



# Technical Assistance Report

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Project Number: 45328  
Regional Capacity Development Technical Assistance (R-CDTA)  
March 2012

## Enhancing ADB's Engagement in Fragile and Conflict-Affected Situations

## ABBREVIATIONS

ADB	–	Asian Development Bank
CPA	–	country performance assessment
CPS	–	country partnership strategy
DMC	–	developing member country
FCAS	–	fragile and conflict-affected situation
OECD	–	Organisation for Economic Co-operation and Development
TA	–	technical assistance
TASF	–	Technical Assistance Special Fund

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Type</b>	–	Regional capacity development technical assistance (R-CDTA)
<b>Targeting classification</b>	–	General intervention
<b>Sector (subsectors)</b>	–	Public sector management (economic and public affairs management; public administration; and decentralization)
<b>Themes (subthemes)</b>	–	<b>Governance</b> (fragile and conflict-affected situations, economic and financial governance; public administration); capacity development (institutional development; organizational development; civil society participation; client relations, network, and partnership development)
<b>Location impact</b>	–	National (high); regional (medium); urban (low); rural (low)

## NOTE

In this report, “\$” refers to US dollars.

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In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.

## I. INTRODUCTION

1. Improving development effectiveness and engagement in fragile and conflict-affected situations (FCASs) is an increasingly important challenge for development partners. This reality is acknowledged and supported by (i) the Organisation for Economic Co-operation and Development (OECD) in its Fragile States Principles; (ii) donors committed to the 2008 Accra Agenda for Action; and (iii) the World Bank in its 2011 World Development Report.<sup>1</sup> Participants in the International Dialogue on Peacebuilding and Statebuilding (the Dialogue), including the Asian Development Bank (ADB), endorsed the New Deal for Engagement in Fragile States (the New Deal) at the 4th High-Level Forum on Aid Effectiveness held in November-December 2011 in Busan, Republic of Korea.<sup>2</sup> ADB's Strategy 2020 provides an even stronger endorsement.<sup>3</sup> Moreover, in 2007, ADB adopted a framework for planning, implementing, and guiding its approach to dealing with FCASs, including a methodology for identifying such situations.<sup>4</sup> The proposed technical assistance (TA) will support the continued implementation of ADB's approach, and is aimed at helping ADB's FCAS developing member countries (DMCs) build effective institutions that will support their peace-building and state-building efforts. It complements an ongoing TA supporting ADB's engagement in fragile situations.<sup>5</sup> The design and monitoring framework is in Appendix 1.<sup>6</sup>

## II. ISSUES

2. There is broad consensus on the need to work differently in FCASs, as the approaches generally used in DMCs are not effective in fragile states. Understanding state fragility was a key concern raised during the 4th High-Level Forum on Aid Effectiveness. The Busan Partnership for Effective Development Co-operation, which was signed at the end of the forum, emphasized the need to arrive at a collective understanding of the unique challenges facing fragile states, overcome these challenges, and promote a solid foundation for lasting development.<sup>7</sup> The OECD has developed principles to guide good international engagement in FCASs (footnote 1). However, much work needs to be done to understand better the local context and specific complexities of fragility in each country and to develop more effective mechanisms for engagement and support.

3. Those who participated in the Dialogue and endorsed the New Deal point out that

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<sup>1</sup> OECD. 2007. *The Principles for Good International Engagement in Fragile States and Situations*. Paris.; OECD. 2008. 3rd High-Level Forum on Aid Effectiveness. Accra Agenda for Action.; World Bank. 2011. *World Development Report 2011*. Washington, DC.

<sup>2</sup> International Dialogue on Peacebuilding and Statebuilding. *A New Deal for Engagement in Fragile States*.

<sup>3</sup> Strategy 2020 emphasizes that ADB should employ innovative means to strengthen effectiveness of country-led models of engagement, sustain commitments for longer periods, align development assistance with other funding agencies at strategic and project levels, and pursue deeper, more flexible, and longer engagement in capacity enhancement and institutional development. ADB 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

<sup>4</sup> ADB. 2007. *Achieving Development Effectiveness in Weakly Performing Countries: The Asian Development Bank's Approach to Engaging with Weakly Performing Countries*. Manila. DMCs ranked in the fourth or fifth quintile on country performance assessments (CPAs) in 2 of the most recent 3 years, or deemed to be in conflict or post-conflict situations, are considered FCAS DMCs. ADB's approach covers fragile and conflict-affected situations (including those that affect only part of a country), sensitive post-conflict transitions, and peace-building situations.

<sup>5</sup> ADB. 2009. *Technical Assistance for Supporting ADB's Engagement in Fragile Situations*. Manila (TA 7269-REG).

<sup>6</sup> The TA first appeared in the business opportunities section of ADB's website on 18 January 2012.

<sup>7</sup> 4th High-Level Forum on Aid Effectiveness. 2011. *Busan Partnership for Effective Development Co-operation*. Signed at the close of the forum, held in Busan, Republic of Korea, from 29 November to 1 December 2011.

“international partners can often bypass national interests and actors, providing aid in overly technocratic ways that underestimate the importance of harmonizing with the national and local context, and support short-term results at the expense of medium- to long-term sustainable results brought about by building capacity and systems.”  
(footnote 2)

The Dialogue is therefore committed to undertaking the necessary actions and reforms, in the belief that a new development architecture and new ways of working, better tailored to the situations and challenges of fragile contexts, are needed to build stable states and societies.

4. In 2010, 10 Asian Development Fund countries were identified as FCAS DMCs.<sup>8</sup> Five of these—Afghanistan, Nepal, Papua New Guinea, Solomon Islands, and Timor-Leste—are members of the g7+ group that endorsed the New Deal along with development partners and international organizations.<sup>9</sup> Nepal is now in transition and no longer considered a FCAS DMC, and the New Deal is being implemented on a pilot scale in conflict-affected Afghanistan and Timor-Leste. Papua New Guinea, Solomon Islands, and Timor-Leste (i) are small, isolated markets with limited natural resources and infrastructure; (ii) are weak in policy formulation because of underdeveloped political and social systems; (iii) have weak social, political, and security systems, which are adversely affecting the delivery of essential services; and (iv) are highly vulnerable to climate change and at risk from natural disasters.<sup>10</sup> These three DMCs are all in the Pacific, where most of ADB’s current FCAS DMCs are located.

5. Country-led assessments of the causes and features of fragility and sources of resilience provide a better understanding of the local context and a firm basis for the countries to build leadership, ownership, and progress out of fragility. In Sri Lanka, where there is subnational fragility, a conflict risk assessment was undertaken for all ADB-assisted projects in conflict-affected areas. In both Nepal and Sri Lanka, successful conflict-sensitive approaches aimed at identifying conflict risks and peace-building opportunities yielded preliminary tools that were used to improve project design and implementation. Such approaches must be sustained and strengthened to address current gaps in development assistance. In particular there is a need for all stakeholders—governments, development partners, civil society, beneficiaries, and the private sector—to participate effectively in the design and implementation of development interventions. Their ownership is critical to achieving development outcomes in fragile situations.

6. The earlier TA (footnote 5) laid the foundation for working differently in FCAS DMCs, to assist in long-term capacity building in these fragile states. The TA included pilot fragility assessments of urban settlements in the Pacific using a community-based approach and focusing on the impact of fragility on the delivery of basic services. The expected outcome was an improved model for integrated service delivery to informal settlements in fragile states.

7. Lessons from the earlier TA include implementation of a peace filter supporting a conflict-sensitive approach in Nepal; a political economy analysis supporting implementation of the CPS in Papua New Guinea; and fragility assessments piloted in the Pacific. These will be taken into consideration in designing country-led capacity development plans, and also following the recommendation of the special evaluation study on FCAS to develop a step-by-step plan for

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<sup>8</sup> Eight of the 10 FCAS DMCs are fragile and are in the Pacific: Kiribati, the Republic of the Marshall Islands, the Federated States of Micronesia, Nauru, Palau, Papua New Guinea, Solomon Islands, and Tuvalu. The two other FCAS DMCs—Afghanistan and Timor-Leste—are conflict affected.

<sup>9</sup> The g7+ brings together 19 of the world’s most fragile states.

<sup>10</sup> ADB. 2009. *ADB’s Pacific Approach, 2010–2014*. Manila.

capacity development based on country context, CPA, and country diagnostics identified through a needs assessment.<sup>11</sup>

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

8. The impact will be improved effectiveness of development assistance in FCAS DMCs. The use of differentiated and better implemented country-led models of engagement will support country-owned transitions out of fragility. The TA will contribute to improved alignment with DMC governments' national development plans and state-building activities, as well as stronger harmonization with other development partners in the FCAS DMCs in support of country-led efforts to move out of their present state of fragility.

9. The outcome will be the enhanced capacity of key government agencies in FCAS DMCs to address fragility issues. The TA will help develop in government counterparts a keener awareness and a stronger capacity to apply appropriate elements of the approach to engaging with FCASs, and thereby build more effective institutions. The TA is expected to promote understanding of the local context and the nature of fragility in FCAS DMCs. A more targeted and effective response to fragility can thus be made through stronger national development plans and country partnership strategies, and country-led programs and projects in FCAS can be better designed to advance peace-building and state-building efforts.

#### B. Methodology and Key Activities

10. To support growth and economic development and to build effective institutions in FCAS DMCs, the TA will help in identifying peace-building and state-building opportunities by developing and conducting customized fragility assessments using inclusive participatory approaches and by formulating specific capacity development plans. The aim is to improve the use of innovative instruments and approaches in FCAS DMCs, including peace and fragility filters, and analyses of the political economy to enable the design and implementation of more effective country strategies and projects. Country-led capacity development will be carried out to enable governments to formulate and implement strategic and operational approaches to address the challenges of fragility.

##### 1. **Output 1: Country-Led Fragility Assessment Processes and Tools Successfully Tested and Documented in Selected Fragile and Conflict-Affected Situations**

11. Output 1 responds to the growing recognition that an improved understanding of the local context, through sound analysis of the political economy and its influence on reform and development in FCAS DMCs, is a crucial step in designing more effective strategies, programs, and projects. It is also critical to providing more appropriate and realistic policy advice. Fragility assessments are important implementing elements of the New Deal supporting country-led and country-owned transitions out of fragility (footnote 2).

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<sup>11</sup> ADB. 2010. *Special Evaluation Study: ADB's Support to Fragile and Conflict-Affected Situations*. Manila.

12. Output 1 will build on previous work on conflict-sensitive approaches in South Asia (Nepal and Sri Lanka) and on the fragility assessments developed and pilot-tested in selected Pacific DMCs. Working closely with government counterparts and development partners, ADB will develop and further test, refine, and validate innovative fragility assessment tools in selected FCASs to address conflict sensitivity and fragility issues. The tools will support peace-building and state-building efforts, and reinforce “do-no-harm” approaches. The tools and assessments to be developed and tested will include strategic communication plans, inclusive participatory processes, and identification of implementation constraints and mitigation measures to facilitate private sector development and improved public service delivery. Joint conflict or fragility assessments and joint monitoring will be undertaken with government and nongovernment organizations, including key national stakeholders, non-state actors, and development partners. Country-led fragility assessments will identify the causes and features of fragility and the sources of resilience, to provide a basis for the recommendation of peace-building and state-building priorities at the country level.

## **2. Output 2: Country-Led Capacity Development Plans Implemented in Selected Fragile and Conflict-Affected Situations**

13. Output 2 will involve building critical capacities for peace building and state building, and augmenting the capacity of government counterparts to formulate and implement different strategic and operational approaches. Country-led capacity development plans, covering all aspects of fragility and conflict (analysis of the political economy, policy dialogue, institutional reform, conflict resolution, peace building), will be designed and implemented in selected FCAS DMC institutions to strengthen the appropriate skills mix and operational expertise, and to support improved service delivery.

14. Building on research and dialogue already carried out, the TA will map the political economy in selected Pacific FCAS DMCs. This mapping will be used to help strengthen the capacity of government counterpart staff to undertake and apply political economy analysis in their work. The TA will also support the design of selected projects through political economy analysis. Where appropriate, support will also be provided for political economy analysis in non-Pacific FCAS DMCs or for specific sector studies.

15. Output 2 will build on country initiatives developed and groundwork undertaken under the earlier TA (footnote 10). These include strengthening the FCAS resource center to enable it to share and disseminate knowledge and provide technical information to development practitioners on ADB’s field experiences in conflict and fragility situations. This information will feed into customized capacity development plans as well as provide a foundation for evidence-based advice with particular attention to the quality and effectiveness of capacity assessments in FCAS DMCs.

## **C. Cost and Financing**

16. The TA is estimated to cost \$800,000 equivalent (Appendix 2). The TA will be financed on a grant basis by ADB’s Technical Assistance Special Fund (TASF-IV). The participating governments will provide counterpart support in the form of in-kind contributions.

## **D. Implementation Arrangements**

17. The TA will be implemented over 24 months, from April 2012 to April 2014. ADB will be the executing and implementing agency. The focal point for FCAS, working under the guidance

of the FCAS steering committee, will be responsible for overall coordination and supervision.<sup>12</sup> The TA will focus on ADB's FCAS DMCs and countries where there is subnational fragility. Concerned regional departments will prepare requests for TA support addressing specific challenges of conflict and fragility in consultation with relevant agencies in the participating countries and with the assistance of the FCAS focal point.

18. The TA will share and disseminate the lessons learned through technical reports, knowledge products, and a database of operational experiences. Good practices identified during the TA will also be disseminated through the FCAS network and resource center and through a final TA report.

19. Disbursements under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

20. Two international development specialists with expertise in fragile and conflict-affected situations (11 person-months, intermittent) will assist in identifying the need for services and developing activities, tools, fragility assessments, and plans for capacity development based on country context, CPA, and country diagnostics. They will assist in developing and pilot-testing country-led fragility assessments and capacity development plans. An international communications specialist (3 person-months, intermittent) will provide guidance and support in the development, production, and dissemination of knowledge products dealing fragility and conflict. A national research and knowledge management specialist (20 person-months, intermittent), based at ADB headquarters, will assist the focal point and support the development specialists. Up to 12 national country specialists (up to 30 person-months, intermittent) will support the implementation of pilot initiatives in selected FCAS DMCs. The consultants will be recruited individually by ADB according to its Guidelines on the Use of Consultants (2010, as amended from time to time). The focal point will submit TA progress reports together with other reports to the steering committee. Terms of reference for the consultants are in Appendix 3.

#### IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$800,000 on a grant basis for Enhancing ADB's Engagement in Fragile and Conflict-Affected Situations, and hereby reports this action to the Board.

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<sup>12</sup> The FCAS steering committee, established in 2007, is chaired by the director general of the Strategy and Policy Department and composed of ADB's heads of departments (Office of the General Counsel, Central and West Asia Department, East Asia Department, Pacific Department, Regional and Sustainable Development Department, South Asia Department, Southeast Asia Department, Central Operations Services Office, and Office of Cofinancing Operations). The focal point is the secretariat of the committee.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators	Data Sources and Reporting Mechanisms	Assumptions and Risks
<b>Impact</b> Improved effectiveness of development assistance in FCAS DMCs	ADB's portfolio performance in FCAS improved in the medium term (% of completed loan/grant projects in FCAS rated successful increases to 80% by 2018 from 71% in 2010) <sup>a</sup>	TA completion reports, development effectiveness reports, CPS documents, country operations business plans, project documents, portfolio review reports, and annual CPA exercise	<b>Assumptions</b> Global efforts to improve development partners' engagement in FCAS DMCs are contributing to development effectiveness.  <b>Risks</b> High levels of political risks, external factors, and uncertainties are inherent in FCAS DMCs.
<b>Outcome</b> Enhanced capacity of key government agencies in FCAS DMCs to address fragility issues	National development plans and policies in FCAS DMCs identify and address fragility issues (at least half of the 10 current FCAS DMCs by 2015)	Government documents, CPS documents, project reports	<b>Assumptions</b> Conditions in DMCs permit demand for and involvement of counterparts in regional and local TA initiatives.
<b>Output</b> 1. Country-led fragility assessments processes and tools successfully tested and documented in selected FCAS DMCs  2. Country-led capacity development plans implemented in selected FCAS DMCs	At least 3–4 pilot fragility assessment and political economy analyses completed by 2014  At least 2–3 capacity development plans pilot-tested by 2014	Fragility assessment tools and consultants' reports  Capacity development plans and consultants' reports	<b>Assumptions</b> DMC governments and active development partners are effectively engaged in the preparation and implementation of activities.  <b>Risks</b> Staff turnover among both DMC agencies and development partners is commonly high.
<b>Activities with Milestones</b>  1. Country-led fragility assessments developed and pilot-tested in FCAS DMCs 1.1. Assess political economy needs and demands, the causes and features of fragility, and sources of resilience in FCAS DMCs (by Q3, Year 1) 1.2. Refine peace-building tool in Nepal (by Q3, Year 1)		<b>Input</b> ADB: \$0.8 million (TASF-IV)	



<ul style="list-style-type: none"> <li>1.3. Design fragility assessment tool (or fragility filter) for FCAS DMCs, in particular for those in the Pacific (by Q3, Year 1)</li> <li>1.4. Conduct political economy analyses in FCAS DMCs, in particular in Pacific FCAS DMCs (by Q1, Year 2)</li> <li>1.5. Develop and pilot-test fragility assessment in FCAS DMCs (by Q1, Year 2)</li> <li>1.6. Implement refined peace-building tool in Nepal (by Q1, Year 2)</li> <li>1.7. Organize a workshop to share and disseminate lessons learned (by Q3, Year 2)</li> <li>1.8. Produce and disseminate knowledge products (by Q3, Year 2)</li> <li>2. Country-led capacity development plans formulated in FCAS DMCs <ul style="list-style-type: none"> <li>2.1. Prepare assessments of capacity development needs (by Q4, Year 1)</li> <li>2.2. Design capacity development plans for FCAS DMCs. Curriculum development (e.g., political economy, peace or fragility filter) will target government counterparts and development practitioners in the participating countries. When possible, the curriculum will cover key topics for advancing women's leadership in peace and security; in fragile states, plans will cover gender-sensitive issues (by Q1, Year 2)</li> <li>2.3. Pilot-test capacity development plans in FCAS DMCs (by Q3, Year 2)</li> <li>2.4. Establish database of best practices and lessons from engagement in FCAS DMCs (by Q4, Year 1)</li> <li>2.5. Produce and disseminate knowledge products (by Q3, Year 2)</li> </ul> </li> </ul>	
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ADB = Asian Development Bank, COBP = country operations business plan, CPA = country performance assessment, CPS = country partnership strategy, DMC = developing member country, FCAS = fragile and conflict-affected situation, RRP = report and recommendation of the President, TA = technical assistance, TASF = Technical Assistance Special Fund, TCR = technical assistance completion report.

<sup>a</sup> ADB. 2010. *ADB Development Effectiveness Review*. Manila.

Source: Asian Development Bank estimates.

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

<b>Item</b>	<b>Total Cost</b>
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	330.00
ii. National consultants	247.00
b. International and local travel	63.00
c. Reports and communications	2.00
2. Training, seminars, and conferences	80.00
3. Miscellaneous administration and support costs (including knowledge products and services, and networking administration)	38.00
4. Contingencies	40.00
<b>Total</b>	<b>800.00</b>

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-IV).  
Source: Asian Development Bank estimates.

## **OUTLINE TERMS OF REFERENCE FOR CONSULTANTS**

1. The consultants will be hired on an intermittent basis. They will be recruited individually by the Asian Development Bank (ADB) according to its Guidelines on the Use of Consultants (2010, as amended from time to time). The consultants will report to the fragile and conflict-affected situation (FCAS) focal point, who will exercise overall coordination and supervision.

### **A. Development Specialists (two international, 11 person-months, intermittent)**

#### **1. Qualifications**

2. The consultants will have extensive hands-on experience in and knowledge of FCASs. They should be appropriately qualified (at least a master's degree or its equivalent, in related fields) and experienced (at least 5 years of relevant professional experience in related fields), and should have exceptional communication skills, particularly in a cross-cultural situation, good analytical and writing skills, and an understanding of ADB's country partnership strategy (CPS) and project preparation processes as well as the assistance modalities available. They will also be experienced in designing and running workshops and training programs, and will have produced knowledge products on issues related to activities in FCASs.

#### **2. Scope of Work**

3. The consultants will assist in the conduct of research and the assessment of political economy needs and demands, causes and features of fragility, and sources of resilience in FCAS developing member countries (DMCs); interview and survey government counterparts, key practitioners, and stakeholders in participating countries; and prepare reports and knowledge products. They will help develop and pilot-test innovative approaches to conducting fragility assessments, including political analyses. The consultants will present their findings and lessons learned at a final workshop. They will also assist in planning for capacity development on the basis of country context, country performance assessment (CPA) findings, and country diagnostics identified through a needs assessment or fragility assessment, and in developing and pilot-testing a workshop or training program for development practitioners, including government counterparts and non-state actors.

#### **3. Detailed Tasks**

4. The consultants will undertake the following tasks:

- (i) Review and identify relevant approaches and methodologies for the assessment of fragility and conflict as well as decision making in FCAS DMCs. Practical advice is to be provided on the conduct of fragility and conflict analysis, at a country, sector, or project level, to help mainstream fragility and conflict concerns into government and donor activities.
- (ii) Assess political economy needs and demands in close cooperation with government, development partners, and civil society organizations.
- (iii) Develop a methodology for political economy analysis.
- (iv) Pilot-test political economy analyses in FCAS, particularly in Pacific FCAS DMCs.
- (v) Produce country case studies on the political economy to support enhanced understanding of the local context.
- (vi) Assess causes and features of fragility and sources of resilience.

- (vii) Develop and design a fragility assessment tool (the peace-building tool pilot-tested in Nepal could be customized into a fragility filter for fragile DMCs).
- (viii) Conduct a country-led fragility assessment, with key national stakeholders and non-state actors, to recommend priorities in peace-building and state-building efforts.
- (ix) Produce country case studies on fragility assessment to support country-led transitions out of fragility.
- (x) Develop and pilot-test appropriate capacity and institutional assessments. This would include a completed diagnostic of capacity development in the country based on the diagnostic checklist to support a capacity development program. This would further include an examination of government commitment to, and real, effective demand for capacity development; an examination of the Pacific capacity development framework; and consideration of the priority focus on core government functions and the environment for private sector development.
- (xi) Seek agreement with governments, development partners, and stakeholders on the results of all diagnostics.
- (xii) Outline a strategy for further capacity development, political economy analysis, and fragility assessment in support of strategy and programming formulation. The strategy should also consider issues such as effective client management of the program, the engagement of civil society, synergy, and the manner of augmenting the engagement of government in the program (country leadership and ownership).
- (xiii) Develop and pilot-test a capacity development plan to support government efforts in building critical capacities of institutions to better deliver services.
- (xiv) Compile all findings, analysis, country case studies, data, and recommendations into a draft report.
- (xv) Design and implement a workshop to bring together stakeholders (e.g., government, civil society, private sector, community, development partners) to validate findings and recommendations, disseminate lessons learned, evaluate progress made, discuss remaining challenges to support country-led ways out of fragility, and promote future support to peace-building and state-building efforts.
- (xvi) Monitor the progress of the activities and submit regular, quarterly progress reports against the design and monitoring framework.
- (xvii) Prepare final reports for publication and dissemination.
- (xviii) Provide assistance and technical support to the focal point in reviewing and exercising quality control of materials and knowledge products on FCASs.

## **B. Communications Specialist (international, 3 person-months, intermittent)**

### **1. Qualifications**

5. The consultant will have at least 5 years of relevant professional experience, specifically in writing, editing, and publishing knowledge and research products, including stories on sensitive issues that require careful attention when disseminated to the public. He or she may not have extensive experience in FCASs, but will have a good understanding of concepts related to development work, governance, public management, or political economy, as well as a background in ADB operations and international development issues. He or she will have excellent writing and editorial skills, publishing skills, as well as critical and analytical skills, and be able to produce high-quality content.

## 2. Scope of Work

6. The consultant will provide guidance and support in the development, production, and dissemination of knowledge products on sensitive issues related to fragility and conflict that may include reports and studies on political economy analyses, fragility assessments, tools and guidelines, and other papers relevant to FCASs. He or she will work closely with the FCAS focal point, development specialists, country specialists, and knowledge management specialist to produce and publish FCAS knowledge products.

## 3. Detailed Tasks

7. The consultant will undertake the following tasks:

- (i) Review and assess FCAS materials being produced under the TA, with focus on political sensitivity, and rewrite and translate them into carefully written documents avoiding negative portrayal of governments in fragile situations, as deemed relevant.
- (ii) Edit the language of the drafts given to him or her according to ADB style and usage and, as deemed necessary, rewrite the technical language and jargon and translate the original material into a “user-friendly” document for publication or public dissemination.
- (iii) Clarify and revise the edited drafts, if so requested by the authors or reviewers.
- (iv) Provide advice on identifying specific knowledge products to develop, guide the overall packaging of these knowledge products (including design and format), and recommend the best dissemination strategies.
- (v) Help address publishing issues that may arise, particularly issues pertaining to copyrights, production processes, and most importantly, sensitive issues related to FCAS governments.
- (vi) In close consultation with the focal point and the knowledge management specialist, help ensure the production of high-quality-content, attractive, and comprehensive materials within available resources and within ADB standards, without compromising the image of governments and political entities involved.
- (vii) If required, conduct interviews and write development stories on FCASs, specifically drawn from the field experiences of operations staff, development specialists, and country specialists.

## C. Research and Knowledge Management Specialist (national, 20 person-months, intermittent)

### 1. Qualifications

8. The consultant should be appropriately qualified (at least a master’s degree or its equivalent, in a related field) and experienced (at least 5 years of relevant professional experience in related fields), and should have exceptional communication skills, particularly in a cross-cultural situation, good analytical and writing skills, and an understanding of ADB’s CPS and project preparation processes as well as the assistance modalities available. He or she must be able to synthesize the output and contributions of analysts and country specialists. The consultant may not have extensive experience in FCASs; however, he or she will have some technical and professional knowledge of FCASs and experience in print and online communications as well as in the setting up and maintenance of knowledge networks, ideally in a development setting.

## **2. Scope of Work**

9. The consultant will support the work of the development specialist and assist the focal point. He or she will help gather data, coordinate research efforts, and also coordinate and work closely with the country specialists.

## **3. Detailed Tasks**

10. The consultant will undertake the following tasks:

- (i) Support the design and implementation of specific analytical tools and methods of assessment of fragility or conflict.
- (ii) Support the design and implementation of specific approaches to political economy analysis in FCAS settings.
- (iii) Assist in refining training programs and materials for FCAS capacity assessments and political economy analyses.
- (iv) Support in-country participatory consultations.
- (v) Consolidate the output and reports of the country specialists.
- (vi) Maintain and regularly update an in-house network and knowledge library and resource center focused on FCAS issues.
- (vii) Update and improve the FCAS presence on ADB.org.
- (viii) Assist in the development of printed or online knowledge products.
- (ix) Assist in the review and quality control monitoring of materials and knowledge products on FCASs.
- (x) Provide assistance and technical support to the focal point in reviewing and exercising quality control of materials and knowledge products on FCASs.

## **D. Country Specialists (12 national, 30 person-months, intermittent)**

### **1. Qualifications**

11. A country specialist will be hired for each FCAS DMC selected. These consultants will be nationals of the selected FCAS DMCs. They should be appropriately qualified and experienced, and have good communication, analytical, and writing skills. The country specialists will have detailed knowledge of development policies and programs in their respective countries. They will also have some understanding of the political economy in their countries, the key stakeholders, and their likely interests. The country specialists will be trained to the tertiary level and will have prior experience working as a development consultant for an international development partner in their respective countries. They will have experience in assisting in research, preferably in helping review development policies, programs, and strategies in their countries.

### **2. Scope of Work**

12. The consultants will support the work of the development specialist and assist the focal point. They will help gather data, coordinate research efforts, support country participatory consultations, and coordinate with government counterparts. Specific terms of reference cannot be drafted at this time but may include the following tasks:

- (i) Support the work of the development specialist and assist the research and knowledge management specialist in the relevant FCAS DMC.
- (ii) Support the implementation of a conflict-sensitive approach in a post-conflict situation or assist in the further refinement of the peace filter or development of a fragility filter, as deemed appropriate (such as in Nepal or Sri Lanka).
- (iii) Support political economy analyses, fragility assessments, and capacity assessments.
- (iv) Help facilitate country participatory consultations.
- (v) Assist in the preparation of country reports as appropriate.
- (vi) Facilitate all official meeting programs.