. Institutional Review

20. IDB currently is reviewing its program of cooperation with civil society and for civil society participation in IDB operations. This review is addressing the entire range of issues related to civil society participation, including institutional arrangements for overall civil society cooperation, cooperation with civil society in specific policy and project operations, the appropriateness of the headquarters/resident mission split of responsibilities, and development of internal institutional and staff capacities necessary to support effective operational and policy-level cooperation with civil society and civil society organizations.

Institutional Arrangements for Cooperation Between ADB and NGOs - PROPOSED RESPONSIBILITY MATRIX

NGO Cooperation Functions	Responsibilities	Network				SOCD/ ENV/D	Program Depts	Project Depts.	RMs/ ROs	OER	OSEC	OEO	BPHR	OAS
		NGO Center:			Anchors									
		Network Coordinator	3 Sectoral NGO Specialists	External Relations Specialist										
(Including OPO)														
Institution-level Cooperation														
Develop, implement, and evaluate NGO policy, processes, and strategies	●	●	○	✦							○			
Coordinate ADB-wide guidelines for NGO cooperation	●	●	○	✦										
Provide guidance, support and assistance to all departments and offices in NGO cooperation	●	●	○	✦										
Serve as ADB's primary external focal point in NGO-related matters	●	●	●	✦				○	○	○				
Serve as an ADB resource center, including data bases on NGOs relevant to ADB operations (global and sectoral)	●	●		✦	○									
Organize and implement institutionalized process of consultation and dialogue	●	●	○	✦	○									
Coordinate internal staff skills development	●	●	●	✦								○		
Organize and coordinate NGO attendance at Annual Meetings	●	●	○	✦	○					○				
Coordinate NGO capacity building initiatives	●	●		✦	○	○	○	○						
Country-level Cooperation														
Integrate NGO-related matters into CSP; country programming; policy dialogue; project selection	○	○		✦		●		●						
Cooperate and consult with NGOs in country strategy and Programming	○	○		✦		●		●						
Build and disseminate knowledge of local NGO circumstances	○	○		✦	○	●	○	●						
Serve as focal point of NGO cooperation at the country level	○	○		✦		●	○	●						
Project-level Cooperation														
Identify NGOs relevant to ADB operations	○	○		✦	○	○	●	●						
Coordinate and cooperate with NGOs in loan and TA-specific activities		○	○	✦	○		●	●						
Consult with NGOs in loan and TA preparation		○		✦	○		●	●						
Identify and define roles for NGOs in loan and TA projects		○		✦	○		●	●						
Compile information about NGOs relevant to specific activities		○		✦	○	○	●	●						
Meet NGO information requests for loan/TA-specific activities		○	○	✦	○		●	●						
Evaluate NGO performance in loan/TA activities		○		✦	○	○	●	●			○			
Other Areas of Cooperation														
Respond to NGO requests for information and policy documents	○	○	●	✦				●	○					
Maintain Internet site relevant to NGO concerns		○	●	✦				○	○					

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- lead responsibility (lead team, if more than one)
- ✦ Network support: planning, monitoring, facilitation, and coordination by anchor staff in Projects/Programs/OPO/RMs/ROs/OSEC/OEO
- functional support responsibility

2000 Report on ADB-NGO Cooperation

A. Introduction

The Asian Development Bank (ADB) recognizes nongovernment organizations (NGOs) and civil society organizations as significant partners in the development process and works to cooperate with NGOs to strengthen the effectiveness, sustainability, and quality of the development services ADB provides. ADB's current approaches to cooperation with NGOs are reflected in the 1998 policy, *Cooperation Between the Asian Development Bank and Nongovernment Organizations*. These approaches are a significant element of ADB's poverty reduction strategy, and center on the particular capacities of NGOs and the role they play in development.

In 1999, renewed its dedication to poverty reduction as its overarching goal and mission. Its comprehensive long-term strategy for poverty reduction is built on the three pillars of (i) pro-poor, sustainable economic growth, (ii) social development, and (iii) good governance, all of which are at the center of the agenda of nongovernment organizations¹ (NGOs) involved in development. Therefore, NGO activity now influences or will affect virtually every aspect of ADB's operations.

B. NGO Coordination

In 2000, the Office of Environment and Social Development (OESD) continued to provide general support, advice, and guidance on a variety of aspects of NGO cooperation. This role was better defined when in May 2000, an internal Task Force was formed to assess ADB's institutional ability to work with NGOs. The draft Task Force report is attached (Appendix 1). In May 2001, NGO representatives who will attend ADB's 34th Annual Meeting in Honolulu will be asked to share their views on the draft Report before it is finalized.

C. 2000 ADB Activities Involving NGOs

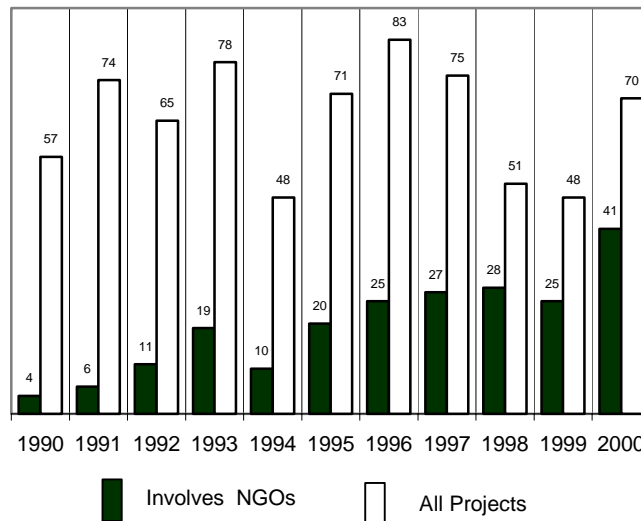
1. NGOs in Loan Projects

Cooperation with NGOs is expanding steadily in ADB project operations. In 2000, 41 public sector projects, or 59 percent of the total 70 public sector projects approved in 2000, involved NGOs in some significant way (Figure 1). Appendixes 2 and 3 provide project-specific information on the role of NGOs in 2000 projects.

¹ The Asian Development Bank's policy *Cooperation Between the Asian Development Bank and Nongovernment Organizations* (April 1998) notes that in ADB's operations, the term "nongovernment organization (NGO)" is used as a generic term of convenience covering a range of civil society organizations. These include: people's organization; community organization or community-based organization; community group or community association; grassroots organization; voluntary organization, private voluntary organization, or private voluntary development organization; intermediary organization; and public interest group. The policy notes that ADB's primary concern is with developmental NGOs -- those private organizations entirely or largely independent of government, not created for financial or material gain of members, and addressing concerns such as social and humanitarian issues, social welfare, poverty reduction, and environmental protection.

The level of NGO participation in 2000 project activities is consistent with the level of NGO involvement of the past several years, and maintains a trend of active and expanding cooperation with NGOs in project work. Since 1990, nearly one-third of all ADB projects have involved NGOs in some capacity (or 216 of 720 projects). From ADB's start in 1967 to 1989, only 17 of all projects approved involved NGOs directly.

**Figure 1. Projects involving NGOs,
by number of projects, 1990-2000**



In 2000, NGOs most commonly involved in project activities were national NGOs or community-based groups, in 22 projects that focus on the areas of self-help and microfinance. In India and Bangladesh where the NGO sector is well developed, entire microfinance components will be delivered by NGOs. In eight projects, international NGOs were involved, in countries where the efforts of local NGOs are being complemented by international partners such as in Cambodia, Lao PDR, and Papua New Guinea. These include the International Conservation Union, Habitat International, Red Cross, and Catholic Relief.

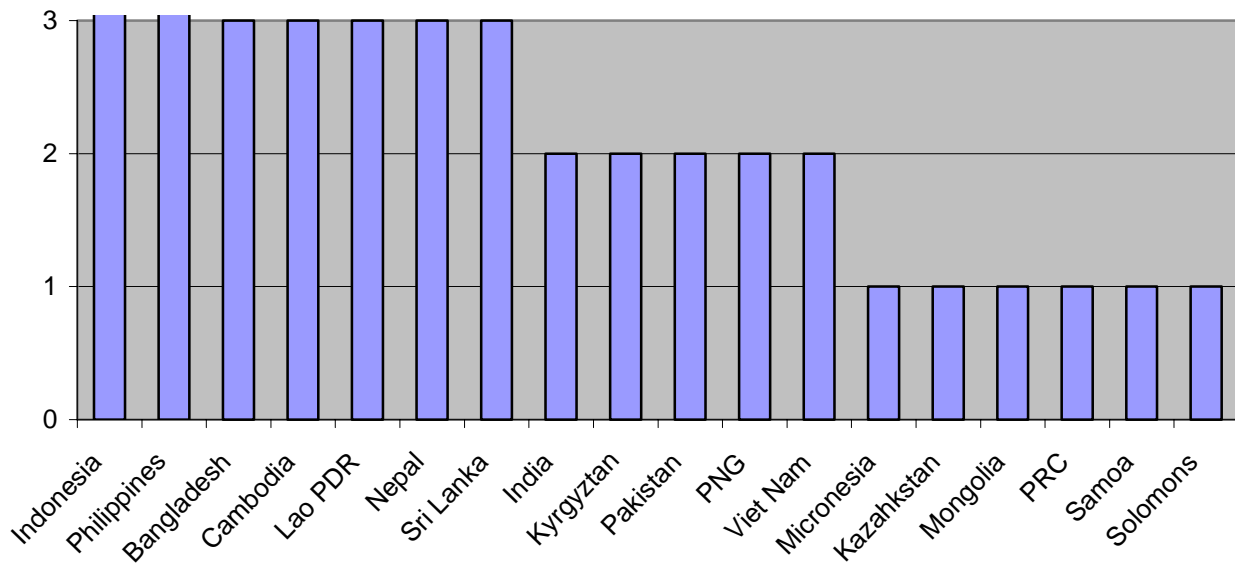
NGO involvement in project activities was most significant in a project implementation role, in 34 of the 41 projects involving NGOs. NGOs will be involved most often in roles such as organizing and promoting community awareness and participation, providing health service and vocational training, and serving as microfinance conduits. Thirty projects involved NGOs during project design activities, in roles such as organizing and executing studies during project preparatory technical assistance or in facilitating public participation activities during project appraisal. In two projects, NGOs will be asked to independently monitor adverse and beneficial environmental impacts, and to recommend measures for project improvement. As recommended by the 1999 evaluation study of NGOs in ADB projects¹, project designers are devoting a significant amount of effort in assessing NGO capacities to deliver project services.

¹ Special Evaluation Study (SST: REG 99027): The Role of NGOs and CBOs in ADB Projects, December 1999

Where there were skills gaps identified, projects have incorporated NGO capacity building subcomponents.

In general, NGO collaboration in ADB projects was most active in countries where the NGO sector is well developed and effective, such as Bangladesh, Indonesia, and the Philippines (Figure 2). However, NGO roles are increasingly being seen in projects in the Greater Mekong Subregion as well as in the Central Asian Republics. In the past couple of years, the NGO sectors in these countries have shown strong growth in both numbers and the capacity to deliver development services.

Figure 2. Number of Projects involving NGOs, by country, 2000



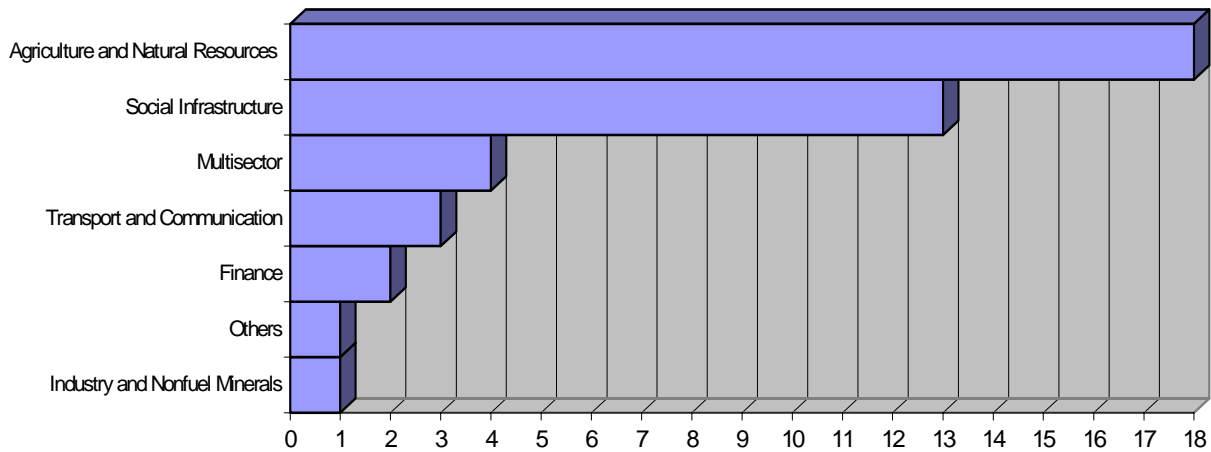
By sector (Figure 3), NGO involvement in projects most often centered on agriculture and natural resources, especially in the areas of rural microfinance, crop diversification, and forest or marine resource management. Social infrastructure is another sector where ADB actively developed partnerships with NGOs. The collaboration were in areas such as housing development, and water supply and sanitation (See also Appendix 2).

One special form of cooperation is demonstrated by the grant project in Indonesia for the care for street girls in cities. The \$1 million project was launched in November 2000, and is scheduled to conclude in December 2002. Funded by the Japan Fund for Poverty Reduction, this project assists female street children who are often the victims of sexual abuse and child prostitution. A 1999 ADB survey of 12 Indonesian cities found that while girls make up one fifth of Indonesia's estimated 170,000 street children, programs for street children have concentrated on boys. The project provides counseling to homeless young women who are either at risk of, or who have experienced sexual abuse, and evaluate different approaches to prevention and rehabilitation. It will also develop culturally acceptable, cost-effective and sustainable programs to help the government, NGOs and social workers address the needs of 34,000 female street children. A shelter has been established under a pilot scheme to aid the 500 female street children of Yogyakarta. If successful, the scheme will be replicated in other urban centers.

2. NGOs in Technical Assistance Projects

In its technical assistance activities, as in project activities, the ADB recognizes the experience, capacity, and local knowledge of NGOs. As such, NGO involvement in technical assistance operations reflects the same pattern of expanding cooperation and increasingly broad and more complex roles as in project activities. This applies to NGO involvement particularly in technical assistance directed toward project design and project preparation, where NGOs can facilitate both informal consultation with persons and communities that projects address as well as formal consultation events, such as stakeholder meetings or

Figure 3. Number of projects involving NGOs, by sector, 2000



beneficiary workshops. NGOs often can help identify issues and concerns that should be addressed in project concepts and project design, to ensure effectiveness and sustainability of projects, as well as develop practical, effective, and appropriate approaches to address issues and concerns that arise. In advisory technical assistance, NGOs also increasingly are called upon to help identify issues and matters that the technical assistance must address to be effective and sustainable. In some cases, NGOs have been engaged to implement technical assistance projects. During 2000, several regional technical assistance projects directly addressing NGO capacity building concerns continued implementation (Appendix 4).

Of particular importance is regional TA 5889: Gender and Development Initiative (approved in December 1999 for \$850,000) which earmarked \$300,000 to support small-scale projects of women's NGOs. Designed as a grant facility for pilot testing, it provided 30 women's NGOs between \$9,000 to \$20,000 to support projects in violence against women, legal literacy and advocacy, health care, and entrepreneurship training (Appendix 5). The lessons learned in opening this one-off grant facility will be valuable as ADB tries to find new avenues of cooperation with NGOs.

3. NGOs in Country Programming

Involving NGOs in country programming is an expanding priority of ADB, with country programming and country portfolio review missions increasingly seeking out consultation with NGOs. There is increasing emphasis on NGO involvement in other country programming-related processes. Expanded or new elements of NGO involvement in country programming processes were realized in several countries during 2000:

Bangladesh. The programming mission noted that the NGO Community is focusing on the nonfarm sector, and private enterprise in agriculture services is just emerging. This observation can guide future partnerships with NGOs.

Bhutan. The mission conducted village consultations in Punakha including five households in Nobgang of Talo Geog; Lunakha of Kabji; and Simtogangchu of Gumang respectively, The location of these households are fairly isolated with distance from the main roads ranging from 5 minutes to 1.5 hours of walk and different access to electricity and piped water. NGOs who took part in this mission include Bhutan Trust Fund for Environmental conservation, Helvetas/SDC, and World Wildlife Fund (WWF).

Cambodia. Several NGOs took part in country programming discussions, including Groupe de Reserche et d'Echanges Technologiques (GRET), SCN-CO (REDBARNA), and SEIP.

India. The country programming mission exchange views with representative of the private sector and the NGO community. In the meeting with NGO representative in Delhi, the Mission presented the outline of the ADB's poverty reduction strategy and discussed the process of the preparation of poverty analysis, organization of high level forum and formulation of poverty partnership agreement in the context of India. They also noted the assistance that NGOs could provide in this process. The discussions further focused on the ADB's urban development and urban environment improvement projects, and in particular on the NGOs potential role in capacity building beneficiaries. The representative noted that the NGOs could assist in this process in an effective manner. NGO representative also pointed out that poverty reduction in one of the main components of decentralization and devolution, and stressed the importance of strong panchayat raj institutions (PRIs) in this regard. Some of the NGOs present at the meeting were All India Women's Conference, World Wide Fund for Nature, Council of Advancement of Peoples Action and Rural Technology, Participatory Research in Asia (PRIA), Sulabh International Social Service Organization, and India Habitat Center.

Kazakhstan. In the course of developing the country program, ADB met with international and local NGOs including Mercy Corps, Central Asian Sustainable Development Information Network, UNDP-NGO Resource Center, Association of Non-profit NGOs of Kazakhstan, and the Confederation of Nongovernmental Organization.

Lao PDR. The country programming mission held discussions with NGOs such as International Union for the Conservation of Nature, Wildlife Conservation Society and World Wild Life Fund to find common areas of interest.

Nepal. The country programming mission met with NGOs such as the Center for Studies on Democracy and Good Governance, National Democratic Institute, Transparency International

Philippines. Several NGOs were consulted on ADB's Philippines program, namely, GEM Mindanao, Visayas Network of Development NGOs, PROCESS PANAY, Coalition for Bicol Development, Kaunsayan Formation for Community Development, Cordillera Network of NGOs and POs, WESADEF, AFRIM, Davao City, Broad Initiatives for Negros Development

Solomon Islands. At the country programming meeting, the mission briefed NGOs the ADB's relationship with the Solomon Island, its proposed strategy and objectives, and the current assistance program. The NGOs provided feedback on proposed projects and the ADB's strategy. A concrete result of the workshop was the inclusion of NGO capacity building TA projects in the country program. The NGO projects has been endorsed by the Government.

Thailand. The Asia Foundation, Care International, Coordinating Network on Rural Development shared their views on the ADB's program in Thailand.

Tonga. The Tongan Association of NGOs provided valuable input in developing ADB's program of assistance in Tonga.

4. NGOs in Policy Development

During 2000, policy development work tended to consolidate information gathered during the past few years of policy development. A few working papers were posted on the ADB's website so that NGOs and other concerned stakeholders could provide their evaluations. Of particular to NGOs are the draft documents on ADB's policies on the environment and social protection. In particular, the draft working paper for the environment policy was presented to NGOs at the "NGO Symposium: Partnerships for Sustainable Development", a parallel event during the Fourth Ministerial Conference on Environment and Sustainable Development in Asia and the Pacific (September 2000, Japan) that was co-sponsored by the ADB.

5. Consultation with NGOs

In addition to consultations during project and country program development, ADB interacts with NGOs on other occasions. In March 2000, 20 women's NGOs were invited to the Women's Expo, ADB's celebration on International Women's Day. The issues discussed during the week-long event were on Gender, Production and Well-Being: Making the Connections for Pro-Poor Growth; Women and Governance; and Trafficking of Women and Children in the South Asia Region. NGOs also used the opportunity for networking, forging partnerships, and disseminating information regarding their work on gender and development.

About 90 NGOs attended the 33rd Annual Meeting in Chiang Mai in May 2000. An even bigger number participated outside of the Annual Meeting venue, in protest actions against ADB loans in Thailand. Largely based on the issues NGOs raised in Chiang Mai, the ADB worked to assess its relationship with NGOs, with a view to find ways of improving ADB-NGO cooperation (See Appendix 1). Other consultation meetings which helped ADB's self-assessment were meetings that were held in June in Tokyo and Sydney.

In September 2000, ADB supported the "NGO Symposium: Developing Partnerships for Sustainable Development and Poverty Reduction" was an associated event during the Ministerial Conference in Environment and Development (MCED) in Kitakyushu, Japan in

September 2000. The ADB co-organized and co-sponsored the NGO Symposium and funded 34 participants from DMCs and two papers on sustainable development and poverty reduction. During the Symposium, about 100 NGOs from Asia and the Pacific held working group discussions to discuss partnership options for sustainable development and poverty reduction. The main output of the NGO Symposium was a set of recommendations to the Ministerial Conference. The recommendations form part of the proceedings of the Ministerial Conference. The NGO Symposium presented five specific recommendations to the Ministerial Conference, including establishment of a fund to enable NGOs to develop government-civil society partnership projects within the framework of the 2000-20001 Regional Action Plan for sustainable development and poverty reduction (of MCED) with an initial funding of \$1 million.

A smaller Symposium involving about 15 environmental media NGOs was also co-organized by the ADB to coincide with the Kitakyushu conference. Promoting the role of the media in environmental governance and policy advocacy was this Symposium's main recommendation to the MCED.