



Technical Assistance Report

Project Number: 40109
June 2006

Kyrgyz Republic: Development of a Monitoring and Evaluation System at Oblast Level (Financed by the Cooperation Fund in Support of Managing for Development Results)

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 20 May 2006)

Currency Unit	–	som (Som)
Som1.00	=	\$0.02459
\$1.00	=	Som40.65

ABBREVIATIONS

ADB	–	Asian Development Bank
AP	–	Administration of the President
CDF	–	comprehensive development framework
MfDR	–	Managing for Development Results
MfDRCF	–	Cooperation Fund in Support of Managing for Development Results
M&E	–	monitoring and evaluation
NGO	–	nongovernment organization
NPRS	–	National Poverty Reduction Strategy
NSC	–	National Statistics Committee
OMC	–	oblast monitoring center
ORC	–	oblast resource center
SDINPRS-II	–	Technical Assistance for Support to the Development and Implementation of the National Poverty Reduction Strategy II
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Subnational government administration
Themes	–	Governance, capacity development, inclusive social development
Subthemes	–	Civil society participation, client relations, network, and partnership development

NOTE

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

Vice President	L. Jin, Operations Group 1
Director General	J. Miranda, Central and West Asia Department (CWRD)
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I. INTRODUCTION

1. In January 2005, the Government of the Kyrgyz Republic requested the Asian Development Bank (ADB) to assist in developing the capacity of oblasts to monitor and evaluate the results of the second National Poverty Reduction Strategy (NPRS-II).¹ It will be in line with international financial institutions' ongoing support for and active participation in preparing the NPRS-II, which includes monitoring and evaluation (M&E) of the results during the early part of its implementation. It will also continue ADB assistance in various poverty reduction interventions.² The concept paper for the technical assistance (TA) was approved on 9 December 2004 with financing from the Cooperation Fund in Support of Managing for Development Results (MfDRCF).³ Fact-finding for the TA was undertaken in early 2005 to discuss the TA objectives, scope, financing, and implementation arrangements with the Government. Given the political changes in March 2005, consultations were held with the Government to update and refine the TA scope.⁴ The design and monitoring framework is in Appendix 1.

II. ISSUES

2. The Kyrgyz Republic adopted a comprehensive development framework (CDF) for a long-term strategic development vision until 2010, and the National Poverty Reduction Strategy (NPRS) 2003–2005 for accomplishing key Millennium Development Goals. In 2004, a central M&E system was established to assess (i) the progress of implementation of the CDF and NPRS, (ii) efficiency of use of the resources, and (iii) the output and impact of activities financed under the development budget. The central M&E system was seriously damaged during looting of the Administration of the President (AP) of the Kyrgyz Republic and political upheaval in March 2005, which led to a change of government. The new Government appointed in March 2005 declared poverty reduction and the fight against corruption as its main policy objectives. As the mandate of the first NPRS ended in 2005, the Government is currently developing the NPRS-II for 2006–2010.⁵ An initial assessment of the first NPRS identified the need for an effective central and oblast monitoring mechanism. Upon the Government's request, ADB approved an advisory TA for Support to the Development and Implementation of the National Poverty Reduction Strategy II (SDINPRS-II)⁶ on 29 November 2005 to develop an analytical and institutional framework to prepare and implement the NPRS-II. Particularly, the purpose was to restore and refine the central M&E system and develop key indicators, strategy, and mechanisms to track the progress of the NPRS. AP's Strategic Development Unit is coordinating the efforts of different government agencies to implement and monitor the CDF and NPRS.

¹ The TA was not listed in the country strategy and program (ADB. 2003. *Country Strategy and Program [2004–2006]: Kyrgyz Republic*. Manila) but was requested separately by the Government.

² ADB. 2000. *Technical Assistance to the Kyrgyz Republic for Support to the National Strategy for Poverty Reduction*. Manila.

³ MfDRCF is funded by the governments of Canada, the Netherlands, and Norway.

⁴ The TA first appeared in *ADB Business Opportunities* on 5 April 2006.

⁵ The first draft NPRS-II will be developed by the end of June 2006. Approval is expected in September–October 2006.

⁶ ADB. 2005. *Technical Assistance for Support to the Development and Implementation of the National Poverty Reduction Strategy II*. Manila. The TA became effective on 27 December 2005. Selection of consultants is ongoing. The main outputs of the TA will be (i) sector and thematic studies; (ii) revival of the monitoring and evaluation system at the central level; (iii) better public awareness; and (iv) stronger capacity to plan, monitor, and evaluate NPRS-II.

3. The National Statistics Committee (NSC)⁷ and other government agencies conduct regular and ad hoc surveys of social and economic development, depending on needs and availability of resources. However, surveys have not and cannot provide the basis for a comprehensive results-based analysis of progress in the local implementation of poverty reduction initiatives because (i) the first NPRS lacked adequate results-focused indicators and institutionalized participatory monitoring mechanisms; and (ii) NPRS-II will require new methodologies and additional data. In addition, unclear roles and relationships among various agencies weaken the institutional structure for M&E. These problems need to be addressed through capacity building, and establishing and institutionalizing an effective mechanism for coordination among relevant stakeholders at all levels. In this regard, the Government has sought TA to help develop (i) oblast monitorable indicators and methodology, and (ii) a clear mechanism for oblast data collection and analysis. The Government will institute monitoring centers at each oblast NSC's units to lead the monitoring process.

4. One of the key objectives of the CDF and NPRS is to decentralize administration. In line with this, more responsibilities are being transferred to (i) local bodies in local asset management, and (ii) oblast administrations in implementing poverty reduction programs. The Government promulgated new legislation to devolve powers to local bodies.⁸ Although this provides a good legal and political basis for promoting a participatory development process, local capacities are inadequate to carry forward these objectives effectively. There is no system for (i) assessing and monitoring development results, and (ii) analyzing the impact of local interventions for development and poverty reduction. The capacity of local and central governments to measure progress and ensure the effectiveness of development and poverty reduction strategies is weakened by evident gaps in focusing on achieving results, mainly due to limited knowledge of results-based management principles and technique. To operationalize the upcoming NPRS-II at oblast level, there is a need to (i) develop local knowledge in Managing for Development Results (MfDR) approaches and systems, and (ii) help establish a local mechanism for results-based M&E.

5. Results-based M&E under MfDR requires effective interaction among key stakeholders to ensure regular feedback for streamlining and strengthening poverty reduction and development interventions. Recognizing the need for strong dialogue between government agencies and civil society, the Government established oblast resource centers (ORCs) at oblast administrations in 2002 to facilitate effective consultation with civil society.⁹ However, oblasts' capacity to develop and mainstream participatory approaches into the M&E process has been limited. There is a need to establish a monitoring system that combines participatory exercises with traditional surveys and statistics using ORCs as focal points. ORCs need to be strengthened and institutionalized to ensure effective and timely feedback on implementation of the NPRS-II, and help the Government track local poverty and development trends.

6. ADB and other international financial institutions have substantial operational presence in all seven oblasts, with a number of completed, ongoing, and planned projects covering various sectors. The five key international financial institutions¹⁰ operating in the Kyrgyz

⁷ NSC is a nodal agency for collecting statistical information on the country and monitoring income and nutrition poverty.

⁸ Parliament of the Kyrgyz Republic. 2002. *The Law of the Kyrgyz Republic on Local Self-Governance and Local State Administration*. Bishkek, the Kyrgyz Republic. Parliament of the Kyrgyz Republic. 2002. *The Law of the Kyrgyz Republic on Public Ownership on Property*. Bishkek, the Kyrgyz Republic.

⁹ The Government provided ORCs with some information materials and limited computer equipment. ORCs are open to free public use and run by oblast administrations.

¹⁰ ADB, Department for International Development (United Kingdom), Swiss Agency for Development and Cooperation, United Nations agencies, and the World Bank.

Republic agreed to develop a joint country support strategy for 2007–2010, which will require adequate capacity from the Government to (i) monitor the outcomes and impact of local development projects, and (ii) ensure better targeting of future assistance. In this context, the proposed TA would help in results-based monitoring and assessment of the implementation of the upcoming joint country support strategy and ADB's MfDR framework in the Kyrgyz Republic.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The TA will strengthen the Government's capacity for results-based monitoring of the implementation of the NPRS-II. The main TA outcome will be an established M&E system at the oblast level, integrated with the national NPRS-II M&E system, with clearly defined roles, responsibilities, and relationships among the stakeholders.¹¹ The main outputs of the TA will be (i) approved and operative oblast-specific results-focused M&E indicators, methodology, and a participatory framework for all stakeholders integrated into the national M&E system; (ii) established and operational oblast monitoring centers; and (iii) government officials familiar with MfDR and M&E approaches and their application in planning, implementing, and monitoring development strategies.

B. Methodology and Key Activities

8. The TA is part of ADB's continuing support to the Kyrgyz Republic in designing and implementing various instruments to reduce poverty. In 2000, ADB supported the development of the first NPRS,¹² and provided economic and social policy advice to the AP.¹³ In 2002, the World Bank provided TA to the Government for establishing ORCs. Currently, ADB, Swiss Agency for Development and Cooperation, United Nations, and the World Bank are supporting the Government in preparing the NPRS-II. According to an agreed collaborative division of labor, ADB will assist in developing a comprehensive M&E system. By helping establish oblast M&E facilities and results-based M&E capacity, the TA will complement ADB and aid agencies' assistance in various interventions for reducing poverty. The TA is based on the following principles: (i) it builds on lessons learned from the first NPRS; and (ii) it will supplement the outputs of the M&E component of SDINPRS-II, with the possibility of refining and fine-tuning its activities as development of the NPRS-II progresses.

9. The TA will have the following three interrelated components.

- (i) **Development of results-focused M&E indicators and methodology.** This component will (a) develop oblast-specific results-focused indicators by incorporating lower-level local needs into national level indicators to measure trends and track progress on implementation of the NPRS-II; (b) develop methodology for collecting, processing, and analyzing the results of the indicators and reporting formats; and (c) define the roles of the associated agencies and institutionalize the framework for stakeholders' participation in the M&E process.

¹¹ Including oblast NSC units, oblast administrations, government agencies, civil society organizations, the private sector, and development partners.

¹² ADB. 2000. *Technical Assistance to the Kyrgyz Republic for Support to the National Strategy for Poverty Reduction*. Manila.

¹³ ADB. 1999. *Technical Assistance to the Kyrgyz Republic for Strengthening Capacity in the Office of the President*. Manila; ADB. 2002. *Technical Assistance to the Kyrgyz Republic for Strengthening Capacity in the Office of the President. Phase Two*. Manila.

- (ii) **Establishment of oblast monitoring centers.** This component will (a) establish seven oblast monitoring centers (OMCs), one at each oblast NSC unit, with clearly defined tasks and responsibilities, and provide suitable computer equipment and software for processing field data as well as feedback data obtained from ORCs; (b) train OMC staff in operating and using equipment and software; and (c) provide computer equipment and training to ORCs to enable them to effectively interact with civil society organizations, the private sector, and other stakeholders, and provide feedback to the OMCs.
- (iii) **Enhancement of oblast capacity in MfDR and M&E.** This component will (a) train central and oblast government agencies on the concept and application of MfDR approaches and systems and M&E, including collecting and processing information, analyzing results, and reporting; (b) establish a consultative mechanism among all stakeholders; (c) conduct consultative workshops with stakeholders to enhance their awareness on M&E of the NPRS-II implementation and their role in facilitating achievement of better results; and (d) develop MfDR and M&E manuals and support publication of booklets and brochures.

10. The TA will generate interest among various stakeholders at the oblast level regarding results achieved by the NPRS-II. Regular monitoring, evaluation, and discussion of the results at oblast level will improve stakeholders' awareness of the poverty issues, the effectiveness of various interventions, identification of target groups, and midterm corrections (if required). Thus, the TA will facilitate the empowerment of oblast and lower-level stakeholders, and search for local solutions to local problems. The Government will provide adequate funding to ensure that the facilities established and capacity built under the TA will continue M&E after the TA is completed.

C. Cost and Financing

11. The total cost of the TA is estimated at \$330,000 equivalent. The Government has requested ADB to finance \$300,000 equivalent. The TA will be financed on a grant basis by MfDRCF and administered by ADB. The Government will finance the remaining equivalent of \$30,000 in kind for office facilities, transport, and remuneration and per diem of counterpart staff. The cost estimates and financing plan is in Appendix 2.

D. Implementation Arrangements

12. AP's Strategic Development Unit, which is responsible for preparing and monitoring implementation of the NPRS-II, will be the Executing Agency. It will ensure close collaboration with various stakeholders and coordination with the consulting team of SDINPRS-II. In view of the close linkage between the two TAs, the steering committee established for SDINPRS-II will also oversee the implementation of the proposed TA.¹⁴ Some activities, particularly the development of oblast level M&E indicators and methodology, depend on the outcomes of SDINPRS-II. Therefore, the timing for fielding consultants under the proposed TA and sequencing their activities will be harmonized with the activities schedule of SDINPRS-II. Oblast NSC units will be the Implementing Agency at the oblast level. The oblast administrations, relevant government agencies, civil society organizations, and other stakeholders will actively participate in TA activities. OMCs will be established at oblast NSC units with linkage to the ORCs.

¹⁴ The steering committee's composition, leadership, and terms of reference are being developed under SDINPRS-II.

13. The TA will be implemented over 22 months from August 2006 to May 2008. A total of 30 person-months of consulting services will be provided: 6 person-months for one international consultant (team leader, M&E specialist, with strong background in institutional and capacity development and system analysis and programming); and 24 person-months for two domestic consultants (an M&E/training specialist and a computer/training specialist). Consultants will be recruited on an individual basis in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. The international consultant will provide inputs intermittently. The consultant team will work under the supervision of the Executing Agency. The consultants will submit (i) an inception report within 1 month and an interim report 9 months after TA commencement; and (ii) a draft final report 11 months after TA commencement. The outline terms of reference of the international and domestic consultants are in Appendix 3.

14. The TA will finance the purchase of computer and office equipment for seven OMCs and ORCs. The consultants will procure the equipment in accordance with ADB's *Procurement Guidelines* following the shopping procurement mode. The equipment will be retained at OMCs and ORCs after TA completion. The TA results will be disseminated at workshops, consultations with civil society, and through M&E reports produced under the TA. Given that the TA will supplement the activities of SDINPRS-II, which commenced recently, the implementation arrangements will be further reviewed and confirmed at TA inception.

IV. THE PRESIDENT'S DECISION

15. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$300,000 to the Government of the Kyrgyz Republic to be financed on a grant basis by the Cooperation Fund in Support of Managing for Development Results for Development of a Monitoring and Evaluation System at Oblast Level, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Strengthened Government's capacity for results-based monitoring of implementation of the NPRS-II</p>	<p>The Government effectively monitors the implementation of the NPRS-II at central and oblast levels, and adopts midstream corrections, if required</p>	<ul style="list-style-type: none"> • Annual NPRS-II M&E reports prepared by the Government • Statistics routinely published by various government agencies • Regular feedback from NGOs and civil society 	<p>Assumptions</p> <ul style="list-style-type: none"> • Timely adoption of a results-focused NPRS-II by the Government • Support from all stakeholders is adequate, effective, and timely <p>Risk</p> <ul style="list-style-type: none"> • Poor ownership of the strategy by its stakeholders
<p>Outcome Established oblast-level M&E system, integrated with the NPRS-II monitoring system, with clearly defined roles, responsibilities, and relationships among stakeholders</p>	<ol style="list-style-type: none"> 1. By December 2007, the oblast level M&E system is operational in all seven oblasts 2. By December 2007, civil society organizations participate actively in oblast-level M&E 	<ul style="list-style-type: none"> • Annual M&E reports prepared by oblasts • Annual NPRS-II M&E reports prepared by the Government • Regular feedback from NGOs and civil society 	<p>Assumptions</p> <ul style="list-style-type: none"> • The overall NPRS-II monitoring framework is developed in a timely manner • Commitment and support from all stakeholders is adequate and timely <p>Risk</p> <ul style="list-style-type: none"> • Government agencies and other stakeholders do not provide monitoring data and feedback in a timely manner
<p>Outputs</p> <ol style="list-style-type: none"> 1. Approved and operative results-focused M&E indicators, methodology, and a participatory framework integrated into the national M&E system 2. Established and operational oblast monitoring centers (OMCs) 3. Government officials and other key stakeholders familiar with MfDR and M&E approaches and their application in planning, management, and monitoring 	<ol style="list-style-type: none"> 1. By November 2007, oblast-specific indicators and methodology are used at oblast level 2. By November 2007, all seven OMCs are operational, preparing reports on NPRS-II progress 3. By November 2007, various stakeholders, including civil society organizations, are engaged in M&E in all seven oblasts 4. By October 2007, about 100 staff of oblast administrations and OMCs, and other stakeholders have been trained in MfDR and M&E 	<ul style="list-style-type: none"> • Consultant report on M&E indicators and methodology • Annual M&E reports prepared by OMCs and ORCs (on civil society participation) • Annual NPRS-II M&E reports prepared by the Government • Regular feedback from NGOs and civil society 	<p>Assumptions</p> <ul style="list-style-type: none"> • The Government approves NPRS indicators • Staff of government agencies and other stakeholders are motivated and take interest in training • Effective coordination among all stakeholders <p>Risks</p> <ul style="list-style-type: none"> • High staff turnover • Inadequate allocation of recurring budget for M&E

Activities with Milestones	Inputs
<p>Component 1. Development of M&E Indicators and Methodology:</p> <p>1.1 Develop oblast-specific results-focused indicators to measure trends and track progress on implementation of the NPRS.</p> <p>1.2 Develop methodology for collecting, processing, and analyzing the results of the indicators and reporting formats; define the roles of associated agencies; and institutionalize the framework for stakeholders' participation in the M&E process.</p> <p>Milestones: Indicators, methodology, and framework will be developed by February 2007.</p> <p>Component 2. Establishment of OMCs:</p> <p>2.1 Establish seven OMCs with hardware and software for processing data.</p> <p>2.2 Train OMC staff in operating the equipment and using the software.</p> <p>2.3 Provide computer equipment and training to ORCs.</p> <p>Milestones: OMCs will be established and equipment will be supplied to OMCs and ORCs by March 2007; staff of OMCs and ORCs will be trained by June 2007.</p> <p>Component 3. Enhancement of Oblast Capacity in MfDR and M&E:</p> <p>3.1 Train the central and oblast government agencies on the concept and application of MfDR approaches and systems, and M&E—including data collecting and processing, analyzing results, and reporting.</p> <p>3.2 Establish a consultative mechanism among stakeholders.</p> <p>3.3 Conduct consultative workshops with various stakeholders to enhance their awareness of M&E and their roles.</p> <p>3.4 Develop MfDR and M&E manuals and publish booklets and brochures.</p> <p>Milestones: Capacity building support, including training and workshops, will be provided for 12 months from the start of the TA.</p>	<ul style="list-style-type: none"> • Cooperation Fund in Support of Managing for Development Results: \$300,000 <ul style="list-style-type: none"> ▪ 6 person-months of international consulting services ▪ 24 person-months of domestic consulting services ▪ Procurement of equipment and support services • Government: \$30,000 <ul style="list-style-type: none"> • Mainly in kind

M&E = monitoring and evaluation, MfDR = Managing for Development Results, NGO = nongovernment organization, NPRS = National Poverty Reduction Strategy, OMC = oblast monitoring center, ORC = oblast resource center, TA = technical assistance.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Cooperation Fund in Support of Managing for Development Results Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	114.0
ii. Domestic Consultants	30.0
b. International and Local Travel	20.0
c. Reports and Communications	5.0
2. Equipment ^b	60.0
3. Training, Seminars, and Workshops	30.0
4. Miscellaneous Administration and Support Costs	11.0
5. Contingencies	30.0
Subtotal (A)	300.0
B. Government Financing	
1. Office Accommodation and Transport	10.0
2. Remuneration and Per Diem of Counterpart Staff	15.0
3. Others	5.0
Subtotal (B)	30.0
Total	330.0

^a Funded by the governments of Canada, the Netherlands, and Norway; administered by the Asian Development Bank.

^b Computers, printers, facsimile machine, projector, and other equipment as required.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will provide advisory and training services from a team of three consultants comprising one international consultant, team leader, for 6 person-months; and two domestic consultants for 24 person-months. The domestic consultants will work closely with the international consultant and will (i) help in data collection, collation, and initial analysis; (ii) assist in analytical studies; (iii) facilitate coordination with relevant government agencies and other international financial institutions; and (iv) provide continuity to TA activities during the intermittent absence of the team leader. The consultants' team will work closely with consultants recruited under SDINPRS-II, oblast National Statistics Committee (NSC) units, and other stakeholders. The team will mainly work in oblasts.

A. Monitoring and Evaluation Specialist (international, 6 person-months, intermittent)

2. The consultant will report to the Executing Agency. The consultant should have (i) experience in institutional and capacity development, (ii) appropriate qualifications and technical background in designing a monitoring and evaluation (M&E) system, and (iii) practical experience in establishing an M&E system in developing countries. Work experience in the Kyrgyz Republic would be an advantage. The consultant will prepare and submit (i) an inception report within 1 month after start of the TA, explaining the existing situation and outlining the detailed framework of activities, seeking views of the Government and Asian Development Bank (ADB); and (ii) an interim report within 9 months after start of the TA. The consultant will submit a draft final report acceptable to the Government and ADB 11 months after TA commencement; this will be finalized by the domestic consultants. The consultant will transfer the necessary technology and knowledge to the domestic consultants so that they will continue to implement TA activities after completion of his/her assignment. The consultant will provide inputs in two phases.

3. Activities during the first phase will include but not be limited to the following.

- (i) Review ongoing central and oblast-level government development initiatives and strategies to identify framework requirements for results-based M&E.
- (ii) Review operational policies and procedures for M&E, including the current system of indicators and existing data collection mechanisms and reporting arrangements to identify gaps in the M&E system and indicators.
- (iii) Develop oblast-specific results-focused indicators by incorporating lower-level local needs into national level indicators to measure trends and track progress on implementation of the second National Poverty Reduction Strategy (NPRS-II).
- (iv) Develop a methodology to measure indicators and a results-based framework for (a) M&E, including collecting, processing, and analyzing data; and (b) consultation and participation of the stakeholders in the M&E process.
- (v) Develop reporting arrangements and formats, ensuring effective links and coordination among stakeholders.
- (vi) Prepare a report on the M&E framework requirements, indicators, methodology, and the reporting arrangements developed under (i)–(v).
- (vii) Identify requirements for strengthening the capacity of government agencies and other stakeholders in Managing for Development Results (MfDR) and M&E.
- (viii) Specify tasks and responsibilities to be assigned to the oblast monitoring centers (OMCs), and improve the mandate and functions of the oblast resource centers (ORCs).
- (ix) Develop appropriate software packages for implementing TA activities and technical specifications for computer equipment, as required.

4. Activities during the second phase will include but not be limited to the following.
- (i) Adjust and refine the outputs generated under the first phase and provide follow-up support to OMCs and ORCs as required.
 - (ii) Develop M&E manuals and prepare methodology papers and guidelines.
 - (iii) Train government agencies, civil society institutions, and other stakeholders on (a) the concept and application of MfDR approaches and systems; and (b) M&E, including data collecting and processing, analyzing results, and reporting.
 - (iv) Train government agencies in establishing a consultative mechanism among all stakeholders for M&E.
 - (v) Conduct stakeholder workshops for designing, implementing, and disseminating M&E.
 - (vi) Test, finalize, and implement the M&E system in the seven oblasts.

B. Monitoring and Evaluation/Training Specialist (domestic, 12 person-months)

5. The consultant will have expertise in developing and implementing M&E systems, capacity development, data analysis and interpretation, and use of participatory methods. The consultant will assist the team leader in implementing TA activities (paras 3–4) and will also do the following.

- (i) Provide leadership when the international consultant is absent and assume responsibility for the quality and timely delivery of TA outputs, including preparing reports after the international consultant completes his/her assignment.
- (ii) Ensure effective coordination with the steering committee, government agencies, and other stakeholders.
- (iii) Help replicate the M&E system in other oblasts, based on experience in implementing the M&E system in one of the seven oblasts.
- (x) Develop a training plan based on requirements (para 3 [vii]) for strengthening the capacity of government agencies and other stakeholders in MfDR and M&E.
- (iv) Provide support to OMCs and ORCs, if necessary, to implement the M&E system.
- (v) Organize stakeholder workshops and training.
- (vi) Take over the responsibility for providing training to stakeholders when the international consultant is absent.
- (xi) Assist in identifying requirements for strengthening capacity in MfDR and M&E and develop a training plan.
- (vii) Finalize the final report acceptable to the Government and ADB 11 months after commencement of the TA, based on a draft developed by the team leader.
- (viii) Undertake other necessary work as required to implement the TA.

C. Computer/Training Specialist (domestic, 12 person-months)

6. The consultant will have experience in conducting workshops and training programs and expertise in systems design and programming, data collection, and processing. The consultant will assist the team leader in implementing TA activities (paras 3–4), including but not limited to the following.

- (i) Assist in developing appropriate software packages for implementing TA activities and technical specifications for computer equipment as required.
- (ii) Procure and set up the equipment and software for processing the data.

- (iii) Assist in identifying the M&E training requirements of stakeholders, and design training programs for them.
- (iv) Provide input when required to develop participatory processes for M&E.
- (v) Prepare course materials, manuals, and publications (booklets and brochures).
- (vi) Produce a technical report on data processing with a description of all programs.
- (vii) Organize and deliver training on the proposed methodology and use of computer software for data analysis and reporting.
- (viii) Prepare and conduct stakeholder workshops.