

**ASIAN DEVELOPMENT BANK**

**TAR:OTH 37408**

**TECHNICAL ASSISTANCE  
FOR  
DECENTRALIZATION IN SOCIAL SECTORS**

**December 2004**

## ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
MfDR	–	managing for development results
RBM	–	results-based management
RSGR	–	Governance and Regional Cooperation Division
TA	–	technical assistance

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Multisector (education and health, nutrition, and social protection)
<b>Subsector</b>	–	Education system development, health systems
<b>Themes</b>	–	Governance, regional cooperation
<b>Subtheme</b>	–	Decentralization

## NOTE

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

This report was prepared by C. Buentjen (team leader), J. Jeugmans, W. Loxely, and D. Porter.

## I. INTRODUCTION

1. Cambodia's Ministry of Education, Youth, and Sport and Mongolia's Ministry of Science, Technology, Education, and Culture have requested a follow-up project to a previous regional technical assistance (TA) project.<sup>1</sup> The new project aims at addressing the challenges of managing for development results (MfDR) resulting from the gradual decentralization of public administration systems. Indonesia has much to contribute in this area, because of its considerable experience with decentralizing social sector management in the context of defining and implementing minimum service standards. The Cambodian, Indonesian, and Mongolian ministries of health expressed an interest in getting involved in relation to an assessment of their current structures for MfDR at central and local government levels.

2. In October and November 2004, the five education and health sector ministries reviewed the draft TA proposal and concurred with its goals, purpose, scope, and implementation arrangements. They also agreed to establish task forces to plan, manage, and implement the regional TA in their respective countries, including reestablishing the task force on results-based management (RBM) in education in Cambodia and Mongolia under the TA for Strengthening Results-Based Management for Sector Agencies (TA 6089-REG). The work is expected to draw on MfDR experiences in social sectors operating in a decentralized context in other developing member countries (DMCs), including Pakistan. Extensive consultation was undertaken within the Regional and Sustainable Development Department and with Asian Development Bank (ADB) staff responsible for the education and health sectors in the three DMCs. The TA framework is shown in Appendix 1.<sup>2</sup>

## II. ISSUES

3. TA 6089 strengthened the governments' ownership and understanding of MfDR in relation to institutional assessment and their commitment to selectively implement more MfDR. The key TA outputs and achievements were (i) in-country seminars, which ensured substantial ownership and understanding of RBM approaches toward education sector planning and management; (ii) RBM case studies, which have proved to be an effective vehicle whereby education staff can apply RBM assessment instruments; (iii) RBM road maps, which have involved the identification of immediate and medium-term priorities for capacity building, including measures to improve strategic planning processes, enhance alignment between delegated authorities and resource management at various levels, develop information technology networks, and initiate joint processes for reviewing sector performance by the government, external funding agencies, and nongovernment organizations; (iv) and dissemination and knowledge-sharing efforts, such as an RBM information booklet, web sites, and an exchange visit by Mongolian officials to Cambodia, which have enabled broader and more diverse information exchanges on RBM between the two countries and within ADB. TA 6089 demonstrated that processes for MfDR cannot be achieved overnight, and that governments and ADB need to address the gap between desired results and implementation and resource capacities. Another lesson learned is that involving cross-cutting agencies, such as the Ministry of Finance, Home Affairs/Interior, and local governments early on during the process and in the analytical work involved in assessing the impact of decentralization reforms is essential for designing RBM systems and strengthening the quality of service delivery.

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<sup>1</sup> Asian Development Bank. 2002. *Technical Assistance for Strengthening Results-Based Management for Sector Agencies*. Manila (TA 6089-REG for \$250,000, approved on 19 December 2002). This TA was implemented from January 2002 to September 2004 in Cambodia and Mongolia. For details, see <http://www.adb.org/projects/rbm/default.asp>.

<sup>2</sup> The technical assistance first appeared in *ADB Business Opportunities* (internet edition) on 5 October 2004.

4. MfDR is a major policy thrust of ADB and its member countries. ADB's RBM agenda involves introducing and mainstreaming a comprehensive system for monitoring, measuring, reporting, and managing for development results. The TA is designed to contribute to the following components of ADB's results action plan: (i) strengthen the focus on results, both by the three DMCs and as an institution; (ii) assist in building capacity for RBM in the DMCs; (iii) develop the ability to measure and analyze progress toward results; and (iv) use information about results to improve performance.

5. During the last decade, a number of DMCs have embarked on ambitious decentralization reforms aimed at achieving more democratic, accountable, and transparent delivery of services in order to meet poverty reduction targets. This involves transferring functions and funding sources to local governments as well as revising accountability mechanisms at the local level and between the central government and local governments. In addition, for the expected benefits of decentralization reforms to materialize, far-reaching changes are needed in the management of service delivery. In a centralized system, sector agencies are responsible for delivering services, while in a decentralized system, the sector agencies' focus shifts to target setting, monitoring, evaluation, and capacity development related to service delivery by local governments. Further challenges arise at the local level, where accountability mechanisms need to be established and coordination mechanisms between local governments and civil society need to be established.

6. MfDR in a decentralized context requires (i) defining results that are measurable, relevant, and meet both national targets and local priorities; (ii) providing adequate resources to achieve the targeted results; (iii) establishing intergovernmental fiscal arrangements that create direct incentives for local service delivery based on previously established performance norms; (iv) setting up organizational arrangements that ensure that authority and responsibilities are aligned with results and resources; (v) developing processes for planning, monitoring, communication, and fund allocation and release that enable sector agencies and local governments to convert resources into the desired impacts; and (vi) setting up accountability mechanisms at all levels of government. Most DMC sector and local government agencies have little experience in dealing with management reforms at this scale. The TA supports ADB's governance and MfDR agenda by increasing awareness in DMCs of ways to address the need for changes in the results management of the social sector in a decentralized context.

7. Cambodia's and Mongolia's education sectors have reached their current advanced stage of MfDR development through more than 10 years of sustained effort and commitment backed by leadership and sponsorship from inside and outside the education ministries. Further strengthening of RBM processes will require a realistic initial institutional assessment, a review of opportunities for capacity development in the medium term, and a determination of likely sector resources. The recent ADB review of its poverty reduction strategy<sup>3</sup> identified systemic capacity development as a key challenge and recommended its introduction as a new cross-cutting theme for ADB operations. The TA supports this agenda by helping the three DMCs to prepare institutional and capacity assessments that will lead to increased ownership and sustainability of projects in the respective sectors.

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<sup>3</sup> Asian Development Bank. 2004. *Review of the Asian Development Bank's Poverty Reduction Strategy*. Manila (approved on 10 June 2004).

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Output

8. The goal of the TA is to develop the service delivery capacity of social sector and local government agencies. Its purpose is to (i) strengthen the MfDR orientation of social sector and local government agencies in three gradually decentralizing countries, namely, Cambodia, Indonesia, and Mongolia; and (ii) establish mechanisms for knowledge management and exchange within and between the three countries.

9. The TA's components include (i) developing a methodology that will enable sector and local government agencies to assess the implications of ongoing decentralization reforms for their existing MfDR processes; (ii) preparing and pilot testing MfDR road maps, focusing on capacity development priorities arising from country-specific decentralization and MfDR contexts; and (iii) providing a platform for the exchange of experiences between sector and local government agencies within the three DMCs, between their health and education sectors, and between stakeholders of the three DMCs.

10. The TA will have three carefully integrated outputs as follows:

- (i) **Methodology for MfDR developed and decentralization baseline assessments available.** The sector and local governments in the three DMCs will be enabled to analyze the decentralization context and to assess the implications of decentralization reforms for their MfDR processes. Particular emphasis will be placed on strengthening strategic planning at various levels of government, monitoring and evaluation of service delivery targets, and strengthening networks and partnerships. The methodology will include a background study on the impact of decentralization reforms on the social sectors; a participatory institutional assessment; a stakeholder analysis; and specific case studies in each country to be conducted by working groups whose composition will include sector agency officials, local government officials, and officials from cross-cutting ministries (such as ministries of planning, of finance, and of the interior and/or of local government and/or of home affairs). Long-term advisers retained by ADB or other external funding agencies that specialize in projects relevant to the TA, i.e., fiscal affairs, administrative or political decentralization, performance management, and public expenditure management, as well as civil society organizations that specialize in relevant fields, will be invited to join the working groups.
- (ii) **Capacity development road maps for MfDR and decentralization prepared and implemented.** Capacity development priorities will be determined based on the findings under output (i) and at least one workshop in each country. Agreement on priority actions to address shortcomings will be sought. Based on the agreed priority actions, capacity development measures for each DMC will be designed, costed out, pilot tested, and shared with relevant ADB operational departments and other external funding agencies.
- (iii) **Findings and approaches disseminated within each country and across the three countries.** The findings will be disseminated through workshops, the social sector agencies' web sites, brochures, and other means. Efforts will be made to exchange experiences between health and education sectors. Based on case studies and an assessment of potential lessons for all three DMCs involved in the TA, a staff exchange program will be designed and implemented.

## **B. Methodology and Key Activities**

11. Cambodia, Indonesia, and Mongolia have been selected for this TA because it is consistent with the reform agendas of the three countries and ADB's strategic priorities. The main features of social sector development in the three countries are (i) a strong emphasis on results-oriented planning and management in the social sectors; (ii) a growing focus on decentralized planning and management of service delivery; (iii) a growing emphasis on sectorwide or program-based approaches; and (iv) the use of social sector program lending linked to joint monitoring of the sector's performance by the government, ADB, and other external funding agencies. As a result, the selected countries are important potential leaders in implementing ADB's medium-term agenda and action plan for promoting MfDR. The TA will also cooperate closely with analytical and operational work on decentralization and results-oriented sector management being undertaken in Pakistan.

12. The following are the expected deliverables:
- (i) methodology for assessing baseline capacities for decentralization and MfDR based on one orientation workshop in each of the three DMCs;
  - (ii) participatory institutional assessment of the decentralization context in the three countries carried out through desk reviews, case studies, participatory workshops, and field visits to local governments in each country;
  - (iii) stakeholder analysis of education and health in Cambodia, health in Indonesia, and education and health in Mongolia that addresses the roles of sector agencies at various levels of government, of civil society, and of local governments;
  - (iv) five case studies for each of the countries to inform the institutional assessment and/or the stakeholder analysis;
  - (v) preparation of capacity development road maps for three sectors (CAM Health, MON Health, INO Health) and review of existing road maps for two sectors (CAM Education, MON Education) by means of case studies and participatory workshops;
  - (vi) work planning and programming and implementation of pilots for selected capacity development priorities;
  - (vii) efforts to engage the education sector in Indonesia in peer learning for MfDR processes and exchange of experiences through workshops and working groups on specific issues;
  - (viii) dissemination materials, in particular, ADB and ministry web sites, brochures, and presentation materials;
  - (ix) up to two exchange visits for up to six participants each; and
  - (x) synthesis document on decentralization and MfDR in the social sectors in the Asia and Pacific region.

## **C. Cost and Financing**

13. The total TA cost is estimated at \$400,000. The TA will be financed on a grant basis by ADB's TA funding program. A detailed cost estimate is provided in Appendix 2.

## **D. Implementation Arrangements**

14. ADB is the executing agency for the TA and will coordinate implementation of the TA closely with resident missions and sector divisions. The five ministries involved will establish working groups or task forces consisting of social sector staff from the central and provincial levels and representatives of local government organizations and civil society. These working

groups will coordinate work planning and analytical work under the guidance of a nominated senior government official (state secretary equivalent); will coordinate with other key ministries, including those responsible for financial and economic affairs, decentralization, and planning; and will organize field work and field visits in consultation with provincial and district governors and other community-level representatives. This model will build on the successful approach adopted under TA 6089.

15. The TA will also liaise closely with other complementary ADB and DMC activities in a number of countries and sectors, including (i) the results-oriented and program-based social action program and decentralization activities in Pakistan; (ii) the sectorwide management approach to education reform in Indonesia; and (iii) the broader governance and financial management reform program in Cambodia, Indonesia, and Mongolia. Expectations are that specific MfDR instruments for education in Cambodia and Mongolia will also be introduced into health ministry approaches in these two countries. In addition, interregional and intercountry consultative committees that include both ADB and country representatives will ensure that knowledge management and transfer processes related to MfDR are effective, including the preparation of a regional MfDR synthesis paper.

16. The TA will require up to 10 person-months of individual international consulting services and up to 27 person-months of individual domestic consulting services in line with agreed work plans in each country. The TA will take place on an intermittent basis for a period of 18 months from May 2005 through October 2006. The working groups in the three countries will be active and operational throughout the period and will carry out follow-up work pertaining to work programs agreed on at national workshops.

17. ADB will engage all consultants as individuals in accordance with its *Guidelines on the Use of Consultants by the Asian Development Bank and Its Borrowers* and other arrangements satisfactory to ADB for the engagement of domestic consultants. Outline terms of reference for the consultants are in Appendix 3. The terms of reference and the outlines for the country decentralization studies and the synthesis paper will be fine-tuned based on feedback from the social sector agencies in Cambodia, Indonesia, and Mongolia following the Inception Mission.

18. The TA will include a comprehensive dissemination plan, including (i) exchange visits and conference participation; (ii) web sites of three ministries and ADB's web site; (iii) information brochures; and (iv) synthesis paper on decentralization and MfDR in the social sectors.

#### **IV. THE PRESIDENT'S DECISION**

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$400,000 on a grant basis for Decentralization in Social Sectors and hereby reports this action to the Board.

### TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions
<p><b>Goal</b> Develop the service delivery capacity of social sector and local government agencies</p>	<p>Increased ability of social sector and local government agencies to develop strategic planning, implementation, and monitoring mechanisms for decentralized service delivery by December 2010.</p>	<p>Country working groups ADB sector road maps on country strategies Programs and updates</p>	
<p><b>Purpose</b> Strengthen the MfDR orientation of social sector and local government agencies in three gradually decentralizing countries (Cambodia, Indonesia, and Mongolia)</p> <p>Establish mechanisms for knowledge management and exchange within and between the three countries</p>	<p>Greater decentralization and performance focus in sector road maps and local government strategic and financing plans. Use of such plans reflected in sector and local government budget planning and implementation by December 2006. Increased ability of social sector and local government agencies to cooperate and learn from each other (both within and across the three countries) by October 2006.</p>	<p>ADB country performance review reports Country working groups TA progress reports and RSGR reports</p>	<p>Countries' senior management accepts ownership of the reforms, demonstrates performance orientation, and supports continuous learning.</p>
<p><b>Outputs</b></p> <p>1. Methodology for MfDR improved and decentralization baseline assessments available</p> <p>2. Capacity development road maps for MfDR and decentralization prepared and implemented</p> <p>3. Findings and approaches disseminated within each country and across the three countries</p>	<p>1. MfDR and decentralization assessment instruments are developed by mid-2005 and applied by December 2005.</p> <p>2. Decentralization assessments, stakeholder analysis, and case studies completed in the three countries by February 2006 and implemented by June 2006.</p> <p>3. Action plan for dissemination of materials developed by July 2006 and</p>	<p>1. DMC working group, TA progress reports, and RSGR reports</p> <p>2. DMC working group, TA progress reports, and RSGR reports</p> <p>3. Web sites, brochures, synthesis document, TA final report, and RSGR reports</p>	<p>The countries and ADB operational departments prepared to send senior staff to workshops, complete case studies, and show strong interest in sharing experiences.</p>

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Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions
	implemented by October 2006.		
<p><b>Activities</b></p> <ol style="list-style-type: none"> <li>1. Develop methodology for assessing baseline capacities for decentralization and MfDR and conduct one orientation workshop in each country</li> <li>2. Prepare a participatory institutional assessment of the decentralization context in the three countries through desk reviews, case studies, participatory workshops, and field visits to three local government entities in each country.</li> <li>3. Prepare a stakeholder analysis for health and education in Cambodia, health in Indonesia, and health and education in Mongolia addressing the roles of sector agencies at various levels of government, of civil society, and of local governments.</li> <li>4. Prepare five case studies for each of the countries to inform the institutional assessment and/or the stakeholder analysis.</li> <li>5. Prepare capacity development road maps for three sectors (MON Health, Cambodia Health, Indonesia Health) and review of existing road maps in two sectors (MON Education, CAM Education) by means of case studies and participatory workshops.</li> <li>6. Facilitate work planning and programming and</li> </ol>	<ol style="list-style-type: none"> <li>1. Methodology for participatory capacity development baseline assessment developed by mid-2005; minimum of one workshop held in each of the three countries by the end of 2005.</li> <li>2. Resource persons hired, working groups established, and institutional assessment conducted in the three countries by the end of 2005.</li> <li>3. Five sector stakeholder analyses conducted by the end of 2005.</li> <li>4. At least five case studies prepared in each of the three countries by the end of 2005 prepared with the participation of local government representatives.</li> <li>5. Minimum of three road maps prepared in each of the countries, involving at least one workshop per sector. by the end of 2005. Road maps reflect the findings of the institutional assessment and stakeholder analysis.</li> <li>6. Prepare work plans for the three countries and</li> </ol>	<ol style="list-style-type: none"> <li>1. DMC working group, TA progress reports, and RSGR reports</li> <li>2. DMC working group, TA progress reports, and RSGR reports</li> </ol>	<p>TA and country funds used effectively and on a timely basis.</p> <p>Work program timetable for country working groups and TA maintained.</p>

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Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions
<p>implement pilots for selected capacity development priorities.</p> <p>7. Attempt to engage the Indonesian education sector in peer learning for MfDR processes and exchange of experiences through workshops and working groups on specific issues.</p> <p>8. Develop dissemination materials, in particular, ADB and ministry web sites, brochures, and presentation materials.</p> <p>9. Prepare and conduct up to two exchange visits for up to six participants each.</p> <p>10. Prepare synthesis document on decentralization and MfDR in the social sectors.</p>	<p>implement pilots for selected capacity development priorities for two countries by mid-2006.</p> <p>7. Peer learning concept developed by the end of 2005 and consistently implemented by October 2006. Increased understanding of MfDR issues in social sectors not directly involved in each of the three countries.</p> <p>8. Twenty technical staff from each sector in each country demonstrate an understanding of MfDR by October 2006. Ministry web sites are regularly updated, and ADB web site receives hits.</p> <p>9. Increased knowledge of the experiences of the five sectors involved in the TA.</p> <p>10. High-quality synthesis document posted on ADB's governance web site by October 2006.</p>		
<p><b>Inputs</b></p> <p>1. ADB's contribution:</p> <p>A. 10 person-months of international consulting services and 24 person-months of domestic consulting services</p> <p>B. Training workshops, support costs</p> <p>C. Contingencies</p>	<p>\$319,000</p> <p>\$ 33,000</p> <p>\$ 48,000</p>	<p>Consultant contracting and disbursement reports</p> <p>Program budgets and disbursement reports</p>	<p>TA approval and timely selection of TA consultants</p>

ADB = Asian Development Bank, MfDR = managing for development results, RSGR = Governance and Regional Cooperation Division, TA = technical assistance.

**COST ESTIMATES AND FINANCING PLAN**  
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<b>Item</b>	<b>Cost</b>
<b>Asian Development Bank Financing (ADB)<sup>a</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	200,000
ii. Domestic Consultants	60,000
b. International and Local Travel	41,000
c. Reports and Communications	3,000
d. Studies	15,000
2. Training, Seminars, and Conferences	28,000
3. Miscellaneous Administration and Support Costs	5,000
4. Contingencies	48,000
<b>Total</b>	<b>400,000</b>

<sup>a</sup> Financed by ADB's technical assistance funding program.  
Source: ADB estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will provide advisory and training services of five consultants in organizational development and public administration reform, with specific reference to a decentralized context in the social sectors. Up to 27 person-months of local and 10 person-months of international consulting services will be required to provide these services. The consultants' terms of reference and the outline of the country decentralization studies and the synthesis paper will be fine-tuned based on feedback from the social sector agencies in Cambodia, Indonesia, and Mongolia following the Inception Mission.

### **A. Capacity Development Specialist/Lead Consultant** (international, 6 person-months)

2. The lead consultant will have a degree in a social science, in political science, or in public administration and several years of experience in designing and implementing capacity development for managing for development results (MfDR) and decentralization reforms in the region, preferably in the social sectors. The position requires strong facilitation and intercultural communication skills and long-term experience in Asian developing member countries (DMCs). Experience in Cambodia and/or Indonesia and/or Mongolia would be an asset.

3. The consultant will undertake the following tasks:

- (i) Be responsible for the overall management of the TA, including; (a) conducting an institutional assessment of the decentralization context in the three countries (Cambodia, Indonesia, and Mongolia); (b) conducting stakeholder analysis for up to five social sector agencies; (c) preparing capacity development road maps for up to five sectors; (d) facilitating work planning and programming and implementing pilots for selected capacity development priorities in the three countries; (e) working closely with senior government social sector officials, local government officials, and civil society representatives and advising them on the implementation of elements of MfDR; and (f) coordinating closely with Asian Development Bank (ADB) and other external funding agency projects concerned with education and public administration reform; (g) preparing dissemination materials, in particular, the ADB and ministry web sites, brochures, and presentation materials; and (h) preparing the synthesis document on decentralization and managing for development results in the social sectors.
- (ii) Coordinate closely with ADB activities and operations by other external funding agencies, especially loans and TA in the education and health sectors in Cambodia, Indonesia, and Mongolia and operations designed to strengthen decentralization and governance. As part of this responsibility, the consultant will liaise with governments and external funding agencies on any ongoing or anticipated sectorwide approaches in the social sectors and organize appropriate consultations in the three countries related to the activities and findings of the TA. The TA will also cooperate closely with other social sector development activities in the three countries and anticipated ADB-supported decentralization activities in Pakistan.
- (iii) Consult closely with the Governance and Regional Cooperation Division (RSGR), the Regional and Sustainable Development Department, the Operations Evaluations Department, sector focal points, and operational departments to discuss the TA approach; obtain background on the three countries and on the agencies involved in TA implementation; and prepare an inception report following these discussions;

- (iv) Prepare MfDR workshops for the countries' sector agencies based on the literature, materials used for RSGR MfDR workshops, and case studies of two DMCs that have used results-based management (RBM) to reform public administration in sector agencies.
- (v) Conduct sector agency workshops in coordination with operational departments, resident missions, RSGR, and the three countries' public sector agencies to review experiences with MfDR in a decentralized context and associated concepts and good practices.
- (vi) Facilitate the selection and recruitment of domestic consultants in the three countries in consultation with ADB resident missions and the countries' education ministries.
- (vii) Provide input into the terms of reference and facilitate the selection and recruitment of resource persons to conduct country-specific decentralization studies.
- (viii) Prepare an inception report outlining the methodology, indicative work program, and activities, including a detailed methodology for assessing baseline capacities for MfDR in decentralization contexts.
- (ix) Prepare an interim report following the first round of field trips to Cambodia, Mongolia, and Indonesia.
- (x) Prepare a final report, including suggestions for the design of possible follow-up assistance to the three countries and follow-up knowledge management activity within ADB and the three countries.

4. The consultancy will be for an intermittent period of 6 months between March 2005 and October 2006. The work will involve at least six field visits to the three countries and visits to ADB headquarters. The consultant may also be required to make one field visit to Pakistan for consultation with ADB and Government staff involved in the social sectors in a decentralized context and/or be required to participate in up to three staff exchanges and/or international conferences.

**B. Organizational Development Specialist** (international, 4 person-months)

5. The organizational development consultant will have a degree in a social science, political science, or public administration and several years of experience in designing and implementing organizational development for MfDR and decentralization reforms in the region. The position requires strong facilitation and intercultural communication skills and long-term experience in Asian DMCs. Experience in Cambodia and/or Indonesia and/or Mongolia would be an asset.

6. The consultant will undertake the following activities:

- (i) Facilitate the overall work planning and implementation of the TA, including (a) making suggestions on the composition of the task forces, in particular, with regard to the selection of civil society representatives; (b) conducting case studies; (c) preparing workshops; (d) managing the diagnostic studies; and (e) working closely with senior government education and health officials and advising them on the implementation of elements of RBM.
- (ii) Coordinate closely with the lead consultant on links with other ADB operations and those of other external funding agencies, especially loans and TA in Cambodia, Indonesia, and Mongolia and operations designed to strengthen decentralization and governance.

- (iii) Coordinate closely with the lead consultant on liaison with RSGR, the Regional and Sustainable Development Department, the Operations Evaluations Department, sector committees, and operational departments to discuss the TA approach, obtain background on the countries and on the agencies involved in TA implementation, and prepare an inception report following these discussions.
- (iv) Assist with the preparation of the RBM and decentralization workshops for the three countries' sector agencies based on the literature, materials used for RSGR MfDR workshops, and case studies of three DMCs that have used MfDR to reform public administration in sector agencies.
- (v) Assist with the conduct of sector agency workshops in coordination with operational departments, resident missions, RSGR, and the three countries' public sector agencies to review experiences with RBM in a decentralized context and associated concepts and good practices.
- (vi) Develop and update ADB and country web sites and develop the TA's knowledge management and dissemination strategies.
- (vii) Contribute to the preparation of the inception report, interim report, and final report.

7. The consultancy will be for an intermittent period of 4 months between March 2005 and October 2006. The work will involve field work in the three countries and visits to ADB headquarters. The consultant may also be required to make one field visit to Pakistan for consultation with ADB and Government staff involved in the social sectors in a decentralized context and/or be required to participate in up to three staff exchanges and/or international conferences.

**C. Education or Health Management Specialists** (one each for Cambodia, Indonesia, and Mongolia, domestic, up to 9 person-months each)

8. A domestic consultant will be recruited for each country. The consultants will have qualifications in education or health management and extensive experience of working in the social sector in the respective countries. Extensive knowledge of recent education and/or health sector reforms in each country and of their decentralization context is critical. The consultants will be expected to have strong interpersonal and facilitation skills, excellent English language skills, and a proven ability to undertake translation and interpretation.

9. The consultants' specific tasks will include the following:
- (i) liaising with the international consultants, the education and health sector agencies, and other important sector agencies (including finance and RSGR);
  - (ii) helping to prepare background material for the follow-up institutional assessments and other work activities;
  - (iii) supporting institutional assessments in the countries, including carrying out field work at the provincial and district levels;
  - (iv) making advance preparations for national workshops, working group activities, and workshop follow-up activities, including preparing materials in national languages;
  - (v) contributing to knowledge management activities in the respective countries, including updating sector agency web sites and information brochures and feeding material into cross-country and ADB dissemination activities; and
  - (vi) contributing to the inception, interim, other progress, and final reports as required.

10. The consultancies will be for intermittent periods of 9 months between March 2005 and September 2006 in accordance with work plans agreed on with the team leader of the national working group and the lead consultant. The domestic consultants will report directly to the national team leader for the TA.