

TAR: MLD 38432

Technical Assistance to the Republic of the Maldives for Strengthening Project Management and Monitoring for the Ministry of Finance and Treasury

July 2005

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 30 June 2005)

Currency Unit	–	rufiyaa (Rf)
Rf1.00	=	\$0.0777
\$1.00	=	Rf12.865

ABBREVIATIONS

ADB	–	Asian Development Bank
EA	–	executing agency
ERM	–	External Resource Management
IDA	–	International Development Association
IsDB	–	Islamic Development Bank
MIS	–	management information system
MOFT	–	Ministry of Finance and Treasury
TEAP	–	Tsunami Emergency Assistance Project
TES	–	Tender and Evaluation Section
UNDP	–	United Nations Development Programme

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	National government administration
Theme	–	Governance and capacity development
Subtheme	–	Public governance and organizational development

NOTE

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

This report was prepared by M. Subroto.

I. INTRODUCTION

1. As requested by the Government, the Asian Development Bank (ADB) included the proposed TA in the Country Strategy and Program Update (CSPU) 2005–2006 for the Maldives.¹ The TA will assist in strengthening the capacity of the External Resource Management (ERM) Section of the Ministry of Finance and Treasury (MOFT) in financial planning, and project management and monitoring.² It will also help upgrade the knowledge and skills of project staff and officials of the line ministries in project implementation, monitoring, and procurement procedures. In addition, the TA will help prepare staff of ERM, selected line ministries, and educational institutions to become trainers for project management and monitoring. The TA design and monitoring framework is in Appendix 1.

II. ISSUES

2. As of 31 December 2004, ADB's total public sector lending to the Maldives stood at \$89.7 million for 14 loans and \$17 million for 50 TAs. ADB's current portfolio in the country comprises seven active loans and one tsunami emergency loan/grant with a total value of \$48.4 million.³ After the tsunami, a Tsunami Emergency Assistance Project (TEAP) of \$21.8 million grant and loan was approved on 31 March 2005.⁴ Further, three tsunami-related TAs for a total of \$1.65 million were also processed expeditiously and are expected to be approved before July 2005. For 2006–2008, an indicative total lending of \$18 million is tentatively programmed for the country. Five firm projects (domestic maritime transport, small and medium-sized enterprise [SME] development in the atolls, islands electrification, commercialization of agriculture, and social infrastructure for regional development projects) are in the pipeline. In addition, an indicative nonlending assistance of \$3 million, or an annual average of \$1 million, is programmed for 2006–2008.

3. In the wake of the tsunami, development partners of the Maldives are providing emergency assistance to the country. The World Bank has extended emergency post-tsunami support in the form of quick-disbursing emergency assistance of \$14 million (International Development Association [IDA] money). A further \$12 million in IDA assistance is expected in FY2006 from IDA XIV resources. The International Monetary Fund (IMF) has approved \$6.3 million in emergency assistance to help the Government deal with the devastating effect of the tsunami. The Government of Japan has extended a \$20 million grant for post-tsunami rehabilitation and reconstruction. The Islamic Development Bank (IsDB) allocated \$55.5 million

¹ The TA first appeared in *ADB Business Opportunities* (Internet Edition) on 18 March 2005.

² External Resource Management (ERM) Section is responsible for external debt management, coordination of multilateral funding agencies, development project management, monitoring and evaluation.

³ These are: ADB. 1998. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Postsecondary Education Development*. Manila; ADB. 1999. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Regional Development Project Phase I*. Manila; ADB. 2001. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Information Technology Development Project*. Manila; ADB. 2001. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Outer Islands Electrification Project*. Manila; ADB. 2002. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Strengthening Public Accounting System*. Manila; ADB. 2003. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Employment Skills Training Project*. Manila; and ADB. 1998. *Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of the Maldives for the Regional Development Project Phase II*. Manila.

⁴ ADB. 2005. *Report and Recommendation of the President to the Board of Directors on a Proposed Grant and Loan to the Republic of the Maldives for the Tsunami Emergency Assistance Project*. Manila.

to the Maldives for relief assistance, concessional loans for rehabilitation and reconstruction of social sector facilities, and ordinary loans to finance importation of materials for the reconstruction activities. The European Union Commission (EC), Republic of Korea, Kingdom of Saudi Arabia, Japan Bank for International Cooperation, and United States of America have committed and pledged recovery and reconstruction assistance, which is still to be decided and will have to be implemented rapidly once approved. It is expected that in 2005 the country will have to implement rehabilitation and recovery projects of about \$200 million, nearly 20 times the regular annual implementation before the tsunami.

4. Implementation and monitoring of ongoing and new projects, including tsunami emergency assistance projects and the newly created economic recovery and reconstruction plan, to be funded by development partners, will be a big challenge to the Government, especially to MOFT, which generally serves as Executing Agency for all those projects. For MOFT to effectively coordinate, manage, and monitor project implementation activities in support of the line ministries, there is an urgent need to review its organizational structure and strengthen its operational systems and the capacity of its staff, especially those in the ERM Section.⁵

5. The ERM Section is one of the three sections supervised by the Executive Director, Corporate Affairs Division: Administration and Human Resources Section, ERM Section, and Information Systems Section. Currently there are nine technical staff members under ERM including 6 for the external debt and resource management function, and 3 for monitoring and management of externally financed projects. Most technical staff are below 30 years of age, 1.5–10 years work experience with MOFT. Most staff possess qualification below degree level: four have a diploma in business administration, two has a bachelor's diploma and one has a masters degree. The result is a serious lack of middle-level supervisors to link the technical staff and the section's supervisor.

6. There is lack of well-established or standard operational system mechanism and procedures that could help set priorities and guide the activities of the staff. With the assistance of more experienced colleagues, new staff learn the operational system and work procedures in a piecemeal manner. Currently, no system or procedures are available at ERM to enable the staff to perform their tasks effectively. The reporting system and feedback mechanisms between MOFT and line ministries have to be established and made operational. The database and management information system (MIS) for internal administration and loan portfolio monitoring and management are not available.⁶ Staff productivity and efficiency are adversely affected as they have to spend time going through old records and files to get needed information and data. There is an urgent need to develop a computerized MIS for loan portfolio monitoring and management, and for internal management of the ERM Section.

7. On 1 June 2004, the Tender Evaluation Section (TES) was transferred to MOFT from the then Ministry of Construction and Public Works. TES handles procurement contracts valued

⁵ The ERM section was formerly called the Financial Institutions and External Debt Management Section (FIEDMS). After the tsunami, MOFT is responsible for coordinating and monitoring external assistance; the Ministry of Planning and National Development (MPND), for coordinating data gathering and long-term responses; and the Ministry of Defense (MOD), for overall relief efforts.

⁶ In view of recovery from the effects of the tsunami, the United Nations Development Programme (UNDP) is providing a TA to assist the Government in establishing a development assistance database (DAD) at the ERM/Ministry of Finance and Treasury (MOFT). Technical training in using the database is also being provided. ADB consultants for this TA will take into account activities and training already provided by UNDP to MOFT/ERM to complement ADB's TA.

above Rf500,000 (around \$39,062) for Government projects. After the tsunami, World Bank agreed to include strengthening of TES as part of an emergency assistance program. Consequently, capacity building for TES is not included in this TA.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA is to improve the efficiency and quality of project management and monitoring in MOFT. Specifically, the TA will support MOFT (i) in developing a system, including a MIS, for effective management and monitoring of projects funded by international financing institutions, and (ii) in strengthening the capacity of the staff of the ERM Section and senior officials of MOFT in financial planning, and project management and monitoring to support the line ministries. The TA will help strengthen the structure, functions, and operational system of the ERM Section and enhance the capacity of its staff in project management and monitoring, disbursement procedures, procurement procedures, and training so as to become trainers in their specialized functions. In addition, the TA will help develop and establish an MIS at the ERM Section to serve as a database for managing and monitoring project implementation activities in the line ministries. The TA will incorporate activities to strengthen the role of MOFT in managing tsunami emergency projects and rehabilitation and reconstruction programs. Finally, the TA will support the line ministries by strengthening project implementation capacity through the establishment of a project monitoring function and mechanisms and training for the project staff.

B. Methodology and Key Activities

9. The TA activities will be organized into three related components:

- (i) Component I: review and strengthen the organizational structure, operational system and procedures; prepare an operation manual on project management and monitoring for the ERM Section; develop and install an MIS that contains the necessary structure, format, operational systems, and data for managing and monitoring projects funded by international financing institutions; and prepare an operations manual for the MIS.
- (ii) Component II: in-country training and workshops for staff of the ERM Section and the line ministries on project management, implementation, and monitoring; in-country training on the operations and management of MIS for the ERM staff; and international training and study visits not longer than 6 months each for senior officials of MOFT and selected ERM staff.
- (iii) Component III: development of a curriculum and training materials on project management, implementation, and monitoring and standard procurement procedures followed by ADB and the Government of the Maldives; establishment of a capacity-building unit for project management and monitoring, in the ERM Section; and conduct of a training-of-trainers program on project management and procurement procedures for staff of the ERM Section and line ministries.

10. It is envisaged that the outputs will be sustained through continuous training and development of staff of the ERM and line ministries and through systematic follow-up and close monitoring by MOFT.

C. Cost and Financing

11. The total cost of the TA is estimated at \$295,000 equivalent, comprising \$199,000 in foreign exchange and \$96,000 equivalent in local currency. The Government has requested ADB to finance \$250,000 equivalent, covering the entire foreign exchange cost and \$51,000 of the local currency cost. The TA will be financed on a grant basis by ADB's TA funding program. The Government will finance the remaining \$45,000 equivalent mainly through contributions in kind for office accommodation, counterpart support services, administrative and logistic support, and other related services. The detailed cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

12. MOFT will be the Executing Agency of the TA through the ERM Section. The EA will coordinate and supervise TA activities and will provide TA coordinators and counterpart staff with office space and facilities. The EA will be responsible for coordinating, directing, and monitoring the activities of the consultants and counterpart staff. The EA will also be responsible for procuring equipment. Further, it will ensure that equipment acquired under the TA for the development and establishment of the MIS and for training, workshops, and seminars will be available for the use of the consultants during the TA period. An equipment list will be prepared by the EA and consultants for ADB's approval. The equipment will be procured in accordance with ADB's *Guidelines for Procurement*, and will be turned over to MOFT/ERM upon TA completion.

13. The TA will be implemented over a period of 12 months starting in September 2005 with the fielding of the consultants. The TA will engage one international consultant (6 person-months) with expertise in project management, procurement procedures, and training experience; and two domestic consultants (5 person-months) with expertise in development and implementation of MIS and training. The international and domestic consultants may be recruited either through a firm or as individuals. They will be selected in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for selecting and engaging of consultants. The methodology and terms of reference for the TA are specific and clearly identified. Hence, ADB's procedures for simplified technical proposals will be used as the basis for contract negotiation. Outline terms of reference are in Appendix 3.

14. The international consultant will work closely with ERM/MOFT in identifying international training programs and study visits for senior officials of MOFT and selected staff of the ERM Section. The list of the training programs, training institutions, and MOFT officials and ERM staff selected for international training will be submitted to ADB for approval before the proposed training programs and study visits are implemented. ADB will be responsible for (i) the general administration and supervision of the TA, (ii) consultant selection and contract administration, and (iii) review and approval of international study visits and training programs, and procurement of equipment and materials. The TA will be implemented in close coordination with the line ministries and other funding agencies especially the United Nations (UN) agencies, World Bank, and IsDB to ensure that the system and procedures developed under the TA will meet the requirements for management and monitoring of projects financed by those funding agencies.

15. The international consultant will prepare and submit reports and related documents to MOFT and ADB including an inception report at the end of month 1 and, an interim progress report at the end of month 3. A final report that includes recommendations to sustain the established project management and monitoring system and the MIS is to be submitted at the end before the completion of the TA.

IV. THE PRESIDENT'S DECISION

16. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$250,000 on a grant basis to the Government of the Maldives for Strengthening Project Management and Monitoring for the Ministry of Finance and Treasury, 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</p> <p>To contribute effectively to good governance through good management and speedy implementation of national development projects</p>	<ul style="list-style-type: none"> • Effective management and monitoring of external foreign debts in line with Government policy and capacity to service the debts • National development projects completed effectively and timely within allocated budget to benefit their beneficiaries 	<ul style="list-style-type: none"> • MOFT reports on external debt planning, management, and servicing • Annual reports on status of project implementation. • TA completion reports 	<p>Assumption</p> <ul style="list-style-type: none"> • MOFT management and staff remain committed to improving their performance.
<p>Outcome</p> <p>Improved efficiency and quality of project management and monitoring through better project management system and procedures and better trained and more professional project management personnel and trainers</p>	<ul style="list-style-type: none"> • Reduced delays in project implementation • Increased successfully rated projects implemented according to ADB's rating system 	<ul style="list-style-type: none"> • Quarterly progress reports on status of project implementation • ADB supervision missions • Midterm report, final report, and TA completion report 	<p>Assumptions</p> <ul style="list-style-type: none"> • MOFT and the line ministries will adopt the project management system and procedures and carry out the project monitoring activities to ensure efficient and smooth implementation of the projects. • ERM staff and selected individuals can serve as trainers to help improve project management capacity of PIU/PMU staff in the line ministries.
<p>Outputs</p> <p>3.1. Strengthened organizational structure, operational system and procedures for project management and monitoring at ERM Section.</p>	<ul style="list-style-type: none"> • Organizational structure and operational system and procedures firmly established in the ERM Section 	<ul style="list-style-type: none"> • Consultants' reports • MOFT's and ERM's reports • ADB's review missions 	<p>Assumptions</p> <ul style="list-style-type: none"> • MOFT is committed to implementing the proposed organizational structure, system, and operational procedures. • ERM staff are assigned appropriate functions and responsibilities for project management and monitoring.
<p>3.2. Operations manual for project management and monitoring at ERM Section</p>	<ul style="list-style-type: none"> • Operations manual printed and distributed to ERM staff and key MOFT officials 	<ul style="list-style-type: none"> • Consultants' report • MOFT's reports • Feedback from ERM staff • TA completion report 	<p>Assumption</p> <ul style="list-style-type: none"> • ERM will adopt the manual and its staff will follow the system and procedures in their day-to-day operations.
<p>3.3. An MIS and operations manual for the ERM Section</p>	<ul style="list-style-type: none"> • A MIS developed and established in the ERM Section • MIS operations manual developed and ERM staff trained in the operations of the MIS 	<ul style="list-style-type: none"> • Consultant's reports • MOFT's reports • ADB's review missions • TA completion report 	<p>Assumptions</p> <ul style="list-style-type: none"> • The MIS contains the required features and functions for project management and monitoring. • ERM staff can operate the system and are committed to using the system to effectively manage and monitor project activities.

Design Summary	Performance Targets/Indicators	Data Sources/ Reporting Mechanisms	Assumptions and Risks
3.4. Curriculum and training materials on project management and monitoring and standard procurement procedures for ERM and line ministries staff	<ul style="list-style-type: none"> • Training curriculum and materials accepted by MOFT • Training programs and workshops conducted for staff of ERM and line ministries 	<ul style="list-style-type: none"> • Consultant's reports • MOFT's reports • ADB's review missions • TA completion report 	<p>Assumptions</p> <ul style="list-style-type: none"> • MOFT adopts the curriculum and implements the training programs. • Participants are properly selected and retained in their respective organizations.
3.5. Trainers on project management and monitoring based at ERM, line ministries, and educational institutions.	<ul style="list-style-type: none"> • Between 10 and 15 participants graduated from training-of-trainers program 	<ul style="list-style-type: none"> • Consultants' reports • Reports of MOFT and line ministries • ADB's review missions • TA completion report 	<p>Risks</p> <ul style="list-style-type: none"> • There are sufficient qualified staff to attend the program. • The graduates will remain with their agencies.
3.6. Increased knowledge and improved skill level of senior officials and selected ERM staff in financial planning, and project management and monitoring	<ul style="list-style-type: none"> • Annual financial planning and debt management program strengthened resulting in savings of staff time and financial resources for the Government • Delays in project implementation significantly reduced 	<ul style="list-style-type: none"> • Consultants' reports. • Quarterly progress reports by MOFT • ADB's review missions • Feedback from senior officials, and MOFT and ERM staff • TA completion report 	<p>Assumptions</p> <ul style="list-style-type: none"> • The senior officials and ERM staff apply the knowledge and skills acquired to strengthen the program and procedures. • MOFT encourages and supports the initiatives of the officials and staff to improve the system and their performance.
<p>Activities with Milestones</p> <p>1.1. Review and strengthen the organization structure, operational system and procedures in project management and monitoring in the ERM Section. Milestone: successful operational structure by end-2006.</p> <p>1.2. Prepare an operations manual for project management and monitoring in ERM Section. Milestone: operation manual developed and adopted by mid 2006.</p> <p>1.3. Develop and install an MIS; and prepare an operations manual for the ERM section. Milestone; efficiently operational MIS system by early 2006.</p> <p>1.4. Prepare training curriculum and materials for project management and monitoring and standard procurement procedures of staff for ERM and line ministries. Milestone: applicable and suitable curriculum and training materials developed, adopted, and used by mid-2006.</p> <p>1.5. Conduct training of trainers for project management and monitoring and standard procurement procedures. Milestone: successful training of about 10 trainers by mid 2006;</p> <p>1.6. Arrange and conduct international training and study visits for staff and senior officials of MOFT. Milestone: completion of training programs and study visits by end-2006.</p>			<p>Inputs</p> <p>ADB</p> <ul style="list-style-type: none"> • Consulting services: International (6 person-months) and 2 domestic (5 person-months) consultants • Equipment: computers, software, printers, photocopying machines, and projector • Expenses for development of training materials and purchase of commercially available training packages • Training materials: development and purchase of commercially available training packages • Expenditures for study visits/ international training, training seminars and workshops, and communications <p>Government</p> <ul style="list-style-type: none"> • Office accommodation and utilities • Suitable and sufficient counterpart staff • Expenditures for reports, workshops, communications and local travel

ADB=Asian Development Bank, ERM=External Resource Management, MIS=Management Information System, MOFT=Ministry of Finance and Treasury, PIU=project implementation unit, PMU=project monitoring unit, TA=technical assistance.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultant	100.0	0.0	100.0
ii. Domestic Consultants	0.0	20.0	20.0
b. International and Local Travel	7.5	2.0	9.5
c. Reports and Communications	2.0	2.0	4.0
2. Equipment and Supplies	12.0	3.0	15.0
3. Miscellaneous Administration and Support Costs			
a. Office Supplies	0.0	2.0	2.0
b. Development and Installation of MIS	0.0	10.0	10.0
4. Study Visits and International Training	70.0	0.0	70.0
5. Training, Seminars, Workshops	0.0	5.0	5.0
6. Communications	2.0	2.0	4.0
7. Contingencies	5.5	5.0	10.5
Subtotal (A)	199.0	51.0	250.0
B. Government Financing			
1. Office Accommodation and Utilities	0.0	10.0	10.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	20.0	20.0
3. Reports, Workshops, and Communications	0.0	5.0	5.0
4. Local Travel	0.0	2.0	2.0
5. Contingencies and Others	0.0	8.0	8.0
Subtotal (B)	0.0	45.0	45.0
Total	199.0	96.0	295.0

MIS = management information system.

^a Financed by the ADB's technical assistance funding program.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will engage one international and two domestic consultants.

1. Project Management and Training Specialist/Team Leader
(international, 6 person-months)

a. Overall Responsibilities as Team Leader

2. As team leader the consultant will assist Ministry of Finance and Treasury/External Resource Management (MOFT/ERM) with overall TA management including the design and implementation of an operational system and procedures for the ERM Section, design and establishment of the Management Information System (MIS), design and development of the training curriculum and materials; conduct of training and workshops on project management and monitoring, procurement procedures, and operations and use of the MIS; and training-of-trainers program. In addition, he/she will coordinate and supervise the activities of the domestic consultants to ensure that activities are implemented according to the plan and schedules and that the outputs meet the professional standards and requirements of MOFT/ERM. He/she will also liaise with officials of the line ministries and educational institutions to coordinate and facilitate the training activities for their staff and implement procedures and mechanisms for monitoring project activities in the line ministries.

b. Technical Duties and Tasks

3. The specialist will carry out the following tasks under the general guidance and supervision of the executive director and head of the ERM Section.

- (i) Assist MOFT in strengthening the organizational structure and operational system and procedures of the ERM Section to support project management and monitoring within the section.
- (ii) Help establish operational procedures, mechanisms, and instruments for effective management and monitoring of project implementation activities in the line ministries.
- (iii) Analyze and identify the strengths and weaknesses of the existing operational system and procedures and from the findings, propose measures to strengthen the current system. Subsequently, prepare an operations manual on project management and monitoring applicable to the situation in the Maldives for use by staff of the ERM Section.
- (iv) Prepare training curriculum and materials on (a) project management, implementation, and monitoring; (b) standard procurement procedures; (c) and training –of-trainers program for project management and monitoring.
- (v) Conduct (a) training programs for ERM staff and officials of the line ministries on project management and procurement procedures, and (b) training-of-trainers program for project management and monitoring.
- (vi) Assist MOFT and line ministries in establishing procedures and mechanisms for

monitoring the progress of project implementation activities their respective agencies.

- (vii) Assist in establishing a training function and mechanism as well as a training materials resource center in the ERM Section to serve as a central coordinating unit for training staff from the line ministries and implementing agencies on project management, procurement, disbursement, and other training programs organized by funding agencies and other sources.
- (viii) Prepare a training plan for MOFT and the line ministries to produce an adequate number of trainers for the country, and conduct training in specialized areas to meet the needs of their staff.
- (ix) Coordinate international study visits and specialized training for senior officials and selected staff of MOFT and the ERM Section.
- (x) Carry out other duties and responsibilities as may be assigned by MOFT and ADB.
- (xi) Produce a final report on technical assistance in a form suitable for publication as ADB document.

c. Qualification and Experience

4. The expert should have a recognized degree in relevant fields and a minimum of 10 years experience in project management, procurement, and training, preferably in international organizations. Regional and country experience will be an advantage.

2. Management Information System/Training Specialists

(2 persons, 5 person-months)

a. Duties and Tasks

5. The consultants' overall responsibilities are to design, develop, and establish a computerized MIS for project management and monitoring in the ERM Section. They will also develop an operations manual for use by staff of the ERM Section. In addition, they will train ERM staff as well as selected staff from MOFT and the line ministries on the use and maintenance of the MIS. Working under the guidance and supervision of the team leader, the specialists will perform the following duties and tasks:

- (i) Conduct a needs assessment in MOFT, ERM Section, and line ministries to identify the information and data requirements for effective management and monitoring of project implementation activities in their respective agencies.
- (ii) Design a MIS that takes into consideration the needs and requirements of MOFT, ERM Section, and line ministries and the functions of the MIS as well as a possible integration with the Debt Recording and Management System developed by the Commonwealth Secretariat already installed in the ERM Section.
- (iii) Identify and select appropriate software for project management and monitoring.

- (iv) Develop a computerized MIS with all features, characteristics, and functions to serve the needs of the users and clients.
- (v) Test-run, modify, and finalize the MIS for installation in the ERM Section.
- (vi) Prepare an operations manual (i.e., users manual) for proper use and maintenance of the MIS.
- (vii) Prepare training materials to be used in a training program for staff of ERM Section, MOFT, and line ministries.
- (viii) Conduct a training program to enable staff of ERM Section, MOFT, and line ministries to fully benefit from the MIS for managing and monitoring project implementation activities.
- (ix) Carry out other duties and tasks as may be assigned by the team leader and MOFT.

b. Qualifications and Experience

6. The MIS/training specialists should have relevant qualifications in the information technology (IT) field, preferably software development, MIS, computer science, computer applications, etc. In addition, they must have experience in developing computerized MIS for similar projects or organizations either in the public or private sector. Training experience especially in IT will be an advantage.