



Technical Assistance Report

Project Number: 38191
May 2006

Technical Assistance Republic of the Marshall Islands: Pilot Collaborative Public Services Delivery

Asian Development Bank

CURRENCY EQUIVALENTS

The currency of the Republic of the Marshall Islands is the United States dollar.

ABBREVIATIONS

ADB	–	Asian Development Bank
NGO	–	nongovernment organization
NTC	--	National Training Council
OAG	–	Office of the Auditor General
RMI	–	Republic of the Marshall Islands
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	Targeted intervention
Sector	–	Education and health, nutrition and social protection
Subsector	–	Basic education and other social services and social development
Themes	–	Inclusive social development, governance, capacity development
Subtheme	–	Human development, public governance, and institutional development

NOTE

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

Director General	Philip Erquiaga, Pacific Department
Director	I. Bhushan, Pacific Department
Team leader	S. Pollard, Principal Economist (Poverty Reduction), Pacific Department
Team member	C. Wescott, Principal Regional Cooperation Specialist, Regional and Sustainable Development Department

I. INTRODUCTION

1. Since 1996, the Asian Development Bank (ADB) has been helping the Government of the Republic of the Marshall Islands (RMI) improve public sector efficiency and effectiveness.¹ Two 2005 technical assistance (TA) projects helped increase public ownership of and demand for a more effective education system² and assess the feasibility of a youth social service project.³ Another TA project is providing advisory services for policymaking related to the amended Compact of Free Association and for medium-term budgeting facilitated by the Economic Policy, Planning and Statistics Office, Office of the President.⁴ The RMI is also participating in a regional TA project to institutionalize civil-society participation in poverty reduction.⁵ The proposed TA will pilot a new approach to improving public sector efficiency and effectiveness through public sector personnel audit with community involvement.

2. ADB fact-finding missions were fielded from 31 May to 6 June 2005, and 1–7 November 2005.⁶ The Government and ADB reached an understanding on the goals, purpose, scope, implementation arrangements, cost, and financing arrangements during TA preparation. The project framework is in Appendix 1.⁷

II. ISSUES

3. The RMI faces high unemployment and population growth. The country has not been able to keep pace with demand for education, social services, and jobs. The rapid shift to a modern economy has weakened traditional support structures and transformed social norms, leaving many youths trapped between cultures, increasing the likelihood of making undesirable choices with respect to lifestyle, sexual behavior, alcohol and drug use, and participation in youth gangs and crime.

4. The population is young, with over 64% under the age of 24. The school dropout rate is almost 70%. The RMI has the highest incidence of teenage pregnancy per capita in the Pacific, increasing by about 22% in 2002–2004. Most crimes are alcohol related and committed by young men; violence is becoming more prevalent and youth gangs are now part of the urban landscape. Of particular concern is that while the RMI ranks highest among eight Pacific islands

¹ ADB. 1996. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan and Technical Assistance Grants to the Republic of the Marshall Islands for the Public Sector Reform Program*. Manila; ADB. 2001. *Report and Recommendation of the President to the Board of Directors on Proposed Loans and Technical Assistance Grant to the Republic of the Marshall Islands for the Fiscal and Financial Management Program*. Manila; ADB. 2001. *Technical Assistance to the Republic of the Marshall Islands for Fiscal, Financial, and Economy Advisory Services*. Manila; ADB. 2004. *Technical Assistance to the Republic of the Marshall Islands for Improving the Environment For Private Sector Development*. Manila.

² ADB. 2004. *Technical Assistance to the Republic of the Marshall Islands for Increasing Ownership and Effective Demand for Improved Education*. Manila (TA-4458-RMI).

³ ADB. 2003. *Technical Assistance to the Republic of the Marshall Islands for Preparing the Youth Social Services Project*. Manila (TA 4219-RMI).

⁴ ADB. 2003. *Technical Assistance to the Republic of the Marshall Islands for Strengthening the Economic Policy, Planning and Statistics Office*. Manila (TA-4119-RMI).

⁵ ADB. 2003. *Technical Assistance to the Republic of the Marshall Islands for Pilot Project on Institutionalizing Civil Society Participation to Create Local Pro-Poor Projects*. Manila (TA 6170-RE),

⁶ The missions comprised Clay Wescott, principal regional cooperation specialist, Regional and Sustainable Development Department; and Steve Pollard, principal economist and RMI desk officer, Pacific Department (first mission only).

⁷ The TA first appeared in *ADB Business Opportunities* on 13 April 2005 as Developing the Civil Service and Rationalizing the Government's Assets.

in spending for education, education outcomes are much lower than desired.⁸ The Government is meeting these challenges, including by (i) taking a more organized approach to education sector strategy development and implementation by, among others, preparing annual sector portfolios and quarterly and/or annual reports that measure performance; (ii) increasing investment in education and youth services; and (iii) increasing civil society participation, linking citizens with the Government and with schools and other service providers.⁹ To support these efforts, the Government has requested assistance for (i) personnel performance audits, based on a recommendation arising from the recently concluded TA 4458-RMI (footnote 2); and (ii) development of a youth-at-risk work program and strategic plan, based on a recommendation arising from the recently concluded TA 4219-RMI (footnote 3).

5. The Government has requested assistance from ADB, following broad stakeholder consultations carried out from December 2003 to February 2004, to update the country strategy and program of assistance to the RMI. These consultations included all government ministries and agencies as well as representatives of the private sector, nongovernment organizations (NGOs), and other members of civil society. The consensus was that the top priority for TA was civil service reform and government asset rationalization.¹⁰ Civil service reform has had only limited success. Thus, after consulting ADB representatives in November 2005, ADB and the Government decided on a focused approach to develop and implement personnel performance audits as a building block for broader civil service reforms. This parallels ongoing performance-based planning and budgeting reforms.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

6. The expected impact is (i) the collaborative design and society-endorsed delivery of initial pilot Ministry of Education (MOE) personnel performance audits leading to improved employee productivity, and (ii) more effective delivery of youth-at-risk welfare services through continued out-sourcing to civil society organizations. The TA's outcome will be a measurable improvement in the quality and quantity of education and youth services, and value-added to the citizens, government employees, and others who provide education and youth services. Youths, parents, community leaders, Government and private education and youth service providers, NGOs, and other stakeholders will be asked their views on education and youth service delivery. The research design will include service effectiveness and other variables to compare results over time and to benchmark these and future performance audits and out-sourced youth-at-risk welfare services in similarly targeted projects.

B. Methodology and Key Activities

7. The TA will focus on developing and applying the methodology for (i) personnel performance audits and (ii) youth-at-risk service delivery in coordination with National Training Council (NTC). The pilot audits will be carried out by the Office of the Auditor General (OAG),

⁸ ADB. 2006. *Juunemmej: Republic of the Marshall Islands Social and Economic Report 2005*. Manila. (Figure 6.1, p. 106).

⁹ The Government's response thus addresses the three service delivery accountability chains: (i) voice, linking citizens with politicians and/or policy makers; (ii) compact, linking politicians and/or policy makers with organizations and/or frontline providers; and (iii) client power, linking citizens with frontline service providers. See World Bank. 2004. *World Development Report 2004*. Washington DC.

¹⁰ See ADB. 2005. *Country Strategy and Program Update (2005–2006): Republic of the Marshall Islands*. Manila.

with support from TA consultants. Youth-at-risk services will support NTC and its work with NGOs and other nongovernment service providers. TA will include development and delivery of training workshops and related activities on the design of personnel performance audit and methods of implementation, the nature of the personnel appeals process, and approaches to providing outplacement services for employees terminated for cause. This work will include public consultation and community involvement, in cooperation with the Government, the Public Services Commission, and other Government agencies. The work will be divided, with performance-based budgeting led by the Economic Policy, Planning and Statistics Office and personnel performance auditing by OAG already being planned with support from the United States Department of Agriculture. The TA will also help NTC design and implement a strategic approach to delivering welfare services to youth at risk by outsourcing to nongovernment providers. Consultants will coordinate all project activity with the Government and other development partners to encourage development and delivery of improved public services and activities.

8. Workshops and training modules on design and implementation of the performance audit system will be delivered by consultants directly, or under contract with qualified providers, to the Government.

9. Although personnel performance audits will be designed and implemented mainly by OAG and the targeted government bodies, the consultants will work closely with knowledgeable, committed, and closely involved community leaders and organizations to identify problems and help solve them using public and private providers. Public sector employee productivity and the means to improve public service delivery and outcomes cannot be addressed in isolation from the family and community. While the Government can implement an effective personnel performance audit system, implementing the audits' recommendations will be a major challenge. A long-term, targeted, sector-wide approach that involves government and nongovernment agencies, community leaders, churches, and particularly parents and young people working as partners, is fundamental to reversing underperformance in first, education and youth services and later other public services. The long-term, sector-wide approach needs to be designed and this design should be based on proven community support and government implementation. Hence the need to pilot the approach.

10. The TA will also examine the potential to establish and implement a reward system for individual and/or group initiatives to improve education and youth-at-risk services. TA 4458-RMI and TA 4219-RMI (footnotes 2 and 3) have demonstrated that the RMI has significant capability to develop strong community self-reliance in improving education and youth-at-risk services.

11. The pilot personnel performance audits will feed into systems for measuring, monitoring, and reporting on performance and results of education and youth service delivery, including existing quarterly and annual performance reports, with support from consultants (see implementation arrangements).

C. Cost and Financing

12. The total cost of the TA is estimated at \$350,000, of which \$250,000 will be financed by ADB. The TA will be financed on a grant basis by ADB's TA funding program. The TA cost estimates and financing plan is in Appendix 2.

D. Implementation Arrangements

13. The RMI Office of the Chief Secretary will be the Executing Agency. OAG will carry out the pilot personnel performance audits, with support from TA consultants. OAG's independence will be safeguarded as provided in the constitution, and conformity to section 908 of the Laws of the RMI ensured. NTC will carry out a new strategy to deliver welfare services to youth at risk by outsourcing to nongovernment agencies. The TA will be administered in close coordination with the Ministry of Education and NTC. Other participants may include local NGOs and other organizations and entities (e.g., church and community action groups) that develop and deliver public services. The project will last for 1 year, beginning in June 2006.

14. International (5 person-months, intermittent) and domestic (3 person-months, intermittent) consultants will design, test, refine, and deliver the initial pilot MOE personnel performance audits (see methodology and activities), including training workshops and a youth-at-risk services strategy and work program. They will design and execute the project monitoring methodology with clearly specified means for data collection, analysis, comparison, and benchmarking against the results and findings from analysis of personnel performance audit and youth-at-risk welfare programs in other countries. Data will be gathered from the public service community using statistically sound and appropriate sampling techniques. Results will be vetted widely within the Government and by public service users.

15. Consultants will require skills, including extensive work experience in designing, testing, evaluating, and delivering personnel performance audit systems and processes, and in building stakeholder support to improve public service delivery (see methodology and key activities, and implementation arrangements). Consultants will be employed on an intermittent basis. Expected results from the TA team are as follows: (i) visit or quarterly interim written reports and formal briefings by telephone and in person to the Government, and to ADB on results and outcomes beginning 1 month after the project starts; and (ii) a final report to ADB upon project completion in May 2007, specifying in qualitative and quantitative terms all project results, outputs, and outcomes, including comparison and benchmarking analysis of project findings to results derived from personnel performance audit work in other jurisdictions. The final report will also include recommendations for further ADB-sponsored work in personnel performance audit in the Government, and other possible civil service reforms to improve education and youth services.

16. Outline terms of reference for the consultants are in Appendix 3. The consultants will be engaged by ADB as individuals in accordance with the *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. Equipment will be procured in accordance with ADB's *Guidelines for Procurement*, and the equipment will be turned over to the Government upon the TA's conclusion.

17. Project outputs and outcome evaluation will be disseminated through ADB reports; publications such as academic journals, magazines, and other outlets that publish material on performance auditing; and the RMI media, including television. Material drawn from report results and outcomes will be made available on the ADB website and CD ROMs.

IV. THE PRESIDENT'S DECISION

18. 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 Marshall Islands for Pilot Collaborative Public Services Delivery, and hereby reports this action to the Board.

APPENDIX 1: DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Collaborative design and society-endorsed delivery of initial pilot MOE performance audits and delivery of youth-at-risk welfare services in the Government</p>	<ul style="list-style-type: none"> • Citizen satisfaction • Initial improvement of test scores; fewer youths failing in school • Initial improvement in other youth welfare indicators 	<ul style="list-style-type: none"> • Compact annual reports from target ministries and agencies • RMI statistical yearbook • Citizen surveys • NGO reports 	<p>Assumptions</p> <ul style="list-style-type: none"> • Sustained political will to support the pilot personnel performance audit system and delivery of youth-at-risk services by NGOs and businesses • Support of PSC for the performance audit • Support of the Ministry of Internal Affairs for NTC management of youth-at-risk services
<p>Outcomes</p> <ul style="list-style-type: none"> • Initial improvements in the performance of MOE • Public service stakeholder interest groups formed and operating • Fully functioning NTC managing the outsourcing to nongovernment provision of welfare services for youth at risk 	<ul style="list-style-type: none"> • Measures of increased employee productivity and employee attrition as a result of personnel performance audit • 5% increase in early childhood enrollment • Increased school attendance of 6–18-year-olds • Higher test scores 	<ul style="list-style-type: none"> • Compact annual reports from target ministries and agencies, especially education • RMI statistical yearbooks • Citizen surveys • NGO reports 	<p>Assumptions</p> <ul style="list-style-type: none"> • Political will and Government support • High priority for civil service reform • Increased funding from the Government and other partners • Continued support for and growth of nongovernment and business programs for youths at risk <p>Risks</p> <ul style="list-style-type: none"> • Lack of support from the political system and in the target ministries • Lack of support for performance audit and stakeholder interest groups among civil society and interest groups
<p>Outputs</p> <ol style="list-style-type: none"> 1. Personnel performance audits for MOE 2. PSC adopts necessary personnel actions and improvements 3. MOE adopts necessary 	<ul style="list-style-type: none"> • Audits completed • Regulations enforced; workflow delays reduced • Improved competency and performance standards 	<ul style="list-style-type: none"> • Audit reports • Personnel actions • School board and PTA monitoring reports 	<p>Assumptions</p> <ul style="list-style-type: none"> • The Government maintains program support and improves standards and implementation. • Sufficient expertise is recruited and retained in key positions to conduct audits. <p>Risks</p>

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>improvements</p> <p>4. Stakeholder groups formalized in support of improvements in MOE public service delivery</p> <p>5. Stakeholder group award system established</p> <p>6. Cabinet has information needed to take decisions</p> <p>7. NTC strategic plan and implementation of youth-at-risk work program</p>	<ul style="list-style-type: none"> • Effective oversight of responsible ministries • Selective contracting out of youth services delivery • Timely decisions by the cabinet • Stakeholder groups formed and rewarded • NTC strategic plan and work program 	<ul style="list-style-type: none"> • Reporting on ministries • Surveys • Contractor reports • NGO reports • Implementation briefs 	<ul style="list-style-type: none"> • Lack of expertise and continuity in assignment of staff for performance auditing • Insufficient implementation and follow-up by PSC, MOE, and other stakeholders • Insufficient government support and funding for new stakeholder reward system • Insufficient public resources provided to NTC
<p>Activities with Milestones</p> <p>1.1 Develop personnel performance audit methodology in consultation with OAG, PSC, the Office of Chief Secretary, and MOE.</p> <p>1.2 Cabinet endorses personnel performance audit methodology.</p> <p>1.3 Train OAG in personnel performance audit methodology.</p> <p>1.3 Carry out personnel performance audit in MOE; adjust the methodology based on lessons learned.</p> <p>1.4 Carry out additional improved personnel performance audit in MOE.</p> <p>1.5 OAG issues a report with findings and necessary actions.</p> <p>1.6 Help OAG develop a strategy and work plan for audits in other ministries and government-funded entities.</p> <p>2.1 PSC takes personnel actions in response to audit to comply with its regulations.</p> <p>2.2 Help enhance the independence of the PSC appeals committee.</p> <p>2.3 Conduct training in organization analysis and preparation of position descriptions, using training materials already existing.</p> <p>2.4 Help speed up workflow on personnel actions.</p> <p>2.5 Update public service regulations, based on recommendations.</p> <p>3.1. Help schools expand the role of local school boards or PTAs in formal monitoring and assessment of local school staff and school budgets.</p> <p>3.2 Help MOE improve its statistics, and focus on a reduced set of personnel performance indicators for which quality data can be collected, and in collaboration with a performance-based system already under way.</p> <p>4.1 Help NTC formulate and implement the strategic plan and annual work plan.</p> <p>4.2 Help NTC oversee contracting out of youth service delivery to NGOs and private businesses.</p> <p>5.1 The Chief Secretary's Office regularly briefs the cabinet on the project's progress.</p>			<p>Inputs</p> <p>ADB:</p> <p>Consultants \$150,000</p> <p>Travel \$25,000</p> <p>Workshops \$20,000</p> <p>Publications \$10,000</p> <p>Miscellaneous</p> <p style="padding-left: 20px;">Administrative. \$5,000</p> <p>Contingency \$40,000</p> <p>Government:</p> <p>Office accommodation and counterpart staff \$100,000</p>

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Philip C. Erquiaga
Director General, PARD

APPENDIX 2: COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	120.00
ii. Domestic Consultants	30.00
b. International and Local Travel	25.00
c. Dissemination Reports and Communications ¹	10.00
2. Training, Seminars, and Conferences	
a. Facilitators	10.00
b. Training Program	10.00
3. Miscellaneous Administration and Support Costs	5.00
4. Contingencies	40.00
Subtotal (A)	250.00
B. Government Financing	
1. Office Accommodation and Transport	10.00
2. Remuneration and Per Diem of Counterpart Staff	90.00
3. Others	0.00
Subtotal (B)	100.00
Total	350.00

^a Financed by the Asian Development Bank's technical assistance funding program.
Source: Asian Development Bank estimates.

¹ This will include appropriate English and local language publication and dissemination.

APPENDIX 3: OUTLINE TERMS OF REFERENCE FOR THE CONSULTANTS

A. General

1. The team of international and domestic consultants should have advanced degrees in the disciplines appropriate to the technical assistance (TA) work, with well-developed skills and experience in program and workshop design and delivery, qualitative and quantitative analysis, and social intervention. The international consultants should have skills and experience in using performance audit systems and in delivering education and youth-at-risk government services in the Republic of the Marshall Islands (RMI), the Pacific region, and/or other developing nations. Experience in Micronesia and the Pacific Islands area is the most desirable. The international consultants should also have experience in establishing personnel performance audit systems for education and in delivering youth welfare and social services. The domestic consultants should have experience of delivering education, youth welfare and social services in the RMI. All consultants should be community oriented and have experience in the culture, mores, folkways, and customs of developing nations, preferably in the Pacific region. They should especially have experience in working with governments in developing nations and, preferably, in the RMI. International consultants should have specific expertise in performance auditing and related methods for improving public services. Skills and experience in training workshop design and delivery, and familiarity with performance auditing in developing countries are required, as well as extensive experience in education and youth policy and development. The team will work with and report to the Asian Development Bank (ADB) and the RMI Office of the President, and work with the Ministry of Education (MOE) and the National Training Council (NTC). Continuous consultation and coordination is needed with other agencies, including the Office of the Auditor General, the Public Services Commission, Ministry of Finance, NTC, and others. The TA will particularly, but not exclusively, target underperforming and improperly employed public servants, to increase productivity through skills building and other innovative programmatic initiatives.

2. The pilot project will address issues within a strategic framework that matches the Government performance audit and education system plans and strategy. The project will also take note of TA findings in (i) the draft final report on Increasing Ownership and Effective Demand for Improved Education: A Pilot Project in Civil Service Reform and Government Asset Rationalization; and (ii) youth social services.¹

3. The team leader will submit a brief inception report 1 month after the TA starts, establishing TA milestones and time-bound output agreed on with the Government and ADB. Interim reports will be submitted quarterly to ADB and the Government, and comprehensive reports will be prepared and delivered to ADB and the Government when the pilot project is completed. A detailed draft project proposal, including costing, will also be developed by the team and submitted to ADB and the Government at the end of this pilot project.

B. International Consultant: Team Leader (3 person-months, intermittent)

4. The project team leader will first identify and prioritize the strategy and means for personnel performance auditing in MOE, determining focal areas and strategic interventions. The project will include development of a 1-year program for performance auditing in MOE and the Government, identifying costs over the year. The team leader's specific tasks will include the following:

¹ ADB. 2004. *Technical Assistance to the Republic of the Marshall Islands for Increasing Ownership and Effective Demand for Improved Education*. Manila (SSTA 4458-RMI, approved 2 December); and ADB. 2005. *Preparing the Youth Social Services Project*. Final consultants' report for TA 4219-RMI.

- (i) Review the TA design and monitoring framework (especially indicators of progress). Design and prioritize a phased pilot project plan containing programmatic initiatives to increase Government employee productivity, disaggregating the project into design and delivery components. Develop a pilot project strategic plan to implement personnel performance audits, including (a) cost estimates of new programs and initiatives, (b) program development and delivery required to improve effectiveness, and (c) a preliminary budget to develop and deliver new programs and initiatives.
- (ii) TA implementation should be clearly phased over 1 year. Phases will be implemented only after successful completion of prior ones.
- (iii) Design research to collect longitudinal and cross-sectional data to measure the quantity, quality, and effectiveness of current service employee productivity. The data will establish a baseline for comparison with data collected before, during, and after project delivery. The research design will include the methodology for data collection, qualitative and statistical analysis, comparison with data on performance auditing program inputs, results outputs and outcomes in other countries benchmarking of smart practices, and reporting of results. This will require assessment of data availability (e.g., by age group, gender, etc.) and audit intervention. Assess how employee productivity indicators can be included in the Government and Public Service Commission employee measurement systems. Establish monitoring and communication tools to assess program performance of priority initiatives during the delivery period (formative evaluation).
- (iv) Establish baseline indicators and monitoring and communication tools to assess and report on program performance of priority initiatives during and after the delivery period.
- (v) Based on established international best practices, design, establish, and help implement a reward system to independently assess individual and/or group initiatives to improve education.
- (vi) Produce, per phased visit or quarterly (whichever is more frequent), reports on TA progress. These reports should include a review and update of the design and monitoring framework (Appendix 1), and a report on all progress indicators.

C. International Consultant: Youth Social Services and Nongovernment Organization (NGO) Specialist (2 person-months, full time)

5. A youth social service and NGO specialist will be hired to follow up the findings and recommendations of ADB's TA 4219¹ and to help NTC finalize the draft strategic plan and the first annual work plan and program, and then to help NTC start implementing them. The consultant's tasks will also include the following:

¹ ADB. 2003. *Technical Assistance to the Marshall Islands for Preparing the Youth Social Services Project* (Financed by the Japan Special Fund). Manila.

- (i) Review all reports of TA 4199,¹ especially major findings and recommendations.
- (ii) Work closely with the chief executive officer (CEO) and staff members of NTC to draft a brief strategic plan and annual work plan and program and submit them for approval of the chief secretary.
- (iii) Help the CEO and staff members of NTC revise the forward budget.
- (iv) Help the CEO and staff members of NTC establish formal good-governance rules, processes, and procedures to contract out youth-at-risk welfare services to nongovernment providers, including businesses. This task should include specification of bidding documents, formal announcement and bidding processes, and transparent measures to assess and select providers.
- (v) Help the CEO and staff members of NTC establish baseline indicators and means to monitor, evaluate, and report on the nongovernment provision of government-funded welfare services to youth at risk.
- (vi) Produce draft final and final reports on all work completed on time to the ADB project officer, the Office of the Chief Secretary, and the NTC CEO.

D. Domestic Consultants (3 person–months, intermittent)

5. Domestic consultants will initially help the project team leader identify and prioritize the strategy and means for personnel performance auditing and its application in MOE, determining focal areas and strategic interventions, and helping establish and implement a reward system to independently assess individual and/or group initiatives to improve education. The consultants' tasks will also include the following:

- (i) Further assess the nature and degree of problems and issues affecting Government performance by reviewing feedback from prior stakeholder consultations.
- (ii) Facilitate dialogue between the Government and MOE leadership and employees and selected community groups and leaders, other Government agencies, NGOs, and others.
- (iii) Stimulate a dialogue with MOE leadership and employees on issues of design and delivery of effective performance audits by emphasizing how they can improve the quality and effectiveness of audits.
- (vii) Help the team leader organize the participation of MOE, the Public Services Commission, NTC, and other government departments and/or agencies. Assess the need to increase performance auditing capacity within OAG and MOE.
- (viii) Assist the team leader in working with MOE to improve MOE statistical database, management and monitoring of the same.
- (ix) Help the team leader analyze and report the project results, especially progress indicators.

¹ ADB. 2003. *Technical Assistance to the Marshall Islands for Strengthening the Economic Policy, Planning and Statistics Office*. Manila.