

**ASIAN DEVELOPMENT BANK**

**TAR:AFG 38251**

**TECHNICAL ASSISTANCE  
TO THE  
ISLAMIC REPUBLIC OF AFGHANISTAN  
FOR  
CAPACITY BUILDING FOR IMPACT MONITORING AND EVALUATION**

**December 2004**

## CURRENCY EQUIVALENTS

(as of 13 December 2004)

Currency Unit	–	Afghani (AF)
AF1.00	=	\$0.02111
\$1.00	=	AF47.37

## ABBREVIATIONS

ADB	–	Asian Development Bank
M&E	–	monitoring and evaluation
MIS	–	management information system
MISFA	–	Microfinance Investment and Support Facility
MOU	–	memorandum of understanding
MRRD	–	Ministry of Rural Rehabilitation and Development
NABDP	–	National Area Based Development Program
NEEP	–	National Emergency Employment Program
NGO	–	nongovernment organization
NRVA	–	National Risk and Vulnerability Assessment
NSP	–	National Solidarity Program
RRDD	–	Rural Rehabilitation and Development Directorate
RuWatSan	–	Rural Water and Sanitation Program
TA	–	technical assistance
VAU	–	vulnerability assessment unit

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Agriculture and natural resources
<b>Subsector</b>	–	Agriculture sector development
<b>Theme</b>	–	Governance
<b>Subtheme</b>	–	Public governance

## NOTES

- (i) The fiscal year (FY) of the Government of Afghanistan begins on 20 March.
- (ii) In this report, "\$" refers to US dollars.

This report was prepared by D. Walton (team leader) and A. Kelly.

## I. INTRODUCTION

1. An Asian Development Bank (ADB) mission visited Afghanistan from 22 November to 2 December 2004 to formulate proposed technical assistance for capacity building at the Ministry of Rural Rehabilitation and Development (MRRD) in the field of impact monitoring and evaluation. The proposed technical assistance (TA)<sup>1</sup> builds on an existing TA.<sup>2</sup> The TA Framework is in Appendix 1.

## II. ISSUES

2. Afghanistan is one of the poorest countries in the world. Although reliable data are scarce, it is estimated that as much as 80% of the population lives in poverty.<sup>3</sup> However, despite a multitude of problems, the successful elections that have just been held and the Government's commitment to reform and development present a promising opportunity for reconstruction of the country. The ADB country strategy and program follows a three-pronged approach to support for Afghanistan's reconstruction: building capacity, establishing an appropriate policy and institutional framework, and rehabilitating essential infrastructure.

3. In Afghanistan, the lead ministry mandated to improve rural livelihoods and ensure social protection is the Ministry of Rural Rehabilitation and Development (MRRD). MRRD is currently carrying out several large programs to restore the physical and social infrastructure of rural Afghanistan. The total portfolio for the fiscal year 2004–2005 will be about \$300 million. MRRD's main programs are the National Solidarity Program (NSP), the National Emergency Employment Program (NEEP), the National Area-Based Development Program (NABDP), the Rural Water and Sanitation Program (RuWatSan), and the Microfinance Investment and Support Facility (MISFA). MRRD has a Rural Rehabilitation and Development Directorate (RRDD) in each province.

4. The rapid growth of MRRD's portfolio, combined with the realization that proper implementation of its programs may be constrained by the limited capacity of MRRD and its implementing partners, has necessitated a rapid expansion of monitoring and evaluation (M&E). MRRD has established an M&E department, headed by a director who reports to the Deputy Minister for Organizational Development. The M&E department provides monitoring, evaluation and technical audit services to all program and administrative departments of MRRD and currently focuses on monitoring the activities and direct results (inputs and outputs) of the programs referred to in paragraph 3 above. The current ADB TA (footnote 1) is assisting in this. However, during the current TA's inception phase, it was realized that, given the limited capacity of MRRD and its implementing partners—including provincial agencies, and domestic and international nongovernment organizations (NGOs)—and the fact that hardly any program monitoring at all was being done, the best way to achieve tangible early results was to focus on input and output monitoring and to defer the M&E of broader development impacts. At the completion of the current TA in June 2005, it is expected that the MRRD will have a fully operational input and output monitoring system covering all its programs. A major lesson from the current TA is that when programs are implemented through MRRD, the capacity of MRRD's implementing partners to conduct M&E must be addressed just as comprehensively as that of MRRD itself. Significant understanding of the current situation and institutional constraints has been gained in the current TA. This follow-up TA has been specifically requested by the Government in recognition of the

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<sup>1</sup> ADB Business Opportunities listing for the TA was waived.

<sup>2</sup> ADB. 2002. *Proposed Technical Assistance Cluster to Afghanistan for Capacity Building for Reconstruction and Development*. Manila.

<sup>3</sup> ADB. 2004. *Country Strategy and Program Update (2004—2006): Islamic Republic of Afghanistan*. Manila.

need for additional capacity building to meet the institutional and logistical challenges that lie ahead.

5. The lack of capacity to monitor and evaluate the impact of MRRD's activities means long-term strategy and policy decisions are not based on lessons learned from existing programs. Moreover, involvement of the beneficiaries in monitoring and evaluation of impacts has not yet been undertaken. There are no successful models of impact M&E from other ministries. Building up MRRD's institutional capacity for impact M&E is therefore a key challenge. Furthermore, the weakness of the provincial RRDD offices in general, and in M&E specifically, means that most M&E activities are carried out from Kabul. Although new M&E staff are being recruited and these new staff will be partly based in the provinces, the difficult logistics in Afghanistan make it essential to strengthen the provincial offices so that they can play a major role in impact M&E.

6. The institutional context is being strengthened. MRRD is currently setting up a policy unit, which will become responsible for defining the long-term policy and strategy of MRRD and its programs; it will also review the long-term objectives of the ministry and its programs and the synergy between the programs. This work will provide the foundation needed to be able to formulate impact indicators. This policy unit will use the results of impact M&E as the basis for decision-making, guaranteeing that the results of impact M&E will be used. NEEP is also implementing a management information system (MIS) in MRRD, which covers M&E needs. Finally, MRRD has set up a vulnerability assessment unit (VAU) to carry out national risk and vulnerability assessments (NRVA). The VAU does not monitor the impact of MRRD's programs, but will adapt its surveys to the needs and indicators for impact M&E, which have to be defined by the M&E department.

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Outputs

7. The purpose of the TA is to establish an institutional capacity in MRRD to monitor and evaluate the impact of its activities on beneficiaries using participatory methods, focusing on a selected group of MRRD's current programs. The TA will develop a practical, flexible model for an impact M&E system in MRRD, introduce participatory M&E techniques to be used in the context of this system, and train the MRRD staff involved.

8. The TA outputs will be (i) an impact M&E system in MRRD designed and implemented, (ii) participatory impact M&E methods used by MRRD, and (iii) MRRD staff trained in impact M&E.

#### B. Methodology and Key Activities

9. The TA comprises four key interrelated activities that will be carried out with the consultation and participation of the stakeholders in MRRD and its programs. A mixture of specialist support and capacity-building instruments will be used to help achieve key institutional milestones. The key TA activities are described below.

10. **Develop an Impact M&E System for MRRD.** In conjunction with the M&E department, the policy unit, the VAU, and stakeholders from MRRD's programs, the TA will define procedures and indicators for impact M&E, and add these to the M&E manual proposed under the current TA (footnote 1). The M&E system must be well adapted to Afghanistan's conditions, easily understood and used by policy-makers, and simple in design, yet flexible enough to expand in the future and, if appropriate, to accommodate the M&E of programs supported by other development partners. A

framework for impact M&E will be prepared, based on consultations with these stakeholders. Stakeholders' roles will be defined, and an action plan formulated for beneficiary impact M&E by MRRD. The implementation of this action plan will be coordinated by MRRD, and advice and practical support will be provided to it. The VAU will advise on the feasibility of the proposed indicators and may take part in data collection. Close collaboration with the policy unit is imperative, since this unit will be the main user of the evaluation results.

**11. Design and Implement a Pilot Project for Participatory Impact M&E within MRRD.** Since MRRD has no experience with participatory M&E, and there are no practical examples in Afghanistan to follow,<sup>4</sup> a pilot project will be set up to create a replicable model in which beneficiaries play an active role in monitoring and evaluating the impact of the MRRD programs.<sup>5</sup> The pilot project will be selected from projects carried out under the NSP, since NSP empowers communities to take on the responsibility for their own development through the establishment of community-based organizations. Although the NSP presently does not involve the participation of the beneficiaries in impact M&E, doing so would strengthen NSP's objective of improving local governance. The ADB project for community-based irrigation rehabilitation,<sup>6</sup> financed by the Japan Fund for Poverty Reduction, will be implemented within the NSP framework and is a candidate for a pilot project, since one of its specific objectives is to pilot approaches to community planning and management. This is the first project in MRRD that aims to establish project impact monitoring by communities. The TA will assist the M&E department and the relevant program to carry out the pilot project, conduct on-the-job training, and disseminate the results in order to promote more effective implementation of the program.<sup>7</sup>

**12. Introduce Participatory Impact M&E in MRRD.** Based on the lessons learned from the pilot, a plan will be developed to introduce participatory techniques in impact M&E in all community-based MRRD programs.<sup>8</sup> Advice will be given to MRRD and its programs on the implementation of this plan.

**13. Develop and Implement a Training Program for Impact M&E.** A comprehensive training program on impact M&E will be developed and implemented, following a needs assessment. This training program will target all MRRD staff involved in M&E, both in Kabul and at the provincial RRDD offices. The total number of trainees will be between 100 and 150. The training program will include (i) introductory training in impact M&E; (ii) on-the-job training in survey design; (iii) practical and on-the-job training in participatory data gathering methods, such as participatory rural appraisals; (iv) training for the facilitation of the participatory M&E techniques to be used in the pilot project; (v) on-the-job training in data analysis and reporting; (vi) raising awareness among MRRD M&E staff on the strategy, policies and systems of MRRD and its programs; and (vii) management training. Seminars and workshops for MRRD and its implementing partners will be organized to discuss and disseminate new procedures and the results of the pilot project. At least two seminars will be organized to disseminate pilot results to a wider audience within MRRD, other government

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<sup>4</sup> The NSP Operational Manual mentions implementation monitoring by communities, but according to the NSP M&E section, no systematic activities in this regard have yet been carried out. The NSP manual does not cover participation in evaluating the program's impacts.

<sup>5</sup> Beneficiaries will act not only as information providers, but also in assisting the processes of defining indicators and formulating lessons learned.

<sup>6</sup> ADB. 2003. *Proposed Grant Assistance (Financed by the Japan Fund for Poverty Reduction) to Afghanistan for the Rural Recovery Through Community-Based Irrigation Rehabilitation*. Manila.

<sup>7</sup> Alternative approaches to the introduction of participatory M&E will need to be considered. It is expected that the TA inception report will recommend an approach to be taken.

<sup>8</sup> At this moment, these are the NSP and RuWatSan programs, and possibly MISFA; NEEP and NABDP mainly develop district-level infrastructure based on district or provincial planning.

organizations, NGOs and donors. The main results will be presented to the Government's M&E advisory group.

14. The current TA (footnote 1) funds 10 temporary M&E analysts and 20 M&E assistants for a period of 1 year, starting June 2004. The analysts help the M&E department to build capacity and guide and supervise M&E missions in the provinces, in which the M&E assistants take part. These additional staff greatly enhance the capacity of the M&E department to cope with the growing number of MRRD projects. Eventually, the role of the M&E assistants will be completely taken over by permanent government staff. However, capacity building is a long-term process, and the number of people to be trained is large, so the M&E analysts need to be funded for an additional year to help build the capacity of all M&E staff, including staff in all 34 provinces, in impact M&E. These analysts will also play a leading role in the first evaluations, and in facilitating participatory methods for impact M&E, through which government staff will receive on-the-job training.<sup>9</sup>

15. **Enhance the Capacity to Coordinate Ministerial M&E Activities.** The capacity of the M&E director and the senior staff of the M&E department to coordinate the M&E systems development in MRRD will be enhanced through learning-by-doing. This will include aligning the previously developed M&E procedures with the impact M&E systems developed by the TA, and helping to set and maintain common standards for M&E of the programs. Capacity-building activities will be coordinated within MRRD departments and with NABDP. MIS needs for impact M&E will be formulated in consultation with NEEP.

### C. Cost and Financing

16. The TA is estimated to cost \$563,000, comprising \$187,000 in foreign exchange cost and \$376,000 equivalent in local currency cost. ADB will provide \$450,000 equivalent to cover the entire foreign exchange cost of \$187,000 and \$263,000 equivalent of the local currency cost. The TA will be financed by ADB on a grant basis from ADB's TA funding program. The Government will finance the remaining \$113,000 equivalent of the local currency cost by providing counterpart staff and per diem, office accommodation, and other related services and facilities. The detailed cost estimates are in Appendix 2.

### D. Implementation Arrangements

17. MRRD will be the Executing Agency of the TA, and will appoint one senior officer to be responsible for it and provide logistical support. The M&E working group,<sup>10</sup> which has already been established by MRRD, will be used to coordinate the TA activities with those of other stakeholders in MRRD. The MRRD officer responsible for the TA project will become a member of the M&E working group.

18. The TA is expected to begin in July 2005 and to be completed in June 2006 (12 months). The consultants will be selected on an individual basis. The consultants will be engaged by ADB in accordance with the *Guidelines on the Use of Consultants by Asian Development Bank and Its Borrowers* and other arrangements satisfactory to ADB for the engagement of domestic consultants. The total consultant input is 21 person-months, comprising 9 person-months of international and 12 person-months of domestic consultants. The international consultant will be an

<sup>9</sup> The M&E analysts who are presently working will not necessarily be re-employed under this new TA, since the skill set necessary for impact M&E is different from the skills needed for their current activities.

<sup>10</sup> This M&E working group consists of the M&E specialists and/or team leaders from each of MRRD's programs, the Director of the M&E department, the coordinator of the planning department, and the ADB-funded M&E advisor to MRRD. The purpose is to coordinate M&E systems development for the programs and for the ministry as a whole.

M&E adviser who will also act as team leader; the domestic consultant will be a national M&E adviser. The outline terms of reference are presented in Appendix 3. The TA will also fund 10 M&E analysts for 10 months to assist with the capacity building of M&E departments in the provinces. These M&E analysts will be selected and contracted by MRRD under arrangements satisfactory to ADB. The consultants will prepare an inception report outlining key activities within 1 month of the start of the TA; quarterly progress reports summarizing key issues and outputs after 3, 6, and 9 months; and a draft final report 1 month before the end of the TA. The final report will be prepared only after a tripartite review meeting of MRRD, the consultants, and ADB. The consultants will procure equipment such as computers, software, audio-visual equipment, and other training materials under arrangements satisfactory to ADB, and turn over the equipment to MRRD at the end of the consulting assignment.

19. The international M&E consultant will coordinate the TA, while the domestic M&E consultant will report to the international M&E consultant. The M&E director will act as a counterpart to the consultants, and the consultants will coordinate with him or her on a daily basis. The M&E analysts will be part of the M&E department, and will report to the M&E director. The international M&E consultant will monitor the performance of these M&E analysts.

#### **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 \$450,000 on a grant basis to the Government of Afghanistan for Capacity Building for Impact Monitoring and Evaluation, and hereby reports this action to the Board.

### TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>Goal</b> Enhance the effectiveness of MRRD's programs in improving rural livelihoods and reducing poverty</p>	<p>MRRD's projects are performing consistently better in 2008 than 2004, as measured in selected projects</p>	<p>NRVA surveys carried out through the VAU</p>	
<p><b>Purpose</b> Strengthening the institutional capacity in MRRD to carry out beneficiary impact M&amp;E of its programs, using participatory methods</p>	<p>MRRD is carrying out beneficiary impact M&amp;E of its programs, using participatory methods</p> <p>MRRD has a documented system for impact M&amp;E</p> <p>The systems are working according to the documented procedures</p> <p>Findings and policy consequences are discussed by MRRD and other ministers and deputy ministers</p> <p>Beneficiaries have an active role in M&amp;E and the formulation of its conclusions</p>	<p>Impact evaluation reports, and assessments of their usefulness by the policy unit</p> <p>Project documentation</p> <p>Monitoring reports of M&amp;E system</p> <p>Assessment or survey to be carried out under guidance of the MRRD policy unit and the M&amp;E department</p>	<p><b>Assumptions</b> Willingness of donors, ministries and stakeholders to adapt their policies on the basis of M&amp;E findings</p> <p>MRRD completes establishment of the policy unit before the start of the TA</p> <p><b>Risks</b> Security in Afghanistan deteriorates, with the result that the TA and other ongoing MRRD programs cannot continue</p> <p>Discontinuity in Government policies due to political changes or deterioration in security</p>
<p><b>Outputs</b> Impact M&amp;E system designed and implemented</p> <p>Participatory M&amp;E methods used at MRRD projects</p>	<p>M&amp;E department with at least three main MRRD programs have started impact M&amp;E activities</p> <p>At least one major program carries out impact M&amp;E using participatory methods</p>	<p>Program reports</p> <p>Program reports</p>	<p><b>Assumptions</b> Security in Afghanistan does not deteriorate</p> <p>Sufficient resources in MRRD for M&amp;E</p>
<p>MRRD staff trained in impact M&amp;E</p>	<p>All M&amp;E departmental staff, and two persons in each province have received basic training</p> <p>On-the-job training and advice given during the execution of impact M&amp;E activities</p>	<p>Training reports</p> <p>Quarterly progress reports</p>	<p>Willingness of donors, ministries and stakeholders to adapt their policies on the basis of M&amp;E findings</p> <p>MRRD programs are willing to give beneficiaries an active role in M&amp;E</p> <p>MRRD's objectives and the role of the programs in achieving these will be defined by MRRD with a lead role taken by the policy unit</p>

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<b>Design Summary</b>	<b>Performance Indicators/Targets</b>	<b>Monitoring Mechanisms</b>	<b>Assumptions and Risks</b>
<p><b>Activities</b> Develop an impact M&amp;E system for MRRD</p> <p>Design and implement a pilot for participatory impact M&amp;E within MRRD</p> <p>Introduce participatory M&amp;E in MRRD</p> <p>Develop and implement a training program for impact M&amp;E</p> <p>Enhance the capacity in MRRD to coordinate ministerial M&amp;E activities</p>	<p>Impact M&amp;E documentation completed and approved by MRRD</p> <p>Pilot project on participatory M&amp;E activity completed and documented</p> <p>Implementation plan prepared and approved by M&amp;E working group</p> <p>Training organized as outlined in paragraph 13 for 100-150 government staff</p> <p>Presentations at two seminars and the M&amp;E advisory group</p> <p>At least two coordination meetings of M&amp;E working group per month</p> <p>Daily discussions with M&amp;E departmental management</p>	<p>Documentation</p> <p>Report on pilot project</p> <p>Meeting notes</p> <p>Quarterly progress reports</p> <p>Minutes of seminar and advisory group</p> <p>Meeting notes of key meetings</p> <p>Quarterly progress reports</p>	<p>Consultants are competent, and able to work and travel freely in Afghanistan</p> <p>MRRD program managers willing to adapt impact M&amp;E according to MRRD guidelines</p> <p>Baseline surveys (for impact) can be performed in conjunction with existing surveys (e.g., NVRA)</p> <p>Necessary MIS development will be carried out by the NEEP program</p> <p>The reform of the MRRD's M&amp;E Department through the Priority Reform and Restructuring process will be completed according to plans that were approved in July 2004</p>
<p><b>Inputs</b> 9 person-months international consultants</p> <p>12 person-months domestic consultants</p> <p>10 M&amp;E analysts (10 person-months)</p> <p>Resources for training, surveys and pilot project</p>			

MIS=Management Information System; M&E=monitoring and evaluation; MRRD=Ministry of Rural Rehabilitation and Development; NRVA=National Risk and Vulnerability Assessment; NEEP=National Emergency Employment Program; VAU=vulnerability assessment unit

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

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Asian Development Bank Financing<sup>a</sup></b>			
1. Consultants			
a. International Remuneration and Per Diem	162.0	0.0	162.0
b. Domestic Remuneration and Per Diem	0.0	36.0	36.0
c. International and Local Travel	10.0	10.0	20.0
d. Reports, Communications and Translation	0.0	7.0	7.0
2. Equipment <sup>b</sup>	5.0	5.0	10.0
3. Pilot Project <sup>c</sup>	0.0	10.0	10.0
4. Training, Seminars & Conferences	0.0	30.0	30.0
5. Transport (vehicle rent)	0.0	8.0	8.0
6. Miscellaneous Administration and Support Costs	0.0	10.0	10.0
7. Research Analysts & Other Support Services <sup>d</sup>	0.0	130.0	130.0
8. Contingency	10.0	17.0	27.0
<b>Subtotal (A)</b>	<b>187.0</b>	<b>263.0</b>	<b>450.0</b>
<b>B. Government Financing</b>			
1. Office Accommodation and Transport	0.0	60.0	60.0
2. Remuneration and Per Diem	0.0	35.0	35.0
3. Other	0.0	18.0	18.0
<b>Subtotal (B)</b>	<b>0.0</b>	<b>113.0</b>	<b>113.0</b>
<b>Total</b>	<b>187.0</b>	<b>376.0</b>	<b>563.0</b>

<sup>a</sup> Financed by the Asian Development Bank's technical assistance funding program.

<sup>b</sup> Includes: 8 personal computers with uninterruptible power supply and printer in provincial Rural Rehabilitation and Development Directorate offices for processing of regional data (\$900 each), 8 global positioning system units (\$200 each), and \$1,200 reserved for miscellaneous equipment.

<sup>c</sup> This refers to the pilot project on participatory monitoring and evaluation mentioned in paragraph 11. Actual costs will depend on the plan to be made under the technical assistance, but may include reimbursement of expenses of the participating communities and a participating partner (e.g., a nongovernment organization involved in the National Solidarity Program).

<sup>d</sup> This comprises the cost of the monitoring and evaluation analysts as mentioned in paragraphs 14 and 18.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTING SERVICES

1. The consultants will work closely with the M&E department of MRRD. The international M&E consultant will serve as the team leader and will be responsible for the overall quality of the work, consolidating the findings, and preparing timely reports.

### A. International M&E Consultant

2. The consultant will:

- (i) advise the MRRD M&E director in the coordination of capacity building for impact M&E in the ministry;
- (ii) help MRRD's M&E director and senior staff to coordinate MRRD M&E systems, and set and maintain common M&E standards for all programs, using a learning-by-doing approach;
- (iii) consult other development partners in rural development about their ongoing and planned programs, and associated M&E requirements and activities, with a view to coordinating approaches;
- (iv) in conjunction with the M&E department, the policy unit, the VAU, and other stakeholders, develop a framework for impact evaluation in MRRD;
- (v) design and document procedures for impact M&E that can be easily understood and used by policy-makers, are simple in design, and flexible enough for future expansion and that can, if appropriate, accommodate the M&E of programs supported by other development partners;
- (vi) achieve consensus on indicators, prepare an action plan to be implemented within the ministry, and guide the execution of this action plan;
- (vii) prepare and implement an action plan, including the formulation of a pilot project, for introducing participatory techniques in beneficiary impact evaluation;
- (viii) develop a training program, including on-the-job training for impact M&E for M&E staff at MRRD central and provincial levels, and supervise the implementation of this training program, including workshops and on-the-job training;
- (ix) disseminate the results of the project within MRRD and its implementing partners, and to a wider audience of other governmental and nongovernmental organizations;
- (x) monitor the performance of the M&E analysts, and assist the M&E department in guiding their activities; and
- (xi) prepare a brief inception report (within 1 month of TA commencement), outlining the TA implementation plan for M&E activities; summary progress reports after 3, 6 and 9 months; and a brief final report, including a summary report on TA progress, key issues and recommended follow-on activities, a draft of which will be submitted 1 month before the completion of the TA.

### B. Domestic M&E Consultant

3. The consultant will:

- (i) assist the international M&E consultant to develop the impact M&E system and to introduce participatory M&E in MRRD;
- (ii) assist the international M&E consultant to develop the training program for impact M&E;
- (iii) implement the training program, conduct seminars, and workshops;
- (iv) assist the international M&E consultant to coordinate activities with stakeholders;
- (v) advise the M&E department on daily issues regarding the implementation of the M&E procedures in the ministry.