



Technical Assistance Report

Project Number: 54368-001
Knowledge and Support Technical Assistance (KSTA)
November 2020

Mitigating the Impact of COVID-19 through Community-Led Interventions

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
COVID-19	–	coronavirus disease
CSO	–	civil society organization
NGO	–	nongovernment organization
TA	–	technical assistance

NOTE

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

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 54368-001	
Project Name	Mitigating the Impact of COVID-19 through Community-Led Interventions	Department/Division	SDCC/NGOC
Nature of Activity	Capacity Development, Research and Development	Executing Agency	Asian Development Bank
Modality	Regular		
Country	REG (ARM, CAM, COO, LAO, MON, MYA, NIU, PHI, SAM, THA, TIM, VIE)		
2. Sector	Subsector(s)	ADB Financing (\$ million)	
		Total	0.00
3. Operational Priorities		Climate Change Information¹	
✓ Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum)	0
✓ Accelerating progress in gender equality		Climate Change impact on the Project	Low
✓ Strengthening governance and institutional capacity		ADB Financing	
✓ Fostering regional cooperation and integration		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
		Cofinancing	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
Sustainable Development Goals		Gender Equity and Mainstreaming	
SDG 1.a, 1.b		Effective gender mainstreaming (EGM)	✓
SDG 3.8			
SDG 5.b, 5.c		Poverty Targeting	
SDG 8.3		General Intervention on Poverty	✓
SDG 10.3			
4. Risk Categorization	Complex		
5. Safeguard Categorization	Safeguard Policy Statement does not apply		
6. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
None		0.00	
Cofinancing		2.00	
Japan Fund for Poverty Reduction (Full ADB Administration)		2.00	
Counterpart		0.00	
None		0.00	
Total		2.00	
Currency of Financing: US Dollar			

¹ The project reduces greenhouse gas emissions. However, it does not fall under the eligibility criteria for climate mitigation finance as defined by the joint multilateral development bank methodology on tracking climate finance, which notes that not all activities that reduce greenhouse gases in the short term are eligible to be counted towards climate mitigation finance. Accordingly, greenfield fossil fuel projects are excluded, and climate mitigation finance is considered zero.

I. INTRODUCTION

1. This knowledge and support technical assistance (TA) will support the implementation of measures to prepare for and respond to needs arising from the coronavirus disease (COVID-19) by civil society organizations (CSOs), including community-based organizations and nongovernment organizations (NGOs).¹ The TA will support CSOs to provide services in three areas: (i) community-based mitigation and prevention activities; (ii) social protection for vulnerable communities, including elderly care; and (iii) economic support for those with livelihoods affected by COVID-19. The TA will focus on opportunities for the Asian Development Bank (ADB) to create new partnerships with CSOs in several countries where civil society activity in the COVID-19 response complements the ADB portfolio. The TA is aligned with ADB's Comprehensive Response to the COVID-19 Pandemic² and supports Strategy 2030's³ aims of engaging with CSOs in the delivery of development assistance.⁴

II. ISSUES

2. **Community-based response needed.** Risk and vulnerability to the impacts of COVID-19 are increased for populations living in poverty, as they have lower capacity to take preventative measures, less access to health services, and fewer resources to cope with a reduction in income to meet basic needs. The pandemic is exacerbating preexisting inequalities and vulnerabilities for disadvantaged groups such as children, women, older persons, people with disabilities, and migrants.⁵ The number of people living in poverty is projected to increase by 177 million globally in 2020, further reducing resilience of communities.⁶ The gendered impact of COVID-19 is already evident in different dimensions, including health, education, the increased burden of unpaid care work, and gender-based violence.⁷ Persons with specific vulnerabilities who rely on others for support and help with activities of daily living, such as persons needing care or the homeless, require increased support during the pandemic. Given the scale of the crisis, the rapidly changing situation, and the fluctuating restrictions on movement, a community-based response is required.⁸ CSOs are well placed to respond to these needs promptly, through their networks of community groups and their understanding of the assets and resources in their communities that can be mobilized to meet local needs. While CSOs are especially qualified to reach poor and vulnerable groups through participatory approaches and propose and deliver short-term community-based solutions, ADB is supporting large-scale health and social protection measures for longer-term sustainability. ADB recognizes that civil society contributions enable ADB-financed operations to deliver better development outcomes.⁹

¹ ADB defines CSOs as nonprofit organizations independent from the government that operate around common interests. They vary in size, interests, and function, and include NGOs, youth groups, community-based organizations, independent academic and research institutes, professional associations, foundations, faith-based organizations, people's organizations, and labor unions. CSOs represent the interests of their members or others.

² ADB. 2020. [ADB's Comprehensive Response to the COVID-19 Pandemic](#). Manila.

³ ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

⁴ The TA replaced the NGOC TA on Strengthening Participation for Development Results included in the 2020 Management-approved results-based work plan of the Sustainable Development and Climate Change Department because of its emergency response nature. The TA first appeared in the business opportunities section of ADB's website on 4 November 2020.

⁵ United Nations, Department of Global Communications. 2020. [UN working to ensure vulnerable groups not left behind in COVID-19 response](#). 24 March.

⁶ Based on \$3.20 poverty line. World Bank. 2020. [Projected Poverty Impacts of COVID-19](#). 8 June.

⁷ United Nations Development Programme. 2020. [Gender-Based Violence and COVID-19](#). New York.

⁸ World Health Organization. 2020. [Role of community engagement in situations of extensive community transmission of COVID-19](#). 5 May.

⁹ ADB. 2020. [Highlights of ADB's Cooperation with Civil Society Organizations 2019](#). Manila.

3. **Social protection for vulnerable individuals and communities.** CSOs often provide vital services to fill the gaps in formal social protection systems. The services of many existing community social welfare programs, such as food and meals schemes, care services to vulnerable individuals and households, and information and helpline services, are in higher demand during the COVID-19 pandemic. As demand for services increases, social welfare organizations are facing challenges from the crisis with issues such as the need to reorganize business processes and services to adapt, staff shortages, and reductions in income. With the prolonged nature of the crisis, scaling back services will weaken the safety nets of the poor and vulnerable when they are most needed. Furthermore, vulnerable groups, such as cross-border migrant workers and people living in fragile and conflict-affected areas, may not be reachable by government-implemented social protection measures and, as a result, may become more reliant on the continuation of nongovernment services and community support.

4. **Economic support for those with livelihoods affected by COVID-19.** Global employment losses are expected to range from 158 million to 242 million jobs, with Asia and the Pacific comprising 70% of total expected employment losses.¹⁰ The impact of the abrupt disruption to livelihoods has affected many low- and middle-income earners, particularly women. Many developing member countries have implemented economic stimulus packages to provide some immediate and short-term income protection to formal and informal workers, and support to small and medium-sized enterprises to support businesses in difficulty, but these measures are not a substitute for income from work. The timing of any recovery is uncertain and, in some sectors such as tourism and hospitality, recovery may be slower than other sectors.¹¹ There is an urgent need to create new jobs and livelihood opportunities locally to provide an immediate and medium-term economic buffer. ADB's experience in social protection will add value to the community-led response.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

5. The TA is aligned with the following impact: adverse impact of the COVID-19 pandemic reduced in selected communities in Asia and the Pacific (footnote 2). The TA will have the following outcome: collaboration with CSOs and community-based organizations in supporting COVID-19-affected communities increased.¹²

B. Outputs, Methods, and Activities

6. **Output 1: Community-based crisis prevention, mitigation, and adaptation capacity increased.** The TA will strengthen the COVID-19 public health response through community-based prevention and mitigation actions. It will support local CSOs and authorities to assess key risks in the community and identify vulnerable individuals within their affected or at-risk rural or urban communities to develop appropriate mitigation and response plans based on local needs and contexts. Activities will complement government responses; be gender responsive; and include such activities as conducting risk communication campaigns, establishing contact tracing and reporting systems, training and managing volunteers, setting up handwashing points, raising

¹⁰ ADB. 2020. [COVID-19 Economic Impact Could Reach \\$8.8 Trillion Globally—New ADB Report](#). News release. 15 May.

¹¹ International Labour Organization. 2020. [COVID-19 and employment in the tourism sector: Impact and response in Asia and the Pacific](#). 24 April.

¹² The design and monitoring framework is in Appendix 1.

awareness related to COVID-19 vaccines to increase uptake and address vaccine hesitancy, and establishing support systems for at-risk persons.

7. **Output 2: Informal social protection programs stressed by COVID-19 impacts supported.** The TA will scale up ongoing successful social protection programs and social services that CSOs are currently leading to support vulnerable people. For example, some CSOs are providing support to domestic violence victims as well as access to education, food, and medical and care services, especially in areas not reached by government services or with insufficient access. These programs and services have an important function in an effective public health response, and they mitigate the negative physical and mental health impacts of restrictions implemented to control COVID-19 outbreaks. The TA will support CSOs' resources and capacity to provide long-term social safety nets to vulnerable groups and strengthen coordination with other services, such as primary health care.

8. **Output 3: Economic support provided for people with livelihoods affected by the COVID-19 pandemic.** The TA will support CSOs to create opportunities for alternative livelihood opportunities for those who are unemployed or whose livelihoods have been affected because of the COVID-19 pandemic, particularly women. Target groups will include informal or migrant workers, displaced persons, and/or those working in industries shuttered because of COVID-19 such as tourism, hospitality, food service, and others as identified by the relevant government agency (the department of social welfare or its equivalent). Economic support activities will focus on alternative means of temporary (or potentially long-term) livelihoods, with priority given to work opportunities in the activities covered under output 1 (prevention, mitigation, and adaptation) and output 2 (social protection for vulnerable communities) such as community health workers, social workers, and contact tracers.

C. Cost and Financing

9. The TA is estimated to cost \$2,000,000, which will be financed on a grant basis by the Japan Fund for Poverty Reduction and administered by ADB. The key expenditure items are listed in Appendix 2.

D. Implementation Arrangements

10. ADB will administer the TA. The NGO and Civil Society Center under the Sustainable Development and Climate Change Department will undertake the overall administration and implementation of the TA, in collaboration with divisions of relevant regional departments, including the Southeast Asia Regional Cooperation and Operations Coordination Division.

11. ADB will issue an amplified expression of interest that will be advertised in the Consultant Management System as well as through umbrella organizations and social media platforms that CSOs use in in the target countries. The TA is designed so that the proposing CSOs can assess and respond to the most urgent needs for the contexts in which they operate. CSOs will be required to address the risks of prolonged impacts from the COVID-19 pandemic and subsequent waves of community transmission. The implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	December 2020–November 2023		
Executing agency	ADB		
Implementing agencies	NGO and Civil Society Center, Sustainable Development and Climate Change Department		
Consultants	To be selected and engaged by ADB		
	Firm (CSOs): amplified expression of interest and/or direct contracting	Implementing CSOs	\$1,435,000
	Individual (program administrator): individual consultants selection	International expertise (8 person-months)	\$80,000
Procurement	To be procured by consultants		
	RFQ	Various contracts for goods and associated services procured for the purpose of responding to the emerging needs of communities	\$214,600
Disbursement	The TA resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time).		
Asset turnover or disposal arrangement upon TA completion	At TA completion, assets will be turned over or disposed following pre-agreed arrangements suitable to the type of asset, options for turnover and disposal, and local needs.		

ADB = Asian Development Bank, CSO = civil society organization, NGO = nongovernment organization, RFQ = request for quotations, TA = technical assistance.

Source: ADB.

12. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated staff instructions¹³ and Procurement, Portfolio and Financial Management Department memo on COVID-19.¹⁴ ADB will use output-based terms of reference to recruit CSOs meeting the requirements of the terms of reference. ADB will also recruit three individuals to administer the project, one through consulting services and two through non-consulting services. The selected CSOs may procure goods and associated services as needed to deliver services to the target beneficiaries.

E. Governance

13. ADB will vet participating CSOs in collaboration with resident mission staff, and any integrity risks associated with CSOs will be addressed.

¹³ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

¹⁴ ADB (Procurement, Portfolio and Financial Management Department). 2020. Updated Emergency Procurement Guidance on Responding to the Coronavirus Disease 2019 (COVID-19). Memorandum. 6 April (internal).

IV. THE PRESIDENT'S DECISION

14. The President, acting under the authority delegated by the Board, has approved the Asian Development Bank administering technical assistance not exceeding the equivalent of \$2,000,000 to be financed on a grant basis by the Japan Fund for Poverty Reduction for Mitigating the Impact of COVID-19 through Community-Led Interventions, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with Adverse impact of the COVID-19 pandemic reduced in selected communities in Asia and the Pacific (ADB's Comprehensive Response to the COVID-19 Pandemic) ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome Collaboration with CSOs and community-based organizations in supporting COVID-19 affected communities increased</p>	<p>a. By 2023, 50,000 vulnerable people (at least 50% of which are women and girls) assisted by community-led COVID-19 responses (2019 baseline: 0)</p> <p>b. By 2023, 10,000 vulnerable households (at least 50% of which are female headed) confirm that they are able to better manage COVID-19 adverse impacts (2019 baseline: 0)</p>	<p>a. Technical assistance completion report</p> <p>b. Technical assistance completion report; community beneficiary survey and/or evaluation</p>	<p>Limited CSOs participate because of complex business processes</p>
<p>Outputs 1. Community-based crisis prevention, mitigation, and adaptation capacity increased</p> <p>2. Informal social protection programs stressed by COVID-19 impacts supported</p>	<p>1a. By 2022, at least 15 communities confirm they have increased capacity to implement COVID-19 prevention measures (2019 baseline: 0)</p> <p>1b. By 2022, at least 15 community plans, with at least 7 directly addressing women and girls' needs, implemented (2019 baseline: 0)</p> <p>2a. By 2022, basic needs of 10,000 poor and vulnerable people (including at least 50% women and girls) had been better met through community-led interventions to COVID-19 (2019 baseline: 0)</p> <p>2b. By 2022, 100 community groups (at least 50% of which are female led) confirm improved capacity to provide social safety nets to vulnerable communities (2019 baseline: 0)</p>	<p>1a. Project reports of community-led responses successfully documented; community beneficiary survey and/or evaluation</p> <p>1b. Project reports of community-led responses successfully documented; community beneficiary survey and/or evaluation</p> <p>2a. Project reports of community-led responses successfully documented; community beneficiary survey and/or evaluation</p> <p>2b. Local government recognition of successful community organization-led responses; community beneficiary survey and/or evaluation</p>	<p>CSOs are negatively affected by the crisis and need to scale back their work</p> <p>There are challenges related to recruiting consultants to work in affected areas</p> <p>Recessions caused by the economic crisis severely curtail job opportunities</p>

3. Economic support provided for people with livelihoods affected by the COVID-19 pandemic	3a. By 2022, at least 30% of 3,000 vulnerable people (including at least 50% women) confirm improved livelihoods through alternative livelihood programs (2019 baseline: 0) 3b. By 2022, 1,000 of jobless and/or unemployed workers (including at least 50% women) employed (2019 baseline: 0)	3a. Project reports on alternative livelihood programs implemented or existing livelihood programs expanded; beneficiary survey and/or evaluation 3b. Sex-disaggregated community-based surveys on jobless, unemployed, or displaced workers	
<p>Key Activities with Milestones</p> <p>1. Community-based crisis prevention, mitigation, and adaptation capacity increased</p> <p>1.1 Complete baseline community beneficiary survey and/or evaluation by 2021.</p> <p>1.2 Review and adapt community prevention, mitigation, and adaptation plans based on local needs and context by 2022.</p> <p>1.3 Scale up and implement community plans, including projects such as establishment of water and hygiene points, cleaning and disinfecting, production and distribution of masks and soap, establishment of isolation space, buddy systems for vulnerable community members for deliveries and psychosocial support, dissemination of information and updates, and getting products to and from markets, by 2022.</p> <p>1.4 Share innovation; capture and disseminate best practice tools and ideas across community groups, local and national governments, and ADB; and develop knowledge products documenting these practices by 2022.</p> <p>2. Informal social protection programs stressed by COVID-19 impacts supported</p> <p>2.1 Identify successful ongoing civil society-led (including small community-led and large international NGO-led) community social welfare interventions that respond to the impacts of the COVID-19 pandemic, such as meal provision, care schemes, domestic abuse victim support, and shopping and medication provision, by 2021.</p> <p>2.2 Support scale-up of said interventions, enabling successful models to reach a much wider target area and to amplify the impact of support by 2022.</p> <p>2.3 Share innovation, good practice tools, and ideas across community groups and local government by 2022.</p> <p>3. Economic support provided for people with livelihoods affected by the COVID-19 pandemic</p> <p>3.1 Identify community members with lost livelihoods through community-based surveys by 2022.</p> <p>3.2 Scale up and increase employment in existing businesses and areas of employment by 2022.</p> <p>3.3 Establish alternative livelihoods and retrain (if needed) by 2022.</p> <p>TA Management Activities</p> <p>An international program manager, a national analyst, and a national assistant will oversee implementation of the project and management of the five implementing CSOs in coordination with SERD and SDCC.</p>			
<p>Inputs</p> <p>Japan Fund for Poverty Reduction: \$2 million</p>			
<p>Assumptions for Partner Financing</p> <p>Not applicable</p>			

^a ADB. 2020. [ADB's Comprehensive Response to the COVID-19 Pandemic](#). Manila.

ADB = Asian Development Bank, CSO = civil society organization, COVID-19 = coronavirus disease, NGO = nongovernment organization, SDCC = Sustainable Development and Climate Change Department, SERD = Southeast Asia Department, TA = technical assistance.

Source: ADB.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Japan Fund for Poverty Reduction^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	80.0
ii. National consultants	1,435.0
b. Out-of-pocket expenditures	
i. International and local travel	90.4
ii. Goods or (rental and/or purchase) ^b	214.6
2. External publications ^c	5.0
3. Training, seminars, workshops, forum, and conferences ^d	10.0
4. Contingencies	90.0
5. Miscellaneous administrative and support costs ^e	75.0
6. Total	2,000.0

Note: The technical assistance (TA) is estimated to cost \$2,000,000, of which contributions from the Japan Fund for Poverty Reduction are presented in the table.

^a Administered by the Asian Development Bank (ADB).

^b The goods and equipment to be financed under the TA include items needed to help implementing civil society organizations (CSOs) deliver project outputs and will be proposed by the implementing CSOs and detailed in each CSO's proposed budget. At TA completion, assets will be turned over or disposed following pre-agreed arrangements suitable to the type of asset, options for turnover and disposal, and local needs.

^c Includes costs for editors, typesetters, peer reviewers, and relevant publishing expenses. Publications arising from this TA will be disseminated as electronic documents. No hard copies will be disseminated.

^d Includes honoraria; country briefings; cross-learning visits; participation of developing member country representatives; cost of travel of ADB staff as resource persons in international or regional workshops, conferences, and forums; participation of other resource persons; and other capacity building support. May also include travel costs of ADB staff to provide administrative or secretariat support services for the implementation of regional training activities (e.g., workshops, seminars) for the regional TA as per ADB (Budget, Personnel, and Management Systems Department; and Strategy, Policy, and Partnerships Department). 2013. Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget. Memorandum. 26 June (internal).

^e These include miscellaneous expenditures of the TA, if any, which may cover goods, works and non-consulting services under the TA (e.g., translation and/or interpretation services, internet and telecommunication services, Microsoft Office 365 software licenses).

Source: ADB estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=54368-001-TAReport>

1. Terms of Reference for Consultants