



Technical Assistance Report

Project Number: 48038-001
Capacity Development Technical Assistance (CDTA)
December 2014

Kyrgyz Republic: Strengthening Government Capacity for Managing Development Projects

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 24 November 2014)

Currency unit	–	som (Som)
Som1.00	=	\$0.01737
\$1.00	=	Som57.5665

ABBREVIATIONS

ADB	–	Asian Development Bank
CPS	–	country partnership strategy
GDPM	–	guidelines for development project management
MOF	–	Ministry of Finance
M&E	–	monitoring and evaluation
PITAD	–	Public Investment and Technical Assistance Department
TA	–	technical assistance
TOR	–	terms of reference

NOTE

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

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 48038-001	
Project Name	Strengthening Government Capacity for Managing Development Projects	Department /Division	CWRD/KYRM
Country Borrower	Kyrgyz Republic Not Applicable	Executing Agency	Ministry of Finance
2. Sector		ADB Financing (\$ million)	
✓ Public sector management	Economic affairs management		0.10
	Public administration		0.20
	Public expenditure and fiscal management		0.30
		Total	0.60
3. Strategic Agenda		Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
4. Drivers of Change		Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Organizational development Public financial governance Application and use of new knowledge solutions in key operational areas		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Nation-wide	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.60	
Sovereign Capacity development technical assistance: Technical Assistance Special Fund		0.60	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.60	
9. Effective Development Cooperation			
Use of country procurement systems			No
Use of country public financial management systems			No

I. INTRODUCTION

1. The country partnership strategy (CPS), 2013–2017 of the Asian Development Bank (ADB) highlighted that the capacity constraints of the Government of the Kyrgyz Republic are a major risk in implementing the CPS effectively.¹ With 86.8% of the total CPS envelope intended for the infrastructure and education sectors, continued improvement in project management and monitoring capacity for those sectors is critical.

2. In response to the government request, in its country operations business plan, 2014–2016 ADB included a technical assistance (TA) project for strengthening the government's capacity to manage development projects.² The TA will strengthen the management of development projects and improve the effectiveness and results of development interventions in the Kyrgyz Republic. Improved management of development projects will support the government's ongoing reform efforts in public financial management and enhance good governance in the public sector. The government has concurred with the objectives, costs and financing arrangements, and terms of reference (TOR) for consultants.³ The design and monitoring framework is in Appendix 1.⁴

II. ISSUES

3. The Kyrgyz Republic's National Sustainable Development Strategy, 2013–2017 stated that increasing efficiency and ensuring good governance in the public sector is important for the successful development of the country. It emphasizes that the public investment program needs to focus on supporting and improving strategically important infrastructure and optimizing procedures to improve project implementation and results monitoring.

4. The increasing demand by the government and development partners for fast and quality results from development projects requires a sound and sustainable operational system that reinforces good governance in project management. Foreign assistance projects support the government in addressing the financial and human capacity constraints it faces in meeting its development objectives, but weak operational and management capacity continues in the central and sector agencies. Despite the risk mitigation measures built into all ADB operations in the country, the project implementation risk remains very high and keeps the overall portfolio performance weak, as reflected in indicators such as disbursement ratio, project start-up compliance, and average loan extension.

5. Outdated construction industry standards; an inadequate regulatory framework; and the limited number of qualified suppliers, contractors, and consultants in the local market are the other constraints, which increase the risks for implementing investment projects.

6. The systemic issues which continue to hinder more effective implementation and improved results include (i) limited ownership and unsatisfactory supervision of investment projects, which weakens the accountability of executing and implementing agencies; (ii) poor project implementation because of the lack of capacity in executing agencies, implementing agencies, and project implementation units; (iii) weak policy and methodology for results monitoring and sustainability of project outputs; and (iv) lengthy internal government procedures

¹ ADB. 2013. *Country Partnership Strategy: Kyrgyz Republic, 2013–2017*. Manila.

² ADB. 2013. *Country Operations Business Plan: Kyrgyz Republic, 2014–2016*. Manila.

³ Discussions were held with the government in June and October 2014 for concept preparation and fact-finding.

⁴ The TA first appeared in the business opportunities section of ADB's website on 5 November 2014.

for approving and ratifying project documents. Furthermore, a limited pool of qualified experts in the market, including project managers, procurement and financial management specialists, and monitoring and evaluation (M&E) experts, is a major factor contributing to weak or underperforming project implementation units. To address these issues, the government has been taking specific actions.⁵

7. Through several TA projects implemented during 2000–2008,⁶ ADB supported the government in strengthening its institutional capacity for planning and managing public investment programs, managing and monitoring externally assisted projects, and results M&E of country development programs at national and regional levels. While the operational framework remains in place, the capacity to introduce good practice and deliver on responsibilities, developed under these TA projects, has declined because of instability caused by the 2005 and 2010 political crises, frequent changes of government, and limited capacity in government agencies.

8. Although the efforts of ADB and development partners at various levels will continue to improve the government capacity to implement externally funded projects, a systematic approach is needed for sustainable results in building capacity more effectively at the national level.⁷ Drawing on the lessons of previous capacity development activities and considering current constraints, further support is required to (i) pursue a long-term solution for the systemic issues; (ii) institutionalize training in project management; and (iii) ensure sustainability of the guidelines, mechanisms, and training facilities and services developed. There is a need for an analytical study or mapping of the national construction industry that will facilitate the government efforts to address the sector issues through effective reforms. Consequently, this TA project is seen as an initial phase of a longer-term program of capacity development support in sustainable project management.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impact will be improved governance and implementation effectiveness of development projects in key sectors.⁸ The outcome will be strengthened government capacity for managing development projects.

⁵ Progress review of the agreed actions was discussed during the annual portfolio review conducted in October 2014. The Ministry of Finance (MOF) reported that the majority of the actions are still in progress and require long-term solutions and continuous support for international best practices.

⁶ ADB. 1999. *Technical Assistance to the Kyrgyz Republic for Strengthening Capacity of the Ministry of Finance for Financial Management and Planning of the Public Investment Program*. Manila; ADB. 2001. *Technical Assistance to the Kyrgyz Republic for Strengthening Capacity of the Ministry of Finance for Financial Management and Planning of the Public Investment Program Phase II*. Manila; and ADB. 2002. *Technical Assistance to the Kyrgyz Republic for Strengthening the Capacity of the Government for Project Monitoring and Management of Externally Assisted Projects*. Manila.

⁷ The Capacity Building in Public Financial Management Project financed through a multi-donor trust fund has provided short-term consultants to help the MOF in improving public investment policy and procedures. Also, the Prime Minister's Office is being supported by the Swiss Embassy to develop an aid coordination database, and by an ADB consultant to assist with the monitoring of the National Sustainable Development Strategy, 2013–2017. A long-term international procurement consultant has been posted to the Kyrgyz Republic and Tajikistan to provide project-specific procurement support under ADB. 2010. *Technical Assistance for Improving the Implementation of Environmental Safeguards in Central and West Asia*. Manila. The World Bank approved a \$500,000 grant project to support the government in establishing a certified training program in public procurement.

⁸ The TA will initially focus on the infrastructure and education sectors and expand to other sectors as time, capacity, and resources permit.

B. Methodology and Key Activities

10. The TA will support the outcome through the following four outputs:

11. **Output 1: Policy guidelines and procedures for managing development projects improved.** The TA will develop the government guidelines for development project management (GDPM), which will explain the main principles and operational procedures for managing development projects and provide clear guidance on the policies, processes, and mechanisms. It will contain appropriately detailed instructions and references to the national and international requirements to minimize conflicting interpretations.⁹ The GDPM will streamline existing procedures and make available practical templates and methodologies, where applicable, in all areas of the project cycle. In addition, it is expected that the GDPM will set the concepts for efficient use of institutional capacity and resources by optimizing roles and responsibilities of the government bodies involved in project planning, preparation, approval, implementation, monitoring, and result assessments. Upon approval by the government for its mandatory use, the GDPM will be converted to an electronic form and maintained by the Public Investment and Technical Assistance Department (PITAD) of the Ministry of Finance (MOF) on the ministry's official website. Capacity development activities for representatives from the Prime Minister's Office, MOF, and other key agencies involved in policy making, and implementation of the development project management processes and procedures, will include a study tour abroad to learn about good project management practices and experiences in other countries.¹⁰

12. **Output 2: A sustainable training program for project management introduced to the Training Center of the Ministry of Finance.** This output will help the government to establish a specialized training program for project management professionals and practitioners. The training program will be based on the government-approved GDPM and international and national best practices. It will include training curricula and learning materials for different aspects of project management functions included in the GDPM. However, where necessary, more detailed and intensive programs will be developed for key elements of project management such as project appraisal, project financial management and audit, international procurement, and safeguards. Needs and market assessment will be conducted to identify wider audiences that will benefit from the certified training courses. The Training Center has been identified as the most appropriate training institution to develop and implement this training program on a sustainable basis.¹¹ The Training Center will be supported in planning and conducting regular training in 2015–2016 on a contractual basis.

⁹ The requirements will include project planning, budgeting, results M&E, procurement, environmental and social safeguards, gender, governance, and other essential elements for effective project management. The TA activities will be closely coordinated with other capacity development activities of ADB (footnote 13) to supplement the efforts and reinforce the outputs for sustainable results. The guidelines will meet international good practices and support key principles harmonized among the multilateral development banks.

¹⁰ The location for the study tour will be identified during the TA implementation among ADB developing member countries based on the existence of a well-established country system for managing and monitoring donor-funded projects. Participants should be key government officials who can directly support the mainstreaming of the TA outputs and introduction of the GDPM.

¹¹ The TA fact finding reviewed the business plan, assessed the capacity of the Training Center, and reviewed current support provided by other development partners. The Training Center has a newly refurbished training facility with substantial capacity for multiple simultaneous training and conducts various training programs for government officials and the general public on the public financial management subjects, including public procurement. The Training Center will gradually adopt certification courses on a fee basis to cover training costs and maintain high quality and relevance of the training modules and materials.

13. Output 3. National capacity for project management and monitoring improved.

Based on outputs 1 and 2, the Training Center will launch a new training program containing certification courses to improve the practical knowledge and skills in both the public and private sectors for various aspects of development project management. In addition to government agencies, the private sector and civil society organizations directly involved or interested in project management; other institutions; and authorities with policy making, supervisory, and audit responsibilities will be able to strengthen their capacity and understanding of project management.¹² The TA will also support on-the-job training and a training-of-trainers program for PITAD and Training Center staff before the launch of the program. Where feasible, other capacity development interventions relevant to project management training available under other funding sources will be integrated into the overall training plan of the Training Center and extended as capacity, time, and resources permit.¹³

14. Output 4. Knowledge products for developing the local supply market capacity.

The TA will fund 1–2 knowledge products to support the government in (i) assessing the capacity of the national construction industry and local contractors, suppliers, and consultants (engineering design and project supervision service providers); and (ii) identifying a medium- to long-term plan for construction sector development. Mapping and scoping the national construction industry can provide a deeper understanding of current policies and practices in the industry, including regulating technical standards and registration and licensing of construction companies and engineering firms. The knowledge product studies will be based on local market surveys, literature review of the national legislation, and data analysis of the investment projects since 2004. The results will be discussed at the consultation workshops among the government and other interested stakeholder groups.

15. It is assumed that the government remains committed to reforming the public sector and institutionalizing and mainstreaming the TA outputs, and that it will provide timely feedback on the knowledge product studies. Instability of the government and its institutional structures due to changes in leadership will pose a major risk to the timely and effective implementation of the TA.

C. Cost and Financing

16. The TA is estimated to cost \$631,600, of which \$600,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The government will provide counterpart support in the form of counterpart staff, office accommodation, and other in-kind contributions, equivalent to 5% of the TA cost. The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

17. The TA will be implemented over 36 months, from January 2015 to December 2017. The MOF will be the executing agency. The TA will be administered by ADB and will not be

¹² It includes staff from the different tiers of the state such as offices of President, Parliament, and Prime Minister; Chamber of Accounts; General Prosecutors' Office; Ministry of Justice; and judges.

¹³ For example: ADB. 2009. *Technical Assistance for Mainstreaming Land Acquisition and Resettlement Safeguards in Central and West Asia Region*. Manila (TA 7433-REG); ADB. 2010. *Technical Assistance for Improving the Implementation of Environmental Safeguards in Central and West Asia*. Manila (TA 7548-REG); and ADB. 2014. *Technical Assistance for Improving the Capacity and Integrity of Procurement Processes in Central and West Asia*. Manila (TA 8665-REG).

delegated to the executing agency. The MOF will assign the TA coordinator (a dedicated counterpart staff member from PITAD) to support implementation of the TA, and integrate the TA outputs into the government's internal systems. The Training Center will also assign counterpart staff for coordinating its activities with those of PITAD for outputs 2 and 3.

18. The estimated international consulting input is 12 person-months and national consulting input is 48 person-months. The following consulting inputs will be required on an intermittent basis to provide tasks identified in the outline TOR (Appendix 3): international project management and institutional development specialist (7 person-months), international M&E specialist (2 person-months), national regulatory and legal specialist (6 person-months), national institutional development and training specialist (20 person-months), national project monitoring and results management specialist (12 person-months), and national project financial management specialist (4 person-months). An international firm will be hired through quality- and cost-based selection (90:10) with simplified technical proposal to provide project implementation support for outputs 1–3. For the knowledge products under output 4, the TA will hire individual international consultants (3 person-months) and national consultants (6 person-months) with skills and expertise relevant to the study topics. Consultants will be engaged by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time).¹⁴ The TOR for individual consultants will be developed when the scope of each knowledge product is identified during TA implementation. Office equipment and hardware such as computers, printers, and office software will be procured through the shopping method according to ADB's Procurement Guidelines (2013, as amended from time to time). ADB will engage the Training Center of the MOF for the introduction of the certified training program (output 3) under the TA through single-source selection.¹⁵ The equipment procured will be used for the implementation of the TA and will be handed over to the executing agency upon TA completion. Disbursements under the TA will be made according to ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).

19. The TA achievement will be assessed against the performance targets and deliverables indicated in the design and monitoring framework (Appendix 1). Learning from the TA implementation will be documented during the project reviews conducted at least twice a year. The TA reports, review documentation, and knowledge products will be made available to the public on ADB's website. Good practices and lessons learned will be disseminated through the TA completion report and operations communities of practice.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$600,000 on a grant basis to the Government of the Kyrgyz Republic for Strengthening Government Capacity for Managing Development Projects, and hereby reports this action to the Board.

¹⁴ Consulting services under the TA will be engaged through output-based (lump-sum) contracts to reduce administrative burden and improve economy, efficiency, and value for money.

¹⁵ Training Center staff salaries will not be paid from the contract financed under the TA.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Improved governance and implementation effectiveness of development projects in key sectors	Average success rate for ADB-financed infrastructure and education projects improved from 77.8% in 2013 to 85.0% in 2020	ADB project completion reports and post-evaluation results reports of Independent Evaluation Department	Assumption Government remains committed to reforming the public sector towards achieving good governance and implementation efficiency Risk Instability of the government and institutional structures because of changes in leadership reduces effectiveness of the TA outcome
Outcome Strengthened government capacity for managing development projects	CPA rating on portfolio performance improved to 4.0 or higher in 2018 (2013 baseline: 3.0)	ADB report on CPA 2018	Assumption Government remains committed to institutionalize and mainstream the TA outputs into its public financial management and administrative systems
Outputs 1. Policy guidelines and procedures for managing development projects improved	GDPM approved by the government for mandatory use by December 2015 Annual M&E reports for infrastructure and education sectors completed by June 2016 One study tour for government staff at policy making and technical levels conducted by December 2015	Government resolution for GDPM approval Government monitoring reports on the National Sustainable Development Strategy, 2013–2017 Study tour feedback report	
2. A sustainable training program for project management introduced to the Training Center of MOF	Training program approved by MOF by December 2015 20 MOF and Training Center staff completed on-the-job training and training-of-trainers program in September–December 2015	MOF's annual report on public investment Training feedback report on the training-of-trainers program	

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	<p>40 trainees completed the pilot program by June 2016</p> <p>Training Center launched the certified training course for project management by June 2016</p>	<p>Training feedback report on the pilot program</p> <p>Training report of the Training Center</p>	
<p>3. National capacity for project management and monitoring improved</p>	<p>At least 100 people completed the certified training course by June 2017</p> <p>At least 60 people completed retraining program by December 2017</p>	<p>Training report of the Training Center</p> <p>Training report of the Training Center</p>	
<p>4. Knowledge products for developing the local supply market capacity</p>	<p>1–2 studies (exact topic and scope to be defined during TA implementation) funded by December 2017 and assessed by the government as good quality analysis and policy advice</p>	<p>Reports from each study</p>	<p>Assumption Government provides timely feedback on knowledge product studies</p>
<p>Activities with Milestones</p> <p>1. Policy guidelines and procedures for managing development projects improved</p> <p>1.1 Select a consulting firm by March 2015</p> <p>1.2 Procure (shopping) and install office equipment and hardware by April 2015</p> <p>1.3 Map the current procedures and practices applicable in project management by April 2015</p> <p>1.4 Develop the first draft GDPM by July 2015</p> <p>1.5 Conduct one study tour to learn about policy and coordination experiences for development project management by September 2015</p> <p>1.6 Present the draft GDPM in workshops and technical meetings among different stakeholders by October 2015</p> <p>1.7 Finalize the GDPM incorporating the government's comments and submit for government approval by December 2015</p> <p>1.8 Review the sector results frameworks and the relevant government documents for result M&E by June 2015</p> <p>1.9 Collect annual data for measuring the results indicators for 2013–2014 in selected sectors in consultations with all relevant parties by December 2015</p> <p>1.10 Prepare first annual M&E reports of selected sectors by June 2016</p> <p>2. A sustainable training program for project management introduced to the Training Center of the MOF</p> <p>2.1 Complete capacity and training needs assessment by June 2015</p> <p>2.2 Develop the training program for MOF approval including preliminary training plan and arrangements with the Training Center by December 2015</p> <p>2.3 Conduct training-of-trainers and on-the-job training for MOF and Training Center staff in September–December 2015</p> <p>2.4 Draft training modules and curricula for project management skills finalized and circulated for review by March 2016</p> <p>2.5 Draft training modules pilot tested for the first batch of trainees by June 2016</p>			<p>Inputs ADB: Technical Assistance Special Fund (TASF-V): \$600,000</p> <p>Note: The government will provide counterpart support in the form of counterpart staff, office accommodation, and other in-kind contributions.</p>

Activities with Milestones	
<p>3. National capacity for project management and monitoring improved</p> <p>3.1 Develop a comprehensive training plan by the Training Center by December 2015</p> <p>3.2 Training program launched by the Training Center and implemented with at least 100 people completing the various certification courses offered under the program by June 2017</p> <p>3.3 Awareness creation and consultations through workshops and seminars by March 2015–December 2016</p> <p>3.4 Set up and operate telephone help desk on project management in MOF from January 2016 to June 2017</p> <p>3.5 Complete retraining for certified trainees by December 2017</p> <p>4. Knowledge products for developing the local supply market capacity</p> <p>4.1 Identify the topic and scope of the knowledge products and prepare the terms of reference by September 2015</p> <p>4.2 Select short-term experts by December 2015</p> <p>4.3 Conduct workshop to present initial draft results of the market surveys by September 2016</p> <p>4.4 Finalize knowledge products by June 2017</p> <p>4.5 Share and disseminate results by December 2017</p>	

ADB = Asian Development Bank, CPA = country performance assessment, GDPM = guidelines for development project management, M&E = monitoring and evaluation, MOF = Ministry of Finance, TA = technical assistance.
Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	240.0
ii. National consultants	100.0
b. International and local travel	45.0
c. Reports and communications	10.0
2. Equipment ^b	20.0
3. Training, seminars, and conferences ^c	
a. Facilitators	20.0
b. Training program	100.0
4. Surveys ^d	15.0
5. Miscellaneous administration and support costs ^e	30.0
6. Contingencies	20.0
Total	600.0

Note: The technical assistance (TA) is estimated to cost \$631,600, of which contributions from the Asian Development Bank (ADB) are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office accommodation, and other in-kind contributions. The value of government contribution is estimated to account for 5% of the total TA cost.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

^b Includes the estimated cost of office equipment and hardware such as computers, printers, and office software for use by national consultants and the executing agency for the execution of the TA activities. All equipment will be procured in accordance with ADB's Procurement Guidelines (2013, as amended from time to time).

^c Estimate for the certified training program of the Training Center, other training, workshops, and study tour includes honoraria or trainer's fee, travel expenses and per diem of trainers, and cost of providing food for trainees.

^d Includes the cost of surveys to be conducted under the knowledge product support.

^e Includes the cost of office supplies, advertisement, and translation services.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. International Consultants

1. **Project management and institutional development specialist and team leader** (7 person-months, intermittent). The specialist should have at least a master's degree or equivalent in law, economics, finance, or public administration and preferably 10 years of experience in institutional development and/or project management. The specialist will

- (i) conduct a mapping of the regulatory and operational framework for managing public investment projects funded by the government and development partners (hereafter to be called development projects) including procedures applicable in all stages of the project cycle, such as project identification, preparation, approval, implementation and monitoring, and evaluation;
- (ii) conduct a mapping of the institutional framework including the support systems and roles and responsibilities of central and sector government agencies for development project management and identify weaknesses and gaps;
- (iii) review the reports and recommendations of the previous Asian Development Bank technical assistance (TA) projects provided in the area of development project management, and propose updates and improvements suitable for the existing regulatory and institutional frameworks;
- (iv) lead the preparation of the government guidelines for development project management (GDPM), a comprehensive policy guide that covers all aspects of development project management based on the findings from tasks (i)–(iii), and ensure its continuity through regular updates and an electronic platform (the GDPM should be structured to facilitate easy references for other relevant policies, procedures and technical standards applicable in project implementation and updating for new developments);
- (v) determine the capacity development needs of the departments and agencies identified in the institutional framework and prepare for government approval a training program outline based on the GDPM;
- (vi) help the Training Center of the Ministry of Finance (MOF) to develop the training program and curricula for MOF approval;
- (vii) assist the institutional development and training specialists and the Training Center in preparing and implementing detailed training modules and course plans that comply with the training program and curricula approved by the MOF;
- (viii) organize on-the-job training and a training-of-trainers program for MOF staff including at least two trainers assigned by the Training Center;
- (ix) monitor the implementation of the GDPM and project report preparation by government agencies and provide necessary support and troubleshooting; and
- (x) provide support to the MOF in preparing management plans and reports for the TA activities.

2. **Monitoring and evaluation specialist** (2 person-months, intermittent). The specialist should have at least a master's degree or equivalent in law, economics, finance, or public administration and preferably 10 years of experience in institutional development and project monitoring and evaluation (M&E). The specialist will

- (i) review the government M&E framework prepared for the National Sustainable Development Strategy, 2013–2017 and analyze its linkage with the sector and project-level M&E frameworks and propose improvements and a mechanism for

- cascading the national indicators down to the sector and project levels and linking the strategy with project- or sector-level results and M&E reports;
- (ii) assess the government processes and procedures for the development and approval of M&E frameworks for project and sector results;
 - (iii) review related reports and recommendations developed during previous Asian Development Bank TA projects and other government and development partner reports;
 - (iv) assist the MOF in updating and making operational the monthly project monitoring and reporting procedures and templates for executing agencies, implementing agencies, and project implementation units;
 - (v) assist agencies in preparing quarterly and annual project performance evaluations and overall monitoring reports for the government;
 - (vi) assist the government to prepare the first-year M&E report of the selected sectors;
 - (vii) prepare the project M&E chapter of the GDPM and related training modules under the training program; and
 - (viii) provide support to the team leader in preparing management plans and reports for the TA activities.

B. National Consultants

3. **Regulatory and legal specialist** (6 person-months, intermittent). The specialist should have a bachelor's degree or equivalent in law, economics, or public administration and preferably 5 years of experience in legal and institutional development. The specialist will

- (i) gather legal, procedural, and operational information related to development project management;
- (ii) assist the team leader in mapping and analyzing the regulatory and institutional frameworks for development project management;
- (iii) conduct necessary analysis of current practices and ongoing reforms in public financial management and provide the team with inputs;
- (iv) draft necessary rules and regulations for the MOF including draft procedures, templates, and instructions required for effective project management, if needed;
- (v) assist the team leader in preparing GDPM and related legal documents;
- (vi) assist the team in the TA deliverables and coordinate the TA implementation by liaising with government organizations and other stakeholders; and
- (vii) assist the team leader in carrying out his or her tasks and any other tasks as required.

4. **Institutional development and training specialist and deputy team leader** (20 person-months, intermittent). The specialist should have a bachelor's degree or equivalent in law, economics, finance, or public administration and preferably 5 years of experience in project management. The specialist will

- (i) assist the team leader in preparing the GDPM and its updates and maintaining an electronic platform;
- (ii) assist the team leader in preparing a comprehensive training needs assessment and the training program outline for project management and monitoring for the targeted groups identified in the needs assessment;
- (iii) prepare training modules and course plans for the Training Center based on the GDPM and the training program outline;

- (iv) assist the Training Center in adopting specialized certification courses to deliver training programs mentioned in (ii) and (iii) and update them with new improved modules;
- (v) assist the Training Center in developing a comprehensive plan to deliver training courses for 2015–2016;
- (vi) facilitate the launch and delivery of the certification courses included in the training program based on the training plan of the Training Center;
- (vii) verify the readiness of the technical infrastructure and resource persons required for the training;
- (viii) conduct and facilitate training for trainers and targeted people and provide individual attention to trainees;
- (ix) obtain feedback from the trainees about the effectiveness of the training program and seek suggestions for improvement of the GDPM and individual modules;
- (x) provide assistance for various consultation workshops and public awareness activities, as required;
- (xi) assist the team in the TA deliverable and coordinate the TA implementation by liaising with government organizations and other stakeholders; and
- (xii) assist the team leader in carrying out his or her tasks and any other tasks as required.

5. Project monitoring and results management specialist (12 person-months, intermittent). The specialist should have a bachelor's degree or equivalent in law, economics, finance, or public administration and preferably 5 years of experience in project management. The specialist will

- (i) gather government reports and other information related to project monitoring and results management from government organizations and other stakeholders;
- (ii) analyze the project monitoring and reporting procedures and practices of the government and provide practical inputs to the M&E specialist for delivering the related outputs;
- (iii) assist the M&E specialist in carrying out his or her tasks and any other tasks, as required;
- (iv) assist government agencies in conducting sector results review and preparing annual M&E reports in selected sectors;
- (v) assist the team in the TA deliverables and coordinate the TA implementation by liaising with government organizations and other stakeholders; and
- (vi) assist the team leader in carrying out his or her tasks and any other tasks, as required.

6. Project financial management specialist (4 person-months, intermittent). The specialist should have a bachelor's degree or equivalent in law, economics, finance, or public administration and preferably 5 years of experience in project management. The specialist will

- (i) gather government reports and other information related to project financial management and audit from government organizations and other stakeholders;
- (ii) analyze the project financial management and audit procedures and practices of the government and project financing institutions and provide practical inputs to the team leader for delivering the related outputs;
- (iii) assist the MOF in updating and making operational the project financial management and audit-related procedures and templates for executing agencies, implementing agencies, and project implementation units;
- (iv) prepare the project financial management chapter of the GDPM and related training modules under the training program;

- (v) assist the team in the TA deliverables and coordinate the TA implementation by liaising with government organizations and other stakeholders; and
- (vi) assist the team leader in carrying out his or her tasks and any other tasks, as required.