

ASIAN DEVELOPMENT BANK

TAR: LAO 32310

TECHNICAL ASSISTANCE

TO THE

LAO PEOPLE'S DEMOCRATIC REPUBLIC

FOR THE

INSTITUTIONAL STRENGTHENING OF THE NATIONAL AUDIT OFFICE

November 2001

CURRENCY EQUIVALENTS
(as of 14 October 2001)

Currency Unit	–	Kip (KN)
KN1.00	=	\$0.000105
\$1.00	=	KN9,550.00

ABBREVIATIONS

ADB	—	Asian Development Bank
APB	—	Agriculture Promotion Bank
BOL	—	Bank of Lao PDR
Lao PDR	—	Lao People's Democratic Republic
MOF	—	Ministry of Finance
NAO	—	National Audit Office
SIC	—	State Inspection Committee
SOE	—	state-owned enterprise
TA	—	technical assistance

NOTES

- (i) The fiscal year (FY) of the Government ends on 30 September. FY before a calendar year denotes the year in which the fiscal year ends. For example, FY2001 begins on 1 October 2000 and ends on 30 September 2001.
- (ii) In this report, "\$" refers to US dollars.

I. INTRODUCTION

1. The Government of the Lao People's Democratic Republic (Lao PDR) has requested advisory technical assistance (TA) from the Asian Development Bank (ADB) for institutional strengthening of the National Audit Office (NAO). The TA is included in ADB's 2001 TA program for the Lao PDR. The ADB Fact-Finding Mission visited the Lao PDR from 13 to 20 August 2001 and reached an understanding with the Government on the objectives, scope, terms of reference, financing, and implementation arrangements for the TA.¹ The Mission also discussed the TA with key aid sources active in the Lao PDR. The TA framework is shown in Appendix 1.

II. BACKGROUND AND RATIONALE

2. The Lao PDR is in transition from a centrally planned system to a market-oriented economy. Notwithstanding considerable progress of socioeconomic development made during the past decade, inefficiencies still persist in public sector management. Weak public administration not only reduces the development impact of public investments and development assistance, but also limits development of an institutional and regulatory environment supportive of private investment. The major challenge facing the Lao PDR is to accelerate change in public sector management. The Government recognizes governance as a vital link between economic growth and poverty reduction. Enhancing transparency and accountability in the public sector is essential. In particular, this requires setting in place appropriate mechanisms and procedures to monitor public expenditure.

3. To this end, the Government established NAO as the external auditor for public expenditures under Prime Minister's Decree 174 PM in August 1998. NAO mandate is to audit national budget expenditures, Government investment programs, state-owned enterprises (SOEs), and externally assisted programs and projects involving public expenditure. However, it does not have adequate capacity. The functions of NAO have been supplemented by Prime Minister's Decree 192 (November 1999) on the implementation of the Budget Law, Decree 5 (January 1992) on the implementation of the Enterprise Accounting Law, and Decree 20 (February 1993) on the Government accounting, and other implementing regulations. NAO is headed by the auditor-general with the rank of a minister of the Government, who reports to the Prime Minister and National Assembly.

4. One of ADB's priority areas in governance and capacity building in the Lao PDR is strengthening public financial management. ADB has identified critical areas for achieving this objective over the medium term. The major areas, in addition to improving the state audit function, include strengthening the Government accounting system,² improving public investment program procedures and monitoring,³ and improving project financial management.⁴

¹ The TA first appeared in *ADB Business Opportunities* on 28 August 2001.

² TA 3309-LAO: *Enhancing Government Accounting Regulations and Procedures*, for \$700,000, approved on 25 November 1999.

³ TA 3627-LAO: *Institutional Strengthening of Public Investment Management*, for \$400,000, approved on 2 February 2001.

⁴ TA 3626-LAO: *Capacity Building in Project Financial Management*, for \$400,000, approved on 25 January 2001.

5. To assist the Government in developing an effective audit system, ADB provided TA 2987 for Establishing the National Audit Office.⁵ This TA mainly aimed at (i) assisting to establish NAO, and (ii) augmenting NAO's capacity at the initial stage of its operation. TA 2987 was implemented satisfactorily. Based on the TA, an organization structure for NAO was prepared, and 30 staff recruited and three departments established. The Government currently plans to enhance NAO's institutional capacity by increasing the number of NAO staff to 50 by 2005 and possibly by establishing regional offices. TA 2987 also prepared implementing regulations for the audit decree, and manuals for NAO for auditing Government ministries and loan projects. A series of workshops, seminars, and training have been conducted. NAO has started to conduct audits with the assistance of the TA from 1999. Now it annually conducts audits for about 3–4 ministries, 4–5 provinces, 5–6 SOEs, and 15–18 foreign-funded projects based on audit manuals prepared under the TA. NAO recently established the Audit Training Center to prepare and deliver audit training efficiently, based on the recommendation made by TA 2987.

6. The progress made during the TA 2987 is noteworthy, but can only be viewed as a beginning. In a transitional economy such as the Lao PDR, the concept of auditing is still new. The Government has recently established the State Inspection Committee (SIC) and now needs to clarify roles and responsibilities between NAO's audit function and SIC's financial inspection function. In addition, considering the emerging role of private auditing companies as well as the existence of other agencies' financial inspection function, priority areas must now be strategically identified where NAO will focus to efficiently utilize its limited human resources over the long term. A long-term institutional and human resource development master plan is also needed based on the experience of implementing the five-year work plan prepared under the previous TA. This will ensure the sustainability of the gain made under the previous TA. Many of NAO's staff have been recently recruited, and their knowledge and experience of auditing are still inadequate to effectively conduct audits. Meanwhile, the demand for public audits has substantially increased during the country's transition to a market-oriented economy and implementation of the recent decentralization policy.

7. The Government recently strengthened the ministerial level Commission for SOE reform within the Prime Minister's Office to accelerate SOE reform. Clear financial performance measures for SOEs and an institutional capacity for monitoring and enforcing them will enhance the Government's ability to supervise SOE performance and to take corrective actions. In August 2001, NAO conducted an audit of the Bank of Lao PDR (BOL) and plans to audit the Agriculture Promotion Bank (APB) in 2002. This effort complements the Government's initiatives to strengthen the financial sector. However, NAO capacity needs to be strengthened by developing appropriate audit procedures and training.

8. To build NAO's capacity, a longer-term program is needed. Given the achievement of TA 2987 in developing the institutional setup and preparing audit manuals, the next logical step is to help carry out effective and quality public audits. Work under the subject TA will continue progress made in auditing Government ministries, provinces, and projects funded by official development assistance. The TA will also help effectively conduct audits of SOEs including APB. The TA will build on achievements made under the ADB's ongoing efforts to enhance

⁵ TA 2987-LAO: *Establishing the National Audit Office*, for \$400,000, approved on 9 February 1998. The TA commenced in November 1998 and was completed in October 2000.

Government accounting practice, and strengthen the Government's project financial management through TAs 3309 and 3626.

9. Other major aid agencies have not been directly involved in strengthening the Government audit functions. However, the Australian Agency for International Development has provided assistance for auditing state-owned commercial banks. The International Monetary Fund and the World Bank have been involved in improving budget management, and debt management. Under the TA, consultative workshops will be held to closely coordinate with other development partners active in the Lao PDR.

III. THE TECHNICAL ASSISTANCE

A. Objective

10. The overall objective of the TA is to strengthen the state audit function in the Lao PDR by building the capacity of NAO. The TA specifically aims to assist the Government in upgrading NAO's capacity to effectively conduct audits on the basis of modern audit methodologies, systems, and procedures.

B. Scope

11. The TA will have five components: (i) improve regulatory and institutional framework for better state audit function; (ii) prepare a long-term institutional and human resource development master plan; (iii) prepare the manual and procedures for financial audits of APB, and assist in conducting audits for SOEs, including APB; (iv) develop the training capability of the new Audit Training Center; and (v) provide training.

12. **Improve Regulatory and Institutional Framework (Component 1).** The actual roles, responsibilities, and capacity of both NAO and the newly established SIC will be reviewed. If necessary, the current regulatory and institutional framework will be revised to clarify roles and responsibilities between the audit function and the financial inspection function, in consultation with all relevant stakeholders. To enhance understanding within the Government and society on the role and responsibilities of NAO and the necessity to have proper audit and accounting systems, an audit awareness workshop will be held. State audit authorities, state inspection authorities, and international experts from relevant regional countries will be invited to share their knowledge, experiences, and views on accounting, auditing, and financial inspection with Lao officials concerned. Relationships with International Organization of Supreme Audit Institutions and Asian Organization of Supreme Audit Institutions will be strengthened.

13. **Prepare Long-Term Institutional and Human Resource Development Master Plan (Component 2).** The areas that NAO should focus on and strengthen will be reviewed from the longer term perspective considering the country's development strategy, NAO's institutional mandate and capacity, and other relevant agencies' activities including private auditing companies. In particular, increasing audit demand from the ongoing decentralization policy, and SOE reform will be fully analyzed. The needs of regional offices, and various options to develop partnerships with other relevant agencies including private auditing companies will be examined. The long-term institutional and human resource development master plan for NAO will be prepared based on the experience of implementing the five-year work plan that was prepared under TA 2987, in consultation with relevant stakeholders. The master plan will be

discussed with other development partners to encourage their possible participation in the process of its implementation.

14. Prepare Audit Manuals and Procedures, and Conduct Audits (Component 3). A manual and procedures on the financial audit of APB will be developed under the TA. The current manuals and procedures for BOL and SOE audits, which NAO has developed by itself based on the various materials available, as well as forms and contents of audit reports (including management letters) will be reviewed and improved, if needed. Seminars will be held for staff of NAO, Ministry of Finance (MOF), selected SOEs, BOL, and APB to discuss the draft manual and procedures and/or revised manuals, as appropriate, at the Audit Training Center. Training and workshops will be provided for NAO staff and a selected number of BOL, APB, and SOE internal auditors based on the manuals and procedures at the Audit Training Center. In addition, a consultant will assist NAO staff in conducting an audit of APB, and one selected SOE, and one official development assistance-funded project from the planning stage to final reporting to provide on-the-job training. If appropriate, the possibility of joint audits with private audit firms with advanced skills will be examined. The APB audit will be fully coordinated with the ongoing ADB cluster TA⁶ for Rural Finance Development, in particular the component for the diagnostic study of APB.⁷

15. Develop Training Capability (Component 4). The new Audit Training Center was established in 2001 to develop training courses, and train NAO staff, selected staff from other agencies including internal auditors, and selected students of the National University of Vientiane on the financial audits. This center will closely coordinate with the other relevant training facilities in MOF and the National University of Vientiane. The TA will assist NAO's efforts to improve the Training Center with trainers capable of developing and delivering effective audit training courses on a sustainable basis. This component will include training of trainers, designing an overall training program for NAO staff, designing individual audit training courses, developing training materials based on the audit manuals and procedures, providing training equipment and materials, and establishing an audit library. The training course material which were developed under relevant regional TA,⁸ will be utilized as appropriate. A computer training facility (including software) will also be provided in the Training Center.

16. Provide Training (Component 5). Workshops, and on-the-job training will be provided for NAO staff, including selected staff from the State Inspection Committee and MOF (Accounting Department, and Inspection Department). Training on auditing SOEs including APB, and BOL, will be included. Introducing a computer-assisted auditing system may take more time, but certain foundations can be laid now to acquaint NAO staff with computer auditing techniques. Basic training for computer-based audit will be provided to NAO staff. This component will also include on-the-job training in audits of one selected SOE where the accounting records are computerized. English language training will be provided to NAO staff to facilitate access to auditing knowledge and information produced in English. Specific training will be designed for and delivered to the senior ranks of NAO, focusing on supervision and review techniques, and quality control procedures.

⁶ TA 3413-LAO: *Rural Finance Development (TA Cluster)*, for \$2,020,000, approved on 9 March 2000.

⁷ The APB audit will be conducted after completion of the APB diagnostic study, which will be the groundwork for audits; it is expected to be completed in March or April 2002.

⁸ TA 5688-REG: *Regional Long-Term Audit Training Program for Members of the Asian Organization of Supreme Audit Institutions (ASOSAI)*, for \$1,000,000, approved on 13 June 1996; and TA 5872-REG: *Regional Long-Term Audit Training Program for Members of the ASOSAI, Phase II*, for \$300,000, approved on 3 December 1999.

C. Cost Estimates and Financing Plan

17. The total cost of the TA is estimated at \$830,000 equivalent, comprising \$620,000 in foreign exchange and \$210,000 equivalent in local currency cost. ADB will finance entire foreign exchange cost and \$80,000 of the local currency cost totaling \$700,000, on a grant basis from the ADB-funded TA program. The Government will finance the remaining \$130,000 equivalent in kind by providing counterpart staff, office accommodation, and other related services and facilities. Detailed cost estimates are presented in Appendix 2.

D. Implementation Arrangements

18. NAO will be the Executing Agency for the TA. The auditor-general will be responsible for overall TA implementation. The auditor-general will chair the meetings with director generals of NAO, MOF, and SIC to review the manuals and reports prepared by the TA consultants. The auditor-general will appoint a national TA director to oversee day-to-day activities of the TA, and to liaise with the consultants and ADB to ensure smooth implementation. The national TA director will be assisted by two qualified technical staff for the duration of the TA. NAO has agreed that the equipment provided under TA 2987 will be used for this TA.

19. Two individual international consultants will be engaged. Their intermittent services will total 28 person-months: a team leader and audit specialist (10 person-months), and an audit training specialist (18 person-months). These consultants should have work experience with supreme audit institutions. The consultants' activities are expected to commence in March 2002 and be completed in December 2005. The terms of reference are presented in Appendix 3.

20. The individual consultants will be selected in accordance with ADB's *Guidelines on the Use of Consultants*. Equipment required under the TA will be procured by the consultants in accordance with ADB's *Guidelines for Procurement*. Upon completion of the TA, the equipment will be turned over to the Government. The consultants will submit an inception report within 30 days after TA commencement, half-yearly reports thereafter, a draft final report two months prior to the conclusion of the implementation period, and a final report toward the end of TA implementation. In addition, the consultants will prepare and develop (i) the manuals and APB procedures; and (ii) a long-term institutional and human resource development master plan. Tripartite meetings will be held to review progress under the TA. TA implementation will be monitored on the basis of targets, indicators, and monitoring mechanisms set out in the TA framework (Appendix 1).

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance, on a grant basis, to the Government of the Lao People's Democratic Republic in an amount not exceeding the equivalent of \$700,000 for the purpose of Institutional Strengthening of the National Audit Office, and hereby reports such action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
1. Goal Better public outcomes through improved efficiency of public expenditure	Effective auditing of public expenditures	National Audit Office (NAO) audit reports NAO audit performance	Full Government ownership of the technical assistance (TA)
2. Purpose Improve NAO's regulatory and institutional framework Improve NAO capacity for audits	NAO's role and responsibilities rationalized Timely and quality audit reports	Revised regulatory and institutional framework for NAO Audit reports Back to office reports (BTOR) of TA review missions Reports of Lao Resident Mission (LRM)	The Government is willing to improve its state audit function The Government will fully participate in TA implementation The Government will adopt recommendations for the regulatory and institutional framework
3. Outputs Revised regulatory and institutional framework for NAO Long-term institutional and human resource development master plan Audit manuals and procedures for Agriculture Promotion Bank (APB) Training program	Recommendation is submitted to the Government by September 2002 Master plan completed by December 2002 Audit manuals and procedures completes by September 2002 All scheduled short course training, on-the-job training, and training of trainers effectively conducted during the TA period	Recommendation TA progress reports BTOR of TA review mission Reports of LRM Master plan TA progress reports BTOR of TA review missions Reports of LRM Audit manuals and procedures TA progress reports BTOR of TA review mission Audit reports Training manuals and materials The consultant 's report BTOR of TA review mission Postevaluation reports of each training course	The Government is willing to adopt the recommended regulatory and institutional framework The Government is willing to adopt the master plan The Government is willing to fully utilize the manuals and procedures The Government and NAO are able to continuously retain the trained staff
4. Activities 4.1 Regulatory and Institutional Framework Review current roles and responsibilities of	Start: March 2002 Complete: March 2002	TA progress reports BTOR of TA review	Consultants and Government can achieve consensus

<p>NAO and the State Inspection Committee</p> <p>Hold audit awareness workshops, with foreign experts</p> <p>Draft regulatory and institutional framework</p> <p>Finalize the regulatory and institutional framework</p>	<p>Responsible: TA consultants and Government</p> <p>Start: May 2002 Complete: May 2002 Responsible: TA consultants and the Government</p> <p>Start: May 2002 Complete: May 2002 Responsible: TA consultants and the Government</p> <p>Start: September 2002 Complete: September 2002 Adoption of regulatory and institutional framework: December 2002 Responsible: TA consultants and the Government</p>	<p>missions Reports of LRM</p> <p>Progress reports BTOR of TA review missions</p> <p>TA progress reports BTOR of TA review missions</p>	<p>Strong commitment of the Government</p> <p>The Government will participate</p> <p>The Government is willing to change and improve</p> <p>Timely appointment of sufficient number of full-time qualified counterpart staff</p> <p>Relevant staffs are available for the training courses</p>
<p>4.2 Institutional and Human Resource Development Plan</p> <p>Review current institutional and human capacity</p> <p>Identify the priority areas, and analyze institutional development and training needs</p> <p>Draft long-term institutional and human resource development master plan</p> <p>Finalize the long-term institutional and human resource development master plan</p>	<p>Start: March 2002 Complete: March 2002 Responsible: TA consultants and the Government</p> <p>Start: May 2002 Complete: May 2002 Responsible: TA consultants and the Government</p> <p>Start: September 2002 Complete: September 2002 Responsible: TA consultant and the Government</p> <p>Start: October 2002 Complete: October 2002 Adoption of long-term human resource</p>	<p>Master plan TA progress reports BTOR of TA review missions Reports of LRM</p>	

	development master plan: December 2002 Responsible: TA consultant and the Government		
<p>4.3 Audit Manuals and Conducting Audits Draft audit manuals and procedures for APB</p> <p>Hold a seminar on the draft manuals and procedures</p> <p>Finalize audit manuals and procedures</p> <p>On-the-job training by auditing APB, selected state-owned enterprises, official development assistance project</p>	<p>Start: May 2002 Complete: September 2002 Responsible: TA consultants and NAO</p> <p>Start: September 2002 Complete: September 2002 Responsible: TA consultants and NAO</p> <p>Start: October 2002 Complete: October 2002 Responsible: TA consultants and NAO</p> <p>Start: September 2002 Complete: December 2003 Responsible: TA consultants and NAO</p>	<p>Audit manuals and procedures Audit reports TA progress reports BTOR of TA review missions Reports of LRM</p>	
<p>4.4 Development of Training Capability Prepare training manuals, training programs</p> <p>Training trainers</p> <p>Provision of equipment and materials</p> <p>Establishment of audit library</p>	<p>Start: May 2002 Complete: October 2002 Responsible: TA consultants and NAO</p> <p>Start: September 2002 Complete: December 2005 Responsible: TA consultants and NAO</p> <p>Start: March 2002 Complete: September 2002</p> <p>Start: March 2002 Complete: September</p>	<p>Training manuals, training programs Audit reports TA Progress reports BTOR of TA review missions Reports of LRM</p>	

	2002 Responsible: TA consultants and NAO		
4.5. Provision of Training			
Conduct training programs	Start: September 2002 Complete: December 2005 Responsible: TA consultants and NAO	TA progress reports BTOR of TA review missions Reports of LRM	
Conduct computer training	Start: September 2002 Complete: December 2005 Responsible: TA consultants and NAO		
English Training	Start: September 2002 Complete: December 2005 Responsible: TA consultants and NAO		
Inputs (\$'000) Consulting: \$457.0 Training: \$80.0 Equipment: \$40.0 Government: \$130.0 Others: \$123.0 ADB Missions			

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Currency	Local Cost	Total Cost
A. Asian Development Bank Financing ^a			
1. Consultants			
a. Remuneration	410	0	410
b. International and Local Travel	30	5	35
c. Reports and Communication	5	7	12
2. Training			
a. Seminars and Workshops	0	40	40
b. Foreign Experts Seminar	40	0	40
3. Administration			
a. Office Supplies	0	5	5
b. Translation and Interpretation	0	10	10
4. Contract Negotiations	5	0	5
5. Equipment, ^b Software, and Books	40	0	40
6. Contingencies	90	13	103
Subtotal (A)	620	80	700
B. Government Financing			
1. Counterpart Professional Staff	0	40	40
2. Office Accommodation	0	30	30
3. Space for Training	0	20	20
4. Administrative Support	0	20	20
5. Miscellaneous Expenses	0	20	20
Subtotal (B)	0	130	130
Total	620	210	830

^a Funded from the Asian Development Bank Technical Assistance program.

^b Including six desktop computers, five laptop computers, one printer, one scanner, one liquid crystal display projector, one copy machine, audio software, audio and video training equipment, and one airconditioner.
Source: Staff estimates.

TERMS OF REFERENCE OF CONSULTANTS

A. Audit Expert (Team Leader)

1. The team leader will have experience in government accounting and auditing, state-owned enterprise (SOE) auditing, central bank auditing, use of computer audit software, and training of government auditors. The tasks of the consultant will include the following:

- (i) Review the roles, responsibilities, and capacity of National Audit Office (NAO), and State Inspection Committee; and develop an appropriate regulatory and institutional framework, in consultation with relevant stakeholders.
- (ii) Hold audit awareness workshops to enhance understanding within Government and the society. Arrange invitation of state audit authorities, state inspection authorities, and experts from relevant regional countries to share their knowledge, experiences, and views on accounting, auditing, and financial inspection with Lao officials concerned. Assist NAO to strengthen relationships with the International Organization of Supreme Audit Institutions (INTOSAI) and Asian Organization of Supreme Audit Institutions (ASOSAI).
- (iii) Identify the areas NAO should focus on and strengthen considering the country's development strategy, NAO's institutional mandate and capacity, and other relevant agencies' activities including private auditing companies. Prepare the long-term institutional and human resource development master plan for NAO based on the experience of implementing the five-year work plan, in consultation with relevant stakeholders, and hold a dissemination workshop to discuss with other development partners. Examine the need to establish regional offices and various options to develop partnerships with other relevant agencies including private auditing companies.
- (iv) Develop manuals and procedures on the financial audit of Agriculture Promotion Bank (APB) and hold a seminar for NAO, Ministry of Finance (MOF), selected SOEs, Bank of Lao PDR (BOL), and APB to discuss the draft manual and procedures. Review and improve, if necessary, the current manuals and procedures, for BOL and SOE audits, as well as forms and contents of audit reports (including management letters).
- (v) Assist NAO staff in conducting an audit of APB and one selected SOE, and one official development assistance-funded project from the planning stage to final reporting and provide on-the-job training. Examine the possibility of joint audits with private audit firms with advanced skills, if appropriate.
- (vi) Train NAO staff on BOL audits
- (vii) Coordinate with the ongoing Asian Development Bank (ADB) technical assistance (TA) for Enhancing Government Accounting Regulations and Procedures, Institutional Strengthening of Project Financial Management, and Rural Finance Development.

- (viii) Provide overall direction to the consulting team and coordinate and supervise the work of the other consultant recruited under the TA. Submit all the TA reports and audit manuals to ADB and the Government in accordance with the agreed upon schedule.

2. An estimated 10 person-months will be required to complete the work. The consultant will prepare a detailed action plan for implementing the TA in consultation with ADB and NAO prior to TA commencement.

B. Audit Training Specialist

3. The consultant will have experience in Government accounting and auditing, SOE auditing, official development assistance project auditing, use of computer audit software, and training of government auditors. The tasks will include the following:

- (i) Review the capacity of NAO staff and prepare a training needs analysis. Prepare a human resource development plan as an input for the long-term institutional and human resource development master plan for NAO, in consultation with relevant stakeholders; and help with the dissemination workshop to discuss issues with other development partners.
- (ii) Based on the training needs analysis, design an overall training program for NAO staff, design individual audit training courses. Prepare training materials based on the audit manuals. Examine and develop complementarity between the Audit Training Center and other relevant training facilities in MOF and the National University of Vientiane. Utilize as appropriate the training course materials developed under the regional TAs 5688 and 5872.
- (iii) Design specific training for and deliver to the senior ranks of NAO, focusing on supervision and review techniques, and on quality control procedures.
- (iv) Train the trainers of the Audit Training Center. Train NAO staff and selected members of the State Inspection Committee and MOF (Inspection Department, and Accounting Department).
- (v) Provide on-the-job training in coordination with the audit specialist. Provide training and job guidance to staff responsible for auditing revenue generating departments and externally funded projects.
- (vi) Arrange basic computer training and English training for NAO staff.
- (vii) Assist the team leader in preparing all the TA reports.

4. An estimated 18 person-months will be required to complete the work. The consultant will be required to prepare a detailed action plan for implementing the TA in consultation with ADB and NAO prior to TA commencement.