



# Technical Assistance Report

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Project Number: 40513  
October 2006

## Republic of Tajikistan: Strengthening Results Management in Support of Poverty Reduction in Tajikistan (Financed by the Cooperation Fund in Support of Managing for Development Results and the Government of Sweden)

## CURRENCY EQUIVALENTS

(as of August 2006)

Currency Unit	–	somoni (TJS)
TJS 1.00	=	\$0.295
\$1.00	=	TJS 3.38

## ABBREVIATIONS

ADB	–	Asian Development Bank
DFID	–	Department for International Development
EA	–	executing agency
EC	–	European Commission
MDG	–	Millennium Development Goal
MOE	–	Ministry of Education
MOET	–	Ministry of Economy and Trade
MOF	–	Ministry of Finance
MOH	–	Ministry of Health
MTEF	–	Medium Term Expenditure Framework
NDS	–	national development strategy
PIP	–	Public Investment Projects
PRS	–	poverty reduction strategy
PRSP	–	Poverty Reduction Strategy Paper
Sida	–	Swedish International Development Agency
SMART	–	specific, measurable, achievable, relevant, and time-bound
SSC	–	State Statistical Committee
SPD	–	Strategy and Policy Department
SWOT	–	strength, weakness, opportunity, threat
TA	–	technical assistance
TJRM	–	Tajikistan Resident Mission

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Multisector
<b>Subsectors</b>	–	Economic management, public policy
<b>Themes</b>	–	Sustainable economic growth, governance, and capacity development
<b>Subtheme</b>	–	Institutional development

## NOTE

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

<b>Vice President</b>	L. Jin, Vice President, Operations 1
<b>Director General</b>	J. Miranda, Central and West Asia Regional Department
<b>Director</b>	N. Jain, Country Director, Tajikistan Resident Mission (TJRM)
<b>Team leader</b>	Z. Khotamov, Economics Officer, TJRM
<b>Team members</b>	P. Bastoe, Principal Results Management Specialist, Strategy and Policy Department

## I. INTRODUCTION

1. Tajikistan is in the process of developing a 10-year national development strategy (NDS) and a medium-term poverty reduction strategy (PRS). This process provides a unique entry point for strengthening the results management capacities of the Government. Developing and implementing a realistic, useful, and coherent results management system is a major priority of the Government, and is of paramount importance in guiding the formulation of policies and focused investment programs to respond to the country's development needs. At the request of the Government, technical assistance (TA) for results management capacity development in support of poverty reduction in Tajikistan was included in the 2006 TA program of the Asian Development Bank (ADB). The TA design and monitoring framework is in Appendix 1.

2. With ADB assistance, a consortium of donors—including ADB, European Commission (EC), Swedish International Development Agency (Sida), and Department for International Development of the United Kingdom (DFID)—was formed to design this TA and help the Government to build its capacity for monitoring and evaluation at central, sectoral, and local levels. The joint ADB, Sida, DFID, and EC Fact-Finding Mission (the Mission)<sup>1</sup> in August 2006 concluded an understanding with the Government on the impact, outcomes, outputs, approach, cost estimates, implementation arrangements, and terms of reference of the TA. During the Mission, the sequencing of the assistance by the donors was also agreed. Sida agreed to co-finance the ADB-administered TA on enhancing the results management aspects of the PRS. In parallel, the EC will administer a complementary project focused on implementation and pilot testing in one or two specific sectors. The TA is also closely aligned with other donor projects related to the development of results agenda in Tajikistan.<sup>2</sup>

## II. ISSUES

3. Tajikistan is developing a 10-year NDS for achieving the Millennium Development Goals (MDGs). The 3-year PRS is being prepared as a medium-term business plan within the vision set out in the NDS. The PRS identifies the main directions and measures aimed at reducing poverty in Tajikistan for 2007–2009. It also sets out a policy matrix that identifies output indicators, sources of financing, and responsible agencies.

4. The Government has undertaken structural reforms that lay a solid foundation for results-based monitoring. These reforms include streamlining government structure and decentralizing power to line ministries and local governments that make public administration more results-focused. Interlinked components of the Government's public administration reform agenda include: (i) preparation of the NDS and PRS, (ii) formulation and implementation of Medium Term Expenditure Framework (MTEF), (iii) reorganization of key ministries and agencies, and (iv) strengthening the State Financial Control Committee and National Statistical Systems.

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<sup>1</sup> The Mission comprised Zafardjon Khotamov, Economics Officer, Tajikistan Resident Mission (TJRM) (Mission Leader), Neeraj Jain, Country Director, TJRM, and Per Oyvind Bastoe, Principal Results Management Specialist, Strategy and Policy Department (SPD) (mission members). Members from other donor agencies included: Barbara Plinkert, EC; Jean-Bernard De Milito, EC; Maria Lagus, Sida; Ilhom Akobirshoev, Sida, and Shahlo Rahimova, DFID.

<sup>2</sup> The Government is assisted by donors to (i) build its capacity to implement the Medium-Term Expenditure Framework (MTEF); (ii) build the capacity of the State Financial Control Committee in analyzing the draft revenue and expenditure parts of the budget and identify deviations from the indicators of the budget; and (iii) build the capacity of the State Statistical Committee (SSC) to collect poverty-related data.

5. The State Statistical Committee (SSC) is responsible for compilation and reporting of statistical information. It disseminates such information to users through regular reports, booklets, and its website. However, some of the information lacks relevance for monitoring implementation of the PRS in the context of the MDGs. In particular, the poverty and development indicators are collected on an ad hoc basis—not regularly—through surveys funded and assisted by donors. This is mainly because of weak methodological skills inherited from the Soviet system, which are not geared to supporting the private sector based orientation of the emerging Tajikistan. Currently, only limited data is available on the sub-*oblast* (district) level for poverty monitoring. The Tajikistan Living Standard Survey 2003<sup>3</sup> was the latest comprehensive poverty related data collection that spurred analysis and policy adjustments by the Government, including rising spending in the social sector.

6. Comprehensive donor assistance is already being provided to the SSC to strengthen its capacity and to realign data collection activities, which contribute to an enabling environment for implementation of the TA. The World Bank started a TA on 1 June 2006 (amounting to \$5 million) on Strengthening the National Statistical Systems for Development and Poverty Reduction, which will improve the capacity of the SSC to collect poverty related data. ADB has included Tajikistan in the assessment phase of its regional TA on Statistical Capacity Building in the Asia and Pacific Region<sup>4</sup>.

7. A comprehensive results management system usually includes all levels of government: central ministries and agencies, and regional and local governments. At each level, results management includes three broad stages: (i) clarifying objectives, (ii) monitoring of output and outcomes, and (iii) feedback and use of the monitoring information to improve learning and decision making. At present, the results management systems are fragmented, with too many indicators; and the PRS progress reports are analytically weak and lack key development indicators. A fully developed results management system covers not only the NDS and PRS but all aspects of the Government, including transparency and accountability of public expenditure.

8. The institutional setting for results management in Tajikistan is fragmented among the President's Office, ministries, and agencies. Links between planning, budgeting, and implementation are weak. The processes are not clearly understood at the service delivery level. Budgeting is also fragmented, with budgeting for capital and current expenditures done separately.<sup>5</sup> However, ongoing reforms to address some of these weaknesses, together with the TA, aim to help develop a comprehensive results management system.

9. The confused and fragmented responsibilities for monitoring national development plans and programs are being addressed generally under the Public Administration Reform Strategy. Functional duplications remain, although they have been reduced significantly. The strategy gives the Ministry of Economy and Trade (MOET) responsibilities for formulation of national development plans, significantly enabling it to potentially play a major role in managing the PRS for results. It is necessary to strengthen the capacity of MOET and reorient the current "control"-based approach to a results-based approach to fulfill these responsibilities in a better manner.

10. The Ministry of Finance (MOF) leads preparation and implementation of the budget. The budget process, including its monitoring, is increasingly becoming effective as a result of implementation of a series of reforms. These reforms include (i) new State Finance Law

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<sup>3</sup> World Bank. 2003. Tajikistan Living Standards Survey. Washington, D.C.

<sup>4</sup> ADB. 2006. *Technical Assistance for Statistical Capacity Building in the Asia and Pacific Region*. Manila.

<sup>5</sup> Capital budgeting is done under Public Investment Projects (PIP).

enacted in 2002, (ii) the new national treasury, (iii) treasury single account, (iv) establishment of the cash management unit, and (v) creation of the State Financial Control Committee. More recently, the Government has opted for an MTEF being developed over several years, preceded by a preparatory phase to be carried out during 2006–2007.

11. Institutionalization of the MTEF also depends on the progress and outcomes of ongoing public administration reform, especially the structure of the public administration, including a clear division of resources and responsibility between central and local governments.<sup>6</sup> A sector-based MTEF has important implications for local governments, which should channel budget submissions through relevant lead line ministries instead of dealing directly with MOF. The lead line ministries will ensure that: (i) these submissions conform to sector expenditure priorities and ceilings, and (ii) republican key budget organization budgets are consistent with sector priorities.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

12. The TA aims to improve results management capacity in central parts of the Government, specifically at the President's Office, MOET, and MOF. The main intended outcome of the TA is that the Government, donors, and other stakeholder perceive as useful the adopted PRS results and monitoring framework and the results management systems related to the framework. This will have the following benefits: (i) clarifying objectives and priorities; (ii) creating feedback loops to policy formulation, resource allocation, and operations; (iii) achieving greater efficiency, effectiveness, and accountability in the socioeconomic development of Tajikistan; and (iv) making the PRS a powerful tool for planning and monitoring development assistance to Tajikistan through greater country ownership and donor coordination, as envisaged in Paris Declaration on Aid Effectiveness. ADB and other key donors are considering the formulation of a joint country strategy for Tajikistan in line with the Paris Declaration. A PRS with a systematic results and monitoring framework would greatly facilitate a joint donor strategy and provide a solid foundation for donor coordination.

13. The expected outputs of the TA include: (i) assessment of the results management capacity of the central Government, (ii) design of a complete PRS results and monitoring framework, (iii) application and testing of the PRS results framework in central parts of the Government, and (iv) assessment of the initial application of the framework and proposal of refinements based on the assessment. To sustain the capacity developed, the TA also includes appropriate training programs and related workshops and seminars to improve the results management capacity (data collection, processing, and analysis) of concerned government officials from the Executive Office of the President, MOET, PRSP Monitoring Unit, MOF, Aid Coordination Unit, and line ministries. The outputs will be delivered in four phases, with implementation as detailed in Appendix 2.

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<sup>6</sup> At present, the Government is centralized. However, with the Public Administration Strategy, it is anticipated that (i) the effectiveness of the development of national management will be increased, and (ii) decentralized administrative and territorial management will be developed. Within the short term (i.e., up to the end of 2006), it is expected that functional reviews at all levels of local government will identify duplicated functions and gaps. In the medium term (2007–2008), it is expected that the Government will start to implement the recommendations of the functional reviews.

## B. Methodology and Key Activities

14. **Assessment and Capacity Building.** Systematic assessment of the current results management capacity of the Government at the central level uses strength, weakness, opportunity, threat (SWOT) analysis of the environment, culture, systems, and capacities of results management—in particular, analyzing leadership and management practices for planning, budgeting, implementing, and monitoring activities for MOET, PRSP Monitoring Unit, MOF, and Aid Coordination Unit. It will also include capacity building activities, including a workshop with key government decision makers, to ensure a common understanding and approach. Preparation of a glossary of results-based management terms in the Russian language will be incorporated to improve wider understanding of the terminology and guidelines in Tajikistan, and can also be used in other Central Asian Republics.

15. **Design of Results Management System.** Design of a comprehensive results management system will be related to the PRS. It will include: (i) design of a first generation comprehensive results management system, including an acceptable set of realistic and measurable indicators for monitoring and evaluation of results of the PRS;<sup>7</sup> (ii) systems to monitor those indicators; (iii) processes for feedback and use of the monitoring information for learning and decision making; and (iv) capacity building activities, including a workshop with key managers.

16. **Implementation of the System.** The third output will implement the system at the national level of government to test its usefulness. It will include capacity building activities, including on-the-job and in-house training for government officials.

17. **Assessment and Refinement of the System.** This will be an assessment of the implementation of the System that will lead to the proposal for further refinement of the various elements of the system. Capacity building activities, including workshops and seminars, will be an important part of this.

18. A separate stand-alone TA, administered and financed by the EC (amounting to €700,000), will pilot test the system developed by the TA in one or two sectors, including the regional level. It will follow the same sequencing of activities as the TA in the two sectors (health and education). It will be a close collaboration between the two TAs to ensure common terminology and approaches. Broad participation from all relevant stakeholders will be an important part of the methodology.

## C. Cost and Financing

19. The estimated TA cost is \$1,000,000 equivalent, of which \$400,000 will be financed on a grant basis by the Cooperation Fund in Support of Managing for Development Results, and \$500,000 will be financed on a grant basis by the Government of Sweden. ADB will administer the contributions from the Cooperation Fund in Support of Managing for Development Results and the Government of Sweden. The Government will contribute the balance of \$100,000 equivalent in kind by providing office accommodation, transport, remuneration and per diem of counterpart government staff. TA costs and the financing plan are in Appendix 3.

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<sup>7</sup> Complying with specific, measurable, achievable, relevant, and time-bound (SMART) criteria.

#### **D. Implementation Arrangements**

20. MOET will be the Executing Agency (EA) of the ADB-administered TA under the overall coordination of the President's Office of the Republic of Tajikistan. The TA will be implemented by a team of individual consultants. The consulting input will comprise 24 person-months of international and 78 person-months of national consultants. Outline terms of reference for consultants are in Appendix 4. ADB will engage the consultants (both national and international) on an individual basis in accordance with its *Guidelines on the Use of Consultants*. Equipment under the TA will be procured by ADB in accordance with its *Procurement Guidelines* and will be transferred to the EA upon completion of the TA. The TA is estimated to start in March 2007 and be completed in March 2009. The consultants will be located at MOET and will work under the supervision of ADB in close coordination with the Government. Detailed implementation arrangements are in Appendix 2.

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

21. The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of \$400,000 to be financed on a grant basis by the Cooperation Fund in Support of Managing for Development Results, and (ii) ADB administering a portion of technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Government of Sweden, to the Government of Tajikistan for Strengthening Results Management in Support of poverty reduction in Tajikistan, 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><b>Impact</b> (10-year perspective)</p> <p>Improved results management capacity in central parts of the Government of Tajikistan</p>	<p>Indicator: Quality and use of results and monitoring frameworks Target: Useful results and monitoring frameworks in all major government plans</p>	<p>Donor governance assessment and/or results management capacity assessment</p>	<p><b>Assumption</b></p> <ul style="list-style-type: none"> <li>Achieving the intended impact requires successful TA and follow-up activities and stability among key people in the Government</li> </ul>
<p><b>Outcomes</b> (3–5 year perspective)</p> <p>The adopted PRS results and monitoring framework and the results management systems related to the framework is perceived as useful by key stakeholders and donors in Tajikistan</p>	<p>Indicators/targets: (i) Active use of the PRS results and monitoring framework by the Government (ii) Use of the PRS results and monitoring framework by the majority of donors</p>	<p>(i) Government PRS progress reports (ii) Monitoring and Evaluation section of the next ADB Tajik Country Strategy and Program, and other donors' country strategies</p>	<p><b>Assumption</b></p> <ul style="list-style-type: none"> <li>Achieving these outcomes requires successful TA and acceptance by all major stakeholders. Participatory processes and active collaborative efforts will be made to ensure this.</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Results management is a new concept and the stakeholders in the Government may be slow to adopt it.</li> </ul>
<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>Assessment of the results management capacity of the central Government</li> <li>A complete PRS results and monitoring framework is in place</li> <li>The PRS results framework is applied and tested in the central Government</li> <li>Assessment of the initial application of the framework and proposal of refinements is based on the assessment</li> </ol>	<p>Assessment report finalized according to timeline</p> <p>Results and monitoring framework is included in the PRS finalized in 2007</p> <p>Acceptance and use of the framework in the central Government</p> <p>Assessment report finalized according to timeline</p>	<p>The data source and reporting for all these outcomes is the TA progress report</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Delivery of these outputs requires that the TA start without delays and a reasonable stability in the government administration. A number of means will be applied throughout the TA to widen the support and understanding of the key elements of the TA in the Government and among other stakeholders.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Implementation of the TA would require better coordination among government ministries and agencies.</li> <li>Language difficulties and lack of a Russian language glossary of results management terms may create delays and difficulties in wider understanding of the guidelines and</li> </ul>

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
			methodology.
<p><b>Activities with Milestones</b></p> <p>Phase 1. Assessment of Current Results Management Capacity</p> <p>1.1. Conduct country-specific readiness assessment and mapping exercise using SWOT analysis of the environment, culture, systems, and capacities of results management—in particular, analyzing leadership and management practices for planning, budgeting, implementing, and monitoring activities for a subgroup of well-performing and poorly performing agencies.</p> <p>1.2. Analyze the poverty impact monitoring capabilities of the Government, and particularly the feedback loop into government plans, budgetary allocations, and policies.</p> <p>1.3. Conduct a series of workshops and seminars inside and outside the country for government officials, civil society, donors, and private sector partners to achieve a consensus and common approach to strengthening results management systems.</p> <p>Phase 2. Design of a Comprehensive Results Management System</p> <p>2.1. Develop a strategy for introducing or strengthening PRS-related results management systems in the public sector, which can be implemented in the long term and short term, based on analysis of ongoing initiatives.</p> <p>2.2. Design a comprehensive results management system related to the PRS.</p> <p>2.3 Develop indicators that comply with SMART criteria, targets, and monitoring mechanisms.</p> <p>2.4 Conduct a series of workshops and seminars inside and outside the country for government officials, civil society, donors, and private sector partners to achieve a consensus and agreement on the designed results management systems.</p> <p>Phase 3. Implementation of the System</p> <p>3.1 Implement the system at the national level of government to test its usefulness.</p> <p>3.2 Conduct workshops and seminars within the country for government officials, civil society, donors, and private sector partners on use of the system for learning and decision making.</p> <p>Phase 4. Assessment and Refinement of the System</p> <p>4.1 Assess the implementation and testing of the system.</p> <p>4.2 Use information from the assessment to refine the system.</p> <p>4.3 Conduct workshops and seminars within the country for government officials, civil society, donors, and private sector partners on use of the system for learning and decision making.</p>			<p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• ADB: \$400,000</li> <li>Government: \$100,000</li> <li>• Cofinancing by Sida: \$500,000</li> <li>• Government staff time and expertise</li> <li>• National consultants: 78 person-months</li> <li>• International consultants: 24 person-months</li> <li>• Publications</li> <li>• Workshop/conferences</li> <li>• Learning materials</li> <li>• Training, including on-the-job training and management information systems training</li> <li>• ADB staff time and other contributions</li> </ul>

\*\* TA = technical assistance, ADB = Asian Development Bank, PRS = Poverty Reduction Strategy, SMART = Specific, Measurable, Achievable, Relevant, and Time-bound, SWOT = strength, weakness, opportunity, threat.



**COST ESTIMATES AND FINANCING PLAN**  
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<b>Item</b>	<b>Total Cost</b>
<b>A. Cooperation Fund in Support of Managing for Development Results and Government of Sweden Financing<sup>a</sup></b>	
1. Consultants	610,000
a. Remuneration and Per Diem	
i. International Consultants	396,000
ii. National Consultants	117,000
b. International and Local Travel	65,000
c. Reports and Communications	32,000
2. Equipment <sup>b</sup>	75,000
3. Training, Seminars, and Conferences	100,000
4. Miscellaneous Administration and Support Costs	25,000
5. Contingencies	90,000
<b>Subtotal (A)</b>	<b>900,000</b>
<b>B. Government Financing</b>	
1. Office Accommodation and Transport	70,000
2. Remuneration and Per Diem of Counterpart Staff	30,000
<b>Subtotal (B)</b>	<b>100,000</b>
<b>Total</b>	<b>1,000,000</b>

<sup>a</sup> Comprised of (i) \$400,000 funded by the Cooperation Fund in Support of Managing for Development Results; and (ii) \$500,000 funded by the Government of Sweden. Both grants will be administered by the Asian Development Bank.

<sup>b</sup> Includes hardware and software. Hardware includes 1 server, 10 computers, 2 printers. Software will include necessary platforms and analytical programs developed by consultants for MOET.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### **A. Monitoring and Evaluation Specialist** (international, 12 person-months, intermittent)

1. The international consultant will act as leader and coordinator of the consulting team, with overall responsibility for the technical quality and timeliness of the consultants' contributions. The consultant will also be in charge of coordination and collaboration with the Asian Development Bank (ADB) and the Government.
2. The consultant will be responsible for the following main tasks:
  - (i) Lead and coordinate the work of the team of national and international consultants in close collaboration with the Government and under the overall leadership of ADB.
  - (ii) Develop detailed timelines, processes, procedures, and results indicators for each phase of the technical assistance (TA), within the overall timeframe of the TA.
  - (iii) Design and develop the poverty reduction strategy (PRS) monitoring and evaluation system.
  - (iv) Provide a written report at the end of each phase of the TA process.
  - (v) Prepare a final TA report on activities, outputs, and results of all TA components for submission to the Ministry of Economy and Trade (MOET) and ADB.

### **B. Institutional Development Specialist** (international, 12 person-months, intermittent)

3. The international consultant will be in charge of the institutional development aspects of the TA, with a special focus on collaboration between the various parts of the Government.
4. The consultant will be responsible for the following main tasks:
  - (i) Assess, develop, and implement the institutional aspects of the TA, including collaboration between various parts of the Government.
  - (ii) Develop and facilitate workshops, seminars, and on-the-job training, including relevant learning material and user friendly instructions, guidelines, and directives.
  - (iii) Provide inputs to the written report at the end of each phase of the TA process.

### **C. Project Coordinator/Poverty Monitoring Specialist** (national, 24 person-months)

5. The consultant will be responsible for the following main tasks:
  - (i) Assist the economist/team leader to lead and coordinate the work of the team of national and international consultants in close collaboration with the Government and under the overall leadership of ADB.
  - (ii) Advise and assist in developing detailed timelines, processes, procedures, and results indicators for each phase of the TA, within the overall timeframe of the TA.
  - (iii) Assist and coordinate in organizing training, workshops, seminars, and conferences.
  - (iv) Provide inputs to written reports at the end of each phase of the TA process.
  - (v) Participate in the preparation of a final TA report on the activities, outputs, and results of all TA components for submission to MOET and ADB.

**D. Results-based Sector Planning and Monitoring Expert** (national, 18 person-months)

6. The consultant will be responsible for the following main tasks:

- (i) Asses the administrative data collection reporting and dissemination procedures at the central level and recommend improvements to the collection, compilation, sharing, dissemination, and use of the data.
- (ii) Produce a reference manual with a detailed description of methodological procedures and detailed instructions for data collection.
- (iii) Recommend procedures and systems which will improve the flow of data and information within and among government agencies and institutions.
- (iv) Undertake any other necessary work as may be reasonably requested by the team leader.

**E. Economist** (national, 18 person-months)

7. The consultant will be responsible for the following main tasks:

- (i) Draw up a detailed list of PRS indicators and methods of monitoring these indicators—in close collaboration with other consultants, agencies, and institutions—differentiated by user and level of utilization, emphasizing the need for cost efficiency, effectiveness, and harmonization with national and international standards.
- (ii) Produce training material on results management for government officials at various levels involved in the collection of data, analysis of data, reporting, and use of data.
- (iii) Participate in improvement of data analysis and preparation of reports.
- (iv) Recommend procedures and systems that will improve the flow of data and analytical work within and among ministries and government agencies.

**F. Training Specialist** (national, 18 person-months)

8. The consultant will be responsible for the following main tasks:

- (i) Make an inventory of the present available software and hardware at MOET and the PRSP Monitoring Unit, which can be used for the collection of information, processing, compilation of reports, and electronic dissemination of reports.
- (ii) Advise on the needs for software and hardware packages (based on inventory), taking into account the needs for data processing, report generation, and dissemination.
- (iii) Assess the analytical and results management capacity of MOET and the PRSP Monitoring Unit with a view to identifying training needs.
- (iv) Train relevant government officials on the results management system, methodology, data analysis, and reporting.
- (v) Provide technical input for seminars and workshops.