

ASIAN DEVELOPMENT BANK

TAR: UZB 33098

TECHNICAL ASSISTANCE

TO THE

REPUBLIC OF UZBEKISTAN

FOR

IMPROVING AID COORDINATION AND MANAGEMENT (PHASE II)

May 1999

CURRENCY EQUIVALENTS
(as of 15 March 1999)

Currency Unit	-	Sum
Sum 1.00	=	\$0.0088
\$1.00	=	Sum 113.36

ABBREVIATIONS

ACM	-	aid coordination and management
DCEEA	-	Department for Coordination of External Economic Activity
EA	-	Executing Agency
MMES	-	Ministry of Macroeconomic and Statistics
PIP	-	public investment program
TA	-	technical assistance

NOTES

- (i) The fiscal year of the Government ends on 31 December.
- (ii) In this report, "\$" refers to US dollars.

I. INTRODUCTION

1. During the 1998 Country Programming Mission, the Government of Uzbekistan asked the Bank to provide an advisory technical assistance (TA) grant to further strengthen and upgrade aid coordination and management. During 25-29 January 1999, a TA Fact-Finding Mission from the Bank's Uzbekistan Resident Mission held several meetings with the two executing agencies (EAs) under the proposed TA, the Department for the Coordination of External Economic Activity (DCEEA) of the Cabinet of Ministers and the Ministry of Macroeconomic and Statistics (MMES), and reached an understanding on the objectives, scope, financing, and implementation arrangements.¹

II. BACKGROUND AND RATIONALE

2. In 1997, as part of a strategic assistance framework for developing domestic capacities to manage a comprehensive and fully integrated planning, budgeting, and aid management system, as well as put in place a transparent procurement system, the Bank provided TA² (Phase I TA) to the Government to (i) enhance the capacity of DCEEA in planning, coordinating, monitoring, and utilizing external assistance; and (ii) develop capability within MMES to produce a multiyear rolling public investment program (PIP). The TA consisted of (i) an advisory component, (ii) a human resource development component, and (iii) a facilities component, i.e., procurement of computer hardware.

3. The Phase I TA, involved institutional diagnostics to identify the shortcomings of the present organizational structures and processes being used and the development of the main elements of integrated planning, budgeting, and aid management. In the short term, it focused on building the systems and procedures to derive the information needs and report outputs as well as the detailed activities that would have to be performed for effective aid management and public investment programming.

4. Under the Aid Management activity, the main outputs included the establishment of a planning system framework, development of an aid cycle, construction of an aid coordination and monitoring system (ACMS) database, and publication of the Development Partners Profile document and the 1998 Midyear Foreign Aid Review. Under the PIP activity of the TA, the main outputs included the establishment of a process to prepare the three-year rolling PIP, develop a project cycle, and construct a PIP database for project proposals submitted by line ministries and provinces; and the publication of the 1999-2001 PIP along with the PIP Procedures Manual and the PIP Database Specifications Manual.

5. Following the successful completion of the Phase I TA, the Government requested further TA to strengthen its capacity to mobilize and manage all types of external financial assistance as well as prepare a PIP that can be supported by the aid community.³ The Government, through implementation of the Phase I TA, has understood the importance of a logical planning sequence, and the need to further strengthen the planning framework and fully link the planning framework to the consolidated budget. The systems and procedures of how to achieve these targets were put in place under the Phase I TA. However, much more needs to

¹ The TA first appeared in *ADB Business Opportunities* in February 1999.

² TA 2771-UZB: *Improving Aid Coordination and Management* for \$600,000, approved on 18 March 1997. The two EAs under the Phase I TA were also DCEEA and MMES.

³ The Government has expressed keen interest in tabling a credible PIP for a proposed Consultative Group meeting in 2000 to be attended by external financing groups.

be done to achieve the longer term goals to fully operationalize and implement the systems and procedures, and change the manner in which the Government conducts its planning and fiscal operations. The proposed TA will not only carry on the work done under the Phase I TA to significantly achieve the longer term objectives of the strategic assistance framework but it will also improve domestic capacities for the monitoring and management of aid and public investment planning and budgeting in an integrated manner.

III. THE TECHNICAL ASSISTANCE

A. Objectives

6. The proposed TA has two main objectives. First, it seeks to assist DCEEA in further strengthening its institutional capabilities to manage foreign aid, upgrade its database system, reaffirm and expand the procedures established under Phase I, and assist with the publication of the annual aid report. Second, it will assist MMES in elaborating and putting into practice procedures for improving the planning, monitoring, and implementation of the PIP established under Phase I. This will be achieved by improving linkages between the aid coordination and budgeting processes, as well as macro and sectoral planning procedures for producing the next PIP. This component will also include developing procedures for the proper tendering of public sector construction projects, thus increasing the transparency with which contracts are awarded. The TA Framework is given in Appendix 1.

B. Scope

7. The Aid Management component will be centered within DCEEA and consists of five subcomponents while the Public Investment Programming component will be carried out within MMES and consists of six subcomponents. Other Government agencies that have roles in these two primary activities will be consulted and their cooperation elicited in realizing the objectives of the TA.

1. Aid Management

8. The five subcomponents include the following:

- (i) **Organizational Restructuring.** Assist DCEEA to rationalize its organizational structure to improve planning processes, thus facilitating the efficient operation of the planning cycle (improving linkages between the aid, PIP and budget cycles established under Phase I).
- (ii) **Upgrading Aid Management Database.** DCEEA, in collaboration with the United Nations Development Programme, adopted the Donor Assistance Database system as a tool for aid management. However, the system requires modifications and upgrading to enable it to support the longer term objectives of the strategic assistance framework. This will require programming, transfer of data, production of a user manual, and training of staff on using the system.⁴

⁴ The database to be developed will be a network version and be compatible with the PIP database system established at MMES to provide direct linkage between these two key functions. This database is essential to ensure sustainability of the aid coordination and management system.

- (iii) **Aid Coordination Procedures.** Upgrading of the database system will require additional reporting procedures and guidelines to be established to capture information that is more relevant for aid management purposes. Additionally, procedures need to be institutionalized with seminars and training for relevant Government officials.
- (iv) **Annual Foreign Aid Report and Consultative Group Meeting.** Assist with the production of the annual Foreign Aid Report, and institute the process of regular Consultative Group meetings with development partners.
- (v) **Strengthening Aid Management Capabilities.** Further strengthen aid management capabilities of DCEEA through hands-on training and operation of the systems and procedures established in managing the aid cycle. This involves further assistance with institutionalizing the reporting procedures, data collation and entry, and operationalizing the consultative mechanism with Government agencies and development partners.

2. Public Investment Programming

9. The six subcomponents include the following:

- (i) **Organizational Restructuring.** Assist the Department of Investment Programs of MMES in rationalizing its organizational structure to improve planning processes and thus facilitate efficient operation of the planning cycle (improving linkages between the aid, PIP, and budget cycles as established under the Phase I TA).
- (ii) **Macroeconomic Framework and Sector Strategies.** Currently the Government does not present a clearly defined set of socioeconomic goals and sector strategies. This does not lend itself to prioritization within and across sectors, and does not take into account the available resources. As such, there is insufficient basis to appraise PIP projects and new proposals. The proper basis for appraising PIP proposals is to evaluate them against a coherent framework of medium-term goals and sector strategies. These need to be consolidated into one document that sets out the national goals and strategies. The proposed TA will review existing decrees and long-term plans and develop a coherent medium-term socioeconomic development framework to be applied when appraising and selecting PIP proposals.
- (iii) **Monitoring and Evaluation System.** The planning stages of the project cycle were introduced under the Phase I TA. The next important stage in the cycle is to establish a proper monitoring and evaluation system to improve the implementation of ongoing projects, both physically and financially, to ensure that projects are being implemented according to plan.⁵

⁵ Currently there are too many projects that have been stopped or delayed because counterpart funds are not available on time or not included in the budget altogether. The monitoring and evaluation function to be established under the proposed TA will incorporate the needs of line and central agencies with regards to their functions, training needs, and systems development.

- (iv) Provincial Planning Process. Develop an awareness of provincial government officials of the project-cycle planning process already introduced under the Phase I TA to central Government officials. There is a need to develop a more coordinated planning process at the provincial level and to provide a better link between provinces and line and central agencies of the government.⁶
- (v) Consolidating the Address List and the PIP. MMES currently produces the Government's Address List, which is essentially the next year's PIP (core PIP). This Address List, however, is intended to include all private sector investments. Nevertheless, there is much duplication and therefore a need to consolidate it with the PIP. Also, there is a need to clearly separate private and public investments to provide a sharper focus for the Governments' role in a market-oriented economy and to get a clearer indication of actual public investment and the planned public investment under the rolling three-year PIP. Assistance will also be required to institute rollover procedures, appraising new and current PIP proposals, and prioritizing proposals to produce the Government's next PIP document.
- (vi) Procurement and Contracting Procedures. Currently there is a lack of proper procedures for procurement and contracting of public sector construction projects. The regulations for awarding contracts are minimal, and there are no formal tendering procedures. This has led to severe delays in project implementation as well as cost overruns, and lack of transparency. This component will include analyzing current procedures and drafting a decree for the establishment of proper procedures for designing and tendering construction projects, as well as establishing a legal framework for awarding contracts.⁷

C. Cost Estimates and Financing Plan

10. The estimated cost of the TA is \$1,150,000 equivalent, comprising a foreign exchange component of \$706,000 and a local currency cost of \$444,000 equivalent. The Government has requested the Bank to finance \$800,000 equivalent, comprising the entire foreign exchange cost and \$94,000 equivalent of local currency cost. The TA will be financed by the Bank on a grant basis from the Bank-funded TA program. The Government will finance \$350,000 equivalent of the local currency costs in the form of office space, counterpart staff services (covering remuneration, per diem, and domestic travel), and other incidental local expenses. The Government will provide free and complete access to all the necessary information needed to effectively carry out the TA. The detailed cost estimates are provided in Appendix 2.

⁶ This will involve familiarization with, and involvement in, the planning process, including project identification and project formulation documents, to the provincial levels of Government. Additionally, it is proposed that under the proposed TA, one or two provinces will be selected to pilot the computerization and training of project submissions in the provinces to provide stronger linkages to the national planning process.

⁷ Under the Phase II TA only the decree setting out the basic processes procurement will be drafted. The detailed implementing rules and regulations will be taken up under another follow-on TA focusing on procurement and tendering procedures. The detailed implementing rules and regulations will also include the development of standard bidding documents.

D. Implementation Arrangements

11. DCEEA and MMES will be the two EAs under the TA and will provide all the necessary administrative and logistical support to the Bank's team of consultants. The TA is to commence by May 1999 and be completed by April 2000. The Bank will recruit an international consulting firm in accordance with the Bank's *Guidelines on the Use of Consultants*. The consultant will provide a team of experts to provide 22 person-months of international consulting input and 44 person-months of domestic consulting input. Four international experts will be required in the following areas: (i) aid management and coordination (team leader) (ii) public investment programming (iii) macroeconomic planning and (iv) computer programming. The team of international experts will be supported by domestic consultants in their respective areas.

12. The ultimate objective of the Phase II TA is to assist the Government in producing the aid report and the PIP (2000-2002) document. To ensure the PIP is effective from January 2000, it is critical that the document be adopted by parliament before the end of the current fiscal year. Delay in fielding the consultants may cause the Government to revert to previous practices thereby subverting the methodology and negating the achievements of the Phase I TA. In view of these special circumstances, the Government has requested that the Phase I TA consultants be directly engaged for this Phase II TA. The Bank supports this request as direct selection will provide for both technical continuity and also minimize time for consultant mobilization. Both the Phase I TA completion report and the performance evaluation report found the consulting work to be highly satisfactory. The consultant will be requested to submit a technical proposal consisting of biodata, workplan, and personnel schedule.

13. The TA activities will be carried out under the guidance and coordination of a steering committee, comprising members of DCEEA, MMES, and the Ministry of Finance. The Government will establish a technical working group to work closely with the team of consultants and assist with TA implementation. The consultants will submit to the Bank, DCEEA, and MMES (i) a work plan and inception report six weeks after the commencement of the TA; (ii) a midterm report that summarizes the implementation of the TA activities and an updated time frame for implementation of the remaining activities; and (iii) draft final report on the duties performed, accomplishments, and recommendations for further action two weeks before completion of their engagement. The draft final report will be reviewed at a tripartite meeting of the Government, Bank and consultants. The respective final reports, incorporating comments received, will be submitted to the Bank, DCEEA and MMES at the conclusion of the consulting services. Terms of reference for the international and domestic consultants are outlined in Appendix 3.

IV. THE PRESIDENT'S DECISION

14. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance, on a grant basis, to the Government of the Republic of Uzbekistan in an amount not exceeding the equivalent of \$800,000 for the purpose of Improving Aid Coordination and Management (Phase II), and hereby reports such action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Targets	Project Monitoring Mechanism	Risk/ Assumptions
A. Sector/Area Goal <ul style="list-style-type: none"> Enhance the cohesion between foreign aid management and public investment programming (PIP) so as to ensure that foreign aid is directed toward a coherent strategy for national development. 	<ul style="list-style-type: none"> A developed extensive planning process that properly directs foreign aid to the Government's PIP and national strategy for development 	<ul style="list-style-type: none"> An aid report produced on an annual basis with accompanying annual rolling three-year PIP document 	<ul style="list-style-type: none"> The Government is committed to implementing the reforms.
B. Purpose <ul style="list-style-type: none"> Assist the Department for Coordination of External Economic Activity (DCEEA) in further strengthening its institutional capabilities to manage foreign aid, upgrade its database system, reaffirm and expand existing procedures, and assist with the operation of the coordinating mechanism to produce the annual aid report. Assist the Ministry of Macroeconomic and Statistics (MMES) to expand procedures to improve the monitoring and implementation of PIP projects, to further strengthen the linkages to aid coordination and budgeting processes, and to strengthen macro and sectoral planning procedures for producing the next PIP. 	<ul style="list-style-type: none"> An established comprehensive aid coordination and management system that is directed toward the Government-approved PIP, and includes an aid coordination and monitoring system database, guidelines, and procedures for institutionalizing it. <p>Capabilities developed in DCEEA to produce an aid report on an annual basis</p> <ul style="list-style-type: none"> A complete monitoring and reporting system is established to improve the successful implementation of PIP projects as well as an improved planning process linking macro and sectoral objectives to the PIP approval process 	<ul style="list-style-type: none"> Project review mission; inception, midterm, and final reports 	<ul style="list-style-type: none"> The Government is committed to allocating appropriate counterpart staff to be supervised and trained by the consultants.

(Reference in text; page 2, para. 6)

<p>C. Outputs</p> <ul style="list-style-type: none"> • An efficient organizational structure for an improved planning process in DCEEA • An upgraded aid management database supported by DCEEA personnel • Improved aid coordination procedures and guidelines institutionalized • Annual aid report is produced and Consultative Group meeting with development partners held. • DCEEA staff trained on all new procedures • An efficient organizational structure for an improved planning process in MMES 	<ul style="list-style-type: none"> • A Government decree on a new organization structure for DCEEA • Up and running database system for aid coordination and management • Reporting mechanisms and procedures in place and institutionalized • 1999 annual aid report and local consultative group meeting • Adequate DCEEA staff trained on all new reporting procedures, data collation, and operationalizing consultative mechanisms with development partners • A Government decree on a new organization structure for MMES 	<ul style="list-style-type: none"> • A Government-approved decree outlining the new structure including mission statements and job descriptions • New software program developed and installed in DCEEA computers • Guidelines and procedures manual written • Printing of 1999 annual aid report. Consultative Group meeting held. • Training seminars and workshops conducted • A Government-approved decree outlining new structure, including mission statements and job descriptions 	<ul style="list-style-type: none"> • Government approvals often take considerable time, which may delay any operation under a new structure. In addition there has been a freeze on recruitment of any new personnel in the Government. • Government approvals often take considerable time, which may delay any operation under a new structure. In addition there has been a freeze on recruitment of any new personnel in the Government.
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<ul style="list-style-type: none"> • A developed medium-term socioeconomic development framework setting out national goals and strategies • An established monitoring and evaluation (M&E) system for physical and financial monitoring of ongoing projects • A planning process developed at the provincial government level A pilot computerized planning system developed in one province. • Production of the 2000-2003 PIP, which consolidates the previous Address List and PIP document • A draft document outlining new mechanisms and procedures for the tendering of public service construction projects 	<ul style="list-style-type: none"> • Medium-term development framework established and approved by Government • A monitoring and evaluation system developed and installed as part of the PIP reporting mechanism • Provincial planning process developed and introduced to all provinces providing links to line and central agencies A computerized database established in one province • Final production of 2001-2003 PIP document with a distinction between private and public investment • Draft Decree on design and tendering procedures for public service infrastructure projects 	<ul style="list-style-type: none"> • An approved document setting out medium-term goals and sectoral strategies. • M&E system established on the PIP database and reporting mechanisms in place • Provincial planning reporting mechanisms and guidelines established Computer system, hardware, and software established in one province • Final printing of Government approved 2001-2003 PIP document • Draft Decree for Government consideration and approval 	<ul style="list-style-type: none"> • Commitment of line ministries to follow new reporting procedures Commitment of provincial authorities to follow new procedures
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D. Activities			
<ul style="list-style-type: none"> Assess and recommend changes in DCEEA organization structure to facilitate planning process; design and program aid coordination database; develop and institutionalize new guidelines and procedures; design and produce Government annual aid report; prepare and organize Consultative Group meeting; train DCEEA staff on database and new reporting procedures. Assess and recommend changes in MMES organization structure to facilitate the planning process; review existing economic decrees and long-term plans, and develop medium-term macro-goals and sectoral strategies; design and institutionalize physical and financial monitoring procedures for ongoing PIP projects; develop a provincial planning process; prepare and conduct seminars for provincial authorities to introduce new planning procedures; design and program a provincial planning database; review and analyze current procedures for public service construction contracts, and draft a decree for improved tendering and procurement procedures; and train MMES staff on new database developments and procedures. 	<ul style="list-style-type: none"> A self-sustained improved planning process within DCEEA and MMES whereby the Government's macro-goals and sectoral strategies are properly reflected in the annual PIP document with established priorities and foreign aid is directed toward these Government priorities A self-sustained improved planning process within DCEEA and MMES whereby the Government's macro-goals and sectoral strategies are properly reflected in the annual PIP document with established priorities and foreign aid directed toward these Government priorities 	<ul style="list-style-type: none"> Consultation and dialogue with the TA's technical working group Review missions, interim reports Consultation and dialogue with the TA's technical working group. Review missions, interim reports 	<ul style="list-style-type: none"> Availability of data Cooperation from development partners and all Government parties concerned, particularly DCEEA and other departments within the Cabinet of Ministers Cooperation of line agencies and provincial authorities, availability and access to existing data, in particular existing decrees, cooperation from departments within MMES.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Bank Financing			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	550	-	550
ii. Domestic Consultants	-	44	44
b. International Travel	30	-	30
c. Reports and Communications	17	10	27
2. Equipment ^a	15	-	15
3. Local Training and Seminars	-	26	26
4. Representative for Contract Negotiations	4	-	4
5. Contingencies	90	14	104
Subtotal (A)	706	94	800
B. Government Financing			
1. Office Accommodation	-	130	130
2. Remuneration and Per Diem of Counterpart Staff	-	170	170
3. Others	-	50	50
Subtotal (B)	-	350	350
Total	706	444	1150

^a Equipment to be procured under the technical assistance include photocopiers, fax machines, modems, computer hardware (including printers) and software (including antivirus programs), and related furniture and office supplies.

OUTLINE TERMS OF REFERENCE

A. International Consultants

1. Aid Management Adviser /Team Leader (7 person-months)

1. The aid management adviser will be the team leader, work closely with the Department for Coordination of External Economic Activity (DCEEA), and be responsible for managing and administering the technical assistance (TA) and producing the relevant outputs in accordance with the agreed terms of reference. Responsibilities will include the following:

- (i) Serve as the overall coordinator for the TA and liaise with senior Government officials on a regular basis during the implementation of the TA objectives.
- (ii) Advise and implement, with the assistance of the Public Investment Program (PIP) specialist and the computer programming specialist, an upgraded computerized aid management system to monitor the utilization of external aid as well as provide an aid information management system to address critical management information requirements. The database should be a network database and be compatible with the PIP database system established at the Ministry of Macroeconomic and Statistics (MMES).
- (iii) Assist the Government in preparing an annual foreign aid document that provides information on aid intervention between development partners and agencies of government to enable effective aid sector interventions, and the development of appropriate strategies and programs.
- (iv) Assist the Government in preparing and organizing an in-country aid meeting to developing Government capabilities for regular consultative dialogue with development partners. The production of the PIP document and the proposed aid report will provide the focus for the consultative dialogue.
- (v) Assist DCEEA in pursuing implementation measures to rationalize the organization structure, in line with the recommendations of the Phase I TA, for an improved planning framework that will facilitate efficient operation of the planning cycle; and to strengthen coordinating linkages between aid, PIP, and budget cycles. This will involve drafting mission statements, and job descriptions in line with the roles, functions, and coordinating procedures of DCEEA and the Department of Investment Programs.
- (vi) Prepare a document and manual outlining the new structure with accompanying legislative duties, and updating the guidelines and procedures to be adopted.

2. PIP Specialist (7 person-months)

2. The PIP specialist, working closely with MMES, will establish a monitoring and evaluation process for ongoing projects in the PIP, supervise the main PIP activities for the 2000-2002 PIP document, and assist with further refinements to the PIP procedures and prioritization mechanisms. The specialist's responsibilities will include the following:

(reference in text: page 5, para. 13)

- (i) Assist MMES in establishing a monitoring and evaluation system for the implementation of ongoing projects in the PIP. This will include capacity-building in the Department of Investment Program within MMES.
- (ii) Develop a more coordinated planning process at the provincial level of government and provide a better link between provinces and line and central agencies of the Government. This will involve familiarization with, and involvement in the planning process, including project identification and project formulation documents to the provincial levels of government.
- (iii) Assist in conducting training seminars for selected officers in all line ministries and provinces, all provincial planning reporting mechanisms, and coordinating linkages between the line and provincial agencies.
- (iv) Build and adapt the relevant capabilities in one province to pilot the computerization and training of project submissions and monitoring procedures to provide stronger linkages to the national planning process.
- (v) Assist the Government in resolving the issues relating to the Address List and the PIP so as to establish clear parameters and responsibilities for the scope of the PIP for the next cycle. Additionally, the consultant will be responsible for establishing procedures to provide a distinction between commercial investments and pure public investment in the PIP document.
- (vi) Assist MMES in the preparation on the 2000-2002 PIP document. This PIP should include more detailed and accurate project costing estimates with emphasis on calculating recurrent cost components; improved prioritization of projects for the PIP, which will be better linked to the macroeconomic strategies of the Government; and their total resource envelope available for PIP projects.
- (vii) Assist the team leader/aid management adviser to conduct an organization assessment for MMES that will provide better coordination and utilization of human resources for the overall-planning network within Government, and reduce duplication of activities.

3. Economist (4 person-months)

3. The economist will work with MMES and DCEEA to assess the macroeconomic long-term goals of the Government, and to determine a medium-term macrostrategy or framework as well as sectoral strategies for use in the preparation and prioritization of the PIP. The responsibilities of the economist will include the following:

- (i) Identify, review, and assess the Government's strategic macroeconomic and sectoral strategies and direction through various Government-approved decrees and the Government's long-term plans.
- (ii) Develop a coherent framework of medium-term goals and sector strategies for use in the PIP proposal evaluation.

- (iii) Assist the PIP adviser in reviewing and assessing PIP submissions relative to the goals and strategies of the Government and establishing relevant criteria for the prioritization of projects.
- (iv) Assist the aid management adviser and DCEEA in developing an overall aid intervention strategy relative to the goals and strategies of the Government, and to assist with the preparation and consultative dialogue with development partners.
- (v) Assist the Government in analyzing current procedures and drafting a decree for the provision and establishment of proper mechanisms and procedures for designing and tendering construction projects, as well as establishing a legal framework within which the awarding of contracts will take place.

4. Computer Programming Specialist (4 person-months)

4. The computer programming specialist will work with MMES and DCEEA to advise, develop, and implement a computerized database system for improving aid coordination and management (ACM), and to expand and refine the PIP database. The responsibilities of the specialist will include the following:

- (i) In consultation with the team leader, undertake selection and procurement of hardware and software requirements, and the installation required to operate a computerized database system for ACM and PIP.
- (ii) With the advice of the team leader and PIP specialist, design an appropriate database for ACM and expand the PIP database to enable implementation-monitoring management.
- (iii) Develop, program, and install a computerized database, and where relevant, establish programming linkages with other relevant systems that interact with the ACM and PIP system databases. Advise on and establish procedural controls for the computerized environment to ensure the integrity of the database.
- (iv) With the advice of the team leader and PIP specialist, program and produce the various reports necessary for ACM and PIP.
- (v) Design a training program to be implemented by domestic computer programmers to train relevant staff in the operation and maintenance of the computerized database systems, and to ensure its sustainability; and act as a resource person for the training sessions.
- (vi) Produce the necessary systems specifications documentation and user's manual.

B. Domestic Consultants (44 person-months)

1. Training Specialist

5. The responsibilities of the training specialist will include the following:

- (i) In consultation with the AMA and PIP specialists, identify the training needs and participants, and develop a training plan.
- (ii) Establish, where appropriate, external resource persons or organizations to conduct the training, and in consultation with the AMA or PIP specialist evaluate their curricula and proposals, and if appropriate commission their services with the approval of the team leader.
- (iii) Assist with the preparation (including overhead transparencies) and translation of material for the training courses.
- (iv) Undertake all aspects relating to the organization of each training activity, including preparation and dispatch of notice of training activity, and advise on the preparation and presentation of the topic, and organization of training venue, materials, and equipment for the conduct of the training session. Act as a resource person in the conduct of training sessions.
- (v) Submit a typed report on each training activity to the AMA or PIP specialist, including an attendance list of participants.
- (vi) Advise on the presentation and layout of the various manuals developed under the TA and assist with the preparation of these manuals.
- (vii) Identify and procure relevant resource materials that will upgrade the knowledge and skill levels of officials of the relevant government agencies.

2. Aid Management Coordinator

6. The responsibilities of the coordinator will include the following:

- (i) Study existing methods of aid coordination and their linkages to the PIP and budgeting systems.
- (ii) Assist with the development of an appropriate aid cycle with appropriate linkages to the PIP and budgeting process. Assist with the detailed design of appropriate aid coordination systems and procedures.
- (iii) Work in close consultation with the AMA and computer programmer in developing an appropriate and effective aid management database.
- (iv) Assist with the development of appropriate manuals for the institutionalization of the aid cycle, systems, and procedures. Serve as a resource person and trainer in the conduct of relevant training courses to institutionalize the process.
- (v) Liaise with relevant line, central, and aid agencies in the collation, verification, and input of data for developing the aid management database.

3. PIP Coordinator

7. The responsibilities of the PIP coordinator will include the following:

- (i) Review and assess the content, scale, formulating process, and management systems of public investment planning work currently undertaken by the Ministry of Macroeconomic and Statistics, and identify areas for major improvement.
- (ii) Assist in developing effective systems and procedures for regular preparation and updating of a multiyear rolling PIP. This will involve designing appropriate forms and working closely with the Ministry of Finance (MOF), line ministries, and other government agencies in the preparation of public investment projects; and in identifying appropriate sources of funding by working closely with Cabinet of Ministers.
- (iii) Develop, in coordination with the aid management component of the TA, appropriate mechanisms through which, the Ministry of Macroeconomic and Statistics, DCEEA, and MOF can work together to formulate a PIP that includes a list of new public investment projects.
- (iv) Assist in developing the PIP for the next three years. This PIP should include comprehensive information on proposed new projects: project cost; potential or effective source of financing; expected time of implementation; expected economic, financial, or social benefits; and other relevant information.
- (v) Assist in designing and implementing a joint training program for staff of macroeconomic and statistics, DCEEA, MOF, line ministries, and other agencies. Serve as a resource person and trainer in the conduct of the training programs.
- (vi) In the absence of the public investment programming specialist, ensure continuity of the development of the PIP process in accordance with instructions provided by the specialist.

4. Domestic Computer Programmer

8. The responsibilities of the computer programmer will include the following:

- (i) Undertake programming of the relevant databases including the programming for various management information reports.
- (ii) Assist with the procurement and setup of computerized systems.
- (iii) Assist with establishing procedural controls to ensure the integrity of the computerized systems, and assist with the coordination and supervision of data entry.
- (iv) Assist with training of officials in the computerized systems implemented, and with the preparation of systems specification and user manuals.
- (v) Provide recommendations on addressing the sustainability of the operations of the computerized systems, and take appropriate action to address these.