

ASIAN DEVELOPMENT BANK

TAR: CAM 34383

TECHNICAL ASSISTANCE
(Financed from the Japan Special Fund)

TO THE

KINGDOM OF CAMBODIA

FOR

PERFORMANCE MANAGEMENT IN THE EDUCATION SECTOR

April 2002

CURRENCY EQUIVALENTS

(as of 14 March 2002)

Currency Unit	–	Riel/s (KR)
KR1.00	=	\$0.0002608
\$1.00	=	KR3,835.00

ABBREVIATIONS

ADB	–	Asian Development Bank
ESDP	–	Education Sector Development Program
ESP	–	education strategic plan
ESSP	–	education sector support program
MEF	–	Ministry of Economy and Finance
MOEYS	–	Ministry of Education Youth and Sport
MTEF	–	medium-term expenditure framework
NGO	–	nongovernment organization
PAP	–	priority action program
TA	–	technical assistance

NOTE

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

I. INTRODUCTION

1. In mid-1999, the Ministry of Education, Youth and Sport (MOEYS) initiated a policy review and development process, with support from the Asian Development Bank (ADB).¹ The process followed a sectorwide approach,² and resulted in a pro-poor and policy-led education reform program—the Education Strategy Plan (ESP), 2001-2005, and the Education Sector Support Program (ESSP). The ESP's policy priorities for education are to ensure that poor students, girls, and ethnic minorities have equitable access to basic, and postbasic education. A priority objective is to achieve universal basic education by 2010 by expanding services, and improving internal efficiency, especially reduced repetition rates. A crosscutting theme is to strengthen legislative and regulatory frameworks for quality assurance, and sector performance monitoring across all subsectors.

2. To support the implementation of the MOEYS five-year plan and program, ADB approved the Education Sector Development Program (ESDP) in 2001,³ consisting of a policy loan and an investment loan. The policy loan will support, among other things, a strengthened financial planning and budgeting process, including a medium-term expenditure framework (MTEF) for education, and deconcentration and decentralization of operations of schools and institutions through priority action programs (PAPs).

3. During the appraisal mission for the ESDP, the Government requested technical assistance (TA) to develop capacity in education sector performance management to support the implementation of the ESP. The priority areas identified by the Government were sector performance management and monitoring, financial performance monitoring, and PAP performance management and monitoring. Accordingly, the Cambodia country strategy and program includes TA in 2002 for the Education Sector Performance Management Project. The Fact-Finding Mission reached an understanding with the Government on the objectives, scope, cost estimates, financing plan, consulting services, and implementation arrangements for the TA.⁴ The Mission held consultations with Government ministries, stakeholders, potential beneficiaries, and funding agencies concerned.

II. ISSUES

4. In the past, there was no predictability of funds in the budget planning process for education, and MOEYS had little information or influence over the annual budget level. The Ministry of Economy and Finance (MEF) decided the budget, with each ministry getting a standard percentage increase on the previous year's budget. Since the education reforms are now being carried out as part of a comprehensive state reform process, financial management improvement will help ensure predictable financing of education reforms, and effective systems for disbursement, accounting, and audit. An ongoing TA at MEF⁵ will help design an MTEF for the Government, building on sectoral initiatives such as the MTEF already developed for

¹ ADB. 1999. *Technical Assistance to the Kingdom of Cambodia for the Secondary Education Investment Plan*. Manila; ADB. 2000. *Technical Assistance to the Kingdom of Cambodia for the Education Sector Development Program*. Manila.

² The sectorwide approach includes sector analysis, development of a policy framework, strategies, support program (budgetary and investment), sector performance monitoring with emphasis on outcomes, an organizational framework for aid coordination, annual Government-funding agencies sector performance reviews, and rolling adjustments of programs and plans.

³ ADB. 2001. *Loan to the Kingdom of Cambodia for the Education Sector Development Program*. Manila.

⁴ The TA first appeared in *ADB Business Opportunities* (Internet version) on 8 March 2001.

⁵ ADB. 2001. *Technical Assistance to the Kingdom of Cambodia for Strengthening Public Financial Management*. Manila.

MOEYS. Complementary reforms are under way to improve basic revenue forecasting capability; improve revenue collection; reassert the budget as the vehicle for allocating and prioritizing public funds; and improve the scope, quality, and timeliness of information produced and used in the budgeting system.

5. For MOEYS, the implementation of ESP will demand new and upgraded financial and program planning and monitoring capacities to link education reforms into the broader state reform framework. The MOEYS capacity to formulate an MTEF, linked to education resource envelopes and consequent priority setting, remains embryonic. The planning processes will also require greater demarcation between financial and budget planning and monitoring functions, linked to a revised budget classification system.

6. MEF introduced a PAP mechanism in 2000, to ensure recurrent budget financing of education priority strategies. One education priority strategy is to increase operating budgets for schools, technical and vocational education and training, and higher education institutions, to reduce the cost of schooling for poor families. The PAP mechanism also promotes decentralization of the management of education services, through district- and institution-based budget management centers. MOEYS and provincial education offices are required to focus on planning and monitoring, and the district offices and institutions have greater operational autonomy for management and implementation. These changes will require extensive capacity building in technical and financial planning, management, and monitoring. The Government has allocated KR2 billion (\$0.5 million) under the PAP for 2002, to strengthen provincial and institutional monitoring teams. The allocation shows its commitment to progress monitoring, and enhances sustainability of the monitoring system.

7. Substantial MOEYS capacity has been built in terms of policy and strategic development. However, further capacity building is needed to manage and monitor the implementation of ESP and ESSP, since this is the first time the Government will use the recurrent budget to implement policy reforms, and MOEYS will manage and adjust program priorities within medium-term and annual budget plans. Therefore, MOEYS capacity needs to be strengthened in (i) financial planning, (ii) education sector performance monitoring, and (iii) deconcentration of responsibilities and resources.

8. The ESP and ESSP are further based on the principle of performance-driven planning and allocation of resources for delivery of educational services. Hence, assistance is needed to put in place processes that enable annual appraisal of program performance and priorities, including the linkage between education programming and agreed annual and medium-term expenditure frameworks. MOEYS and funding agencies have already agreed on a common policy action matrix and a set of performance indicators and targets for 2001/02–2005/06 that will be used as a basis for sector performance monitoring.

9. Furthermore, under a sectorwide approach for education development, there is a need for new Government, MOEYS, funding agency, and nongovernment organization (NGO) partnership arrangements. Funding agencies formally endorsed the new principles for partnership in February 2001. The basic principle is that regular, annual joint education sector performance review exercises will take place, focusing on achievement of agreed policy and strategy outcomes. A related principle is that forward programming will be based on a system of joint strategic monitoring and negotiation. MOEYS, and funding agency and NGO capacities to implement these new partnership arrangements will require strengthening.

10. The ESP also supports a system of rolling education plans, and the gradual devolution of functional responsibilities and resources for education service delivery to subnational

authorities, consistent with the Government's commitment to administrative, political, and fiscal reforms. The rolling plans, and the devolution of responsibilities and resources will necessitate stronger collaboration between MOEYS, MEF, the Ministry of Interior, Council for Administrative Reform, and provincial governors. Currently, MOEYS' capacity for sector performance management, coordination, and monitoring is underdeveloped.

11. ADB's country strategy and program (2000-2004) for Cambodia emphasizes strategies and programs that will help reduce poverty. ADB will give priority to promoting and facilitating a comprehensive approach to education development, led and owned by the Government, and with a long-term perspective. ADB's immediate strategy will be to consolidate and extend policy and strategy development, in coordination with other financing agencies, addressing policy needs in decentralization, quality improvement, financial management and efficiency, as well as legislative and regulatory reforms. The proposed TA will support a strengthened education management and monitoring system that will ensure that the annual education planning and budget remains pro-poor, poverty indexed allocations are provided to provinces, scholarship programs are poverty targeted, and disbursements benefit the poor. Improved sector performance monitoring will also contribute to transparency and better accountability for the sector.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

12. To support the Government's implementation of ESP and ESSP, the TA will strengthen the capacity of MOEYS in expenditure planning, programming, and performance monitoring of the education sector. The TA will provide capacity building support for (i) improved planning and financial systems, to enable annual adjustments of program priorities within MTEF, and annual budget allocations; (ii) monitoring of education system performance against identified outcome and output targets, linked to systems for planning, financing, and delivery of educational services; and (iii) deconcentration of authority for program planning, financial management, and monitoring, to provinces, districts, communes, and schools and institutions. A project framework is provided in Appendix 1.

13. Key outputs will include (i) an annual situation analysis of the existing system for inspection, including assessment of strengths and weaknesses of prevailing arrangements; (ii) guidelines for performance and compliance monitoring, which are applicable at central, province, and commune and/or school levels and which clearly delineate responsibilities, and related implementation requirements; and (iii) facilities management information systems for provincial governments, linked to the central MOEYS system.

B. Methodology and Key Activities

14. The scope of the TA will include capacity-building support to move education planning from the present single-year system with no predictability in the budget process, to a more transparent, forward-looking process based on policy objectives. A rolling, three-year MTEF will be translated into expenditure ceilings for recurrent and investment budgets. MOEYS will become increasingly capable of exercising discretion in planning the use of its resources, in return for greater accountability for performance against policy objectives. MOEYS will be able to increase the amount and quality of information submitted to MEF during the budget preparation process, thus facilitating expenditure prioritization according to medium-term policy objectives. The parallel reforms in budget execution should also contribute by freeing staff to

undertake more expenditure programming and assessment functions.

15. The TA will help MOEYS adopt some elements of program-oriented budgeting to help in monitoring performance, according to the following steps: (i) defining program objectives as precisely as possible, building on targets in the ESP and ESSP; (ii) pilot testing an MOEYS program element as part of the new budget classification system being developed government-wide; (iii) developing a reporting system to regularly examine program results in relation to direct and indirect costs, and outcomes; and, (iv) based on this reporting, revising programs or instituting new programs that achieve the objectives in the most effective and efficient manner. The TA will also support processes that ensure timely and accurate reporting is provided to MOEYS senior management regarding the performance and compliance of subnational authorities, including periodic policy impact analysis, performance, and value-for-money audits, and random and routine inspections. To support these new processes, the TA will support an institutional assessment of planning, finance, and personnel departments, including action plans for organizational reform.

16. The anticipated outcomes from the TA will include (i) strengthened MOEYS capacity to formulate and revise a rolling five-year education strategy and support program, including processes for appraisal and review; (ii) strengthened coordination mechanisms between central and provincial planning departments and planning cycles, including PAP allocations; (iii) strengthened MOEYS capacity to prepare a rolling MTEF and education budget structure, including restructuring of the Department of Finance, MOEYS; (iv) upgraded capability in MOEYS' planning and technical departments to formulate system and program performance indicators, linked to more comprehensive data collection and analysis systems; (v) improved capability at provincial, district, commune, and school/institutional levels for priority program planning, monitoring, and reporting, including both technical and financial aspects; and (vi) improved interdepartmental coordination systems within MOEYS for PAP appraisal, review, and adjustment, taking account of progress monitoring, and impact survey results.

17. A potential risk is that the effectiveness of the TA will be undermined by a mutual lack of confidence among MOEYS and funding agencies in the overall reform process, especially if PAP fund release and disbursements are problematic. An associated risk is the continued use of parallel financial and technical management systems by funding agencies, which could drain TA capacity building support. To mitigate these risks, the annual joint review of sector performance in 2002 and 2003, by MOEYS and funding agencies, will be used to reinforce joint commitment to the proposed sectorwide reforms, with lessons learned used to adjust the strategy. In addition, education coordinating and working groups will be used to advocate for increased use of the Government's systems.

C. Cost and Financing

18. The total cost of the TA is estimated at \$942,000 equivalent, of which \$625,000 is the foreign exchange cost and \$317,000 equivalent is the local currency cost. The Government has requested ADB to finance \$800,000 equivalent, covering the entire foreign exchange cost, and \$175,000 equivalent of the local currency cost. The TA will be financed on a grant basis, from the Japan Special Fund, funded by the Government of Japan. The Government will finance the balance of the local currency cost equivalent to \$142,000, through the provision of counterpart staff, office accommodation, secretarial and office support, and translation services. The detailed cost estimates and proposed financing arrangements are in Appendix 2.

D. Implementation Arrangements

19. MOEYS will be the Executing Agency. All activities in the scope of the TA will be implemented through the MOEYS Planning Department, linked to technical working groups and task forces led by the secretaries of state, MOEYS. The TA will interface with other working groups in MOEYS, MEF, the Ministry of Interior, the Ministry of Planning, the Ministry of Women's and Veterans' Affairs, and the Council for Administrative Reform.

20. The TA will be implemented by a team of three international and three domestic consultants who will provide 27 and 36 person-months of consulting services, respectively, during 19 months, starting in May 2002 and ending in November 2003. The international consultants will be specialists in (i) education performance management and monitoring (12 person-months); (ii) expenditure planning, management, and monitoring (6 person-months); and (iii) decentralized program planning and monitoring (9 person-months). The domestic consultants will be specialists in (i) management and monitoring training (12 person-months), (ii) financial planning and management training (12 person-months), and (iii) provincial program monitoring training (12 person-months). All consultants will be engaged on an individual basis by ADB in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. Outline terms of reference for the consultants are in Appendix 3. A utility vehicle, to facilitate beneficiary consultation, and planning for and monitoring of decentralized education performance management, and office equipment financed under the TA will be provided in accordance with ADB's *Guidelines for Procurement*. The vehicle and the equipment will be handed over to MOEYS after completion of the TA. Since this TA complements ADB's ESDP loans, the vehicle and equipment will be used for education performance management and monitoring activities under the ESDP, after the completion of the TA.

21. MOEYS will assign counterpart teams to implement the planned activities and outputs. The consultants will facilitate the functioning of the teams, and provide intensive, on-the-job capacity building support. The consultants will also assist in developing, and in some cases delivering, training workshops to be organized in accordance with arrangements satisfactory to ADB.

22. The TA will focus on capacity building for an innovative sectorwide approach to education reform. The TA outcomes and lessons learned will be widely disseminated within the Government, the funding community in Cambodia, and ADB. The joint ESSP review, especially the capacity building performance report, will be used to disseminate TA progress and outcomes. In addition, the TA progress reports and lessons learned will form the basis for an internal ADB professional seminar on sectorwide approaches, and sector development program lending.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance in an amount not exceeding the equivalent of \$800,000 on a grant basis to the Government of the Kingdom of Cambodia for Performance Management in the Education Sector, and hereby reports such action to the Board.

APPENDIX 1: TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators	Monitoring Mechanisms	Assumptions
<p>Goal</p> <p>Contribute to poverty reduction through improved performance management of the education reform policies, outlined in the education strategic plan (ESP), and the education sector support program (ESSP), and to be measured against agreed sector performance targets⁶</p>	<ul style="list-style-type: none"> Increased participation of the poor in primary and secondary education Increased cost sharing by better-off families in post secondary education Increased share of education budget for primary and secondary education 	<ul style="list-style-type: none"> Annual surveys as part of Cambodia socioeconomic survey (CSES) Reports submitted to poverty task forces and CSES reports Analysis of Ministry of Education Youth and Sport (MOEYS) annual budget allocations 	<ul style="list-style-type: none"> Timely start up of the technical assistance (TA) Full cooperation of relevant authorities Sustained commitment to ESP policy reforms Sustained growth in education budget allocations and basic education share
<p>Purpose</p> <p>1. Improved strategic, financial, and program planning and monitoring systems, and enhanced deconcentration of responsibilities to provincial and community authorities</p> <p>2. Improved inter-ministerial consultation and planning of a rolling program of education reforms</p>	<ul style="list-style-type: none"> Agreed process for adjusting program priorities, within medium-term and annual budget plans Framework for sector performance outcomes and targets Agreed framework for sector performance data collection Agreed process for MOEYS, Ministry of Economy and Finance (MEF), and Ministry of Planning on ESP and ESSP technical and financial negotiation 	<ul style="list-style-type: none"> Approval by the MOEYS senior officials and joint ESSP annual review reports Endorsement by Government, MOEYS, donor consultative groups Government, MOEYS, funding agency, and nongovernment organization (NGO) approval Government approval, through the education finance management committee (EFMC) 	<ul style="list-style-type: none"> Mobilization of effective working groups and processes Commitment of MOEYS senior officials to process and outcomes Cooperation of Government and community groups

⁶ As part of the ADB-supported Education Sector Development Program, indicators and annual targets were agreed upon between the Government and ADB, including targets for net enrollment, promotion rate, transition rate, pupil:teacher ratio, education sector share of total government budget, Government priority action program share of total education spending, etc. The education performance monitoring system will measure performance against these targets.

Design Summary	Performance Indicators	Monitoring Mechanisms	Assumptions
Outputs			
1. Situation analysis of education performance management capacity and forward action plan	<ul style="list-style-type: none"> Action plan approved by MOEYS senior officials by June 2002 	<ul style="list-style-type: none"> Stakeholder approval 	<ul style="list-style-type: none"> Cooperation of Government, funding agencies, NGOs and civil society
2. Guidelines for performance and compliant monitoring at different levels	<ul style="list-style-type: none"> Documents completed and endorsed by senior officials, by July 2002 Plan endorsed by Government, civil society, and funders, by July 2002 	<ul style="list-style-type: none"> Stakeholder approval Stakeholder approval 	<ul style="list-style-type: none"> Continued commitment to agreed partnership arrangements
3. Action plan for strengthening strategic and program performance monitoring	<ul style="list-style-type: none"> Plan endorsed by MOEYS and MEF, by August 2002 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	<ul style="list-style-type: none"> Supplementary capacity building resources available from other funding agencies
4. Action plan for strengthening financial and budget forward planning	<ul style="list-style-type: none"> Plan endorsed by MOEYS central and provincial and commune authorities by October 2002 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	<ul style="list-style-type: none"> No resistance to organizational change and responsibilities at various levels within MOEYS
5. Action plan for strengthening program progress monitoring systems	<ul style="list-style-type: none"> Action plan approved by various authorities by December 2002 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	<ul style="list-style-type: none"> Appropriate MOEYS staff delegated to specific planning and monitoring tasks
6. Action plan for enhancing program impact monitoring systems	<ul style="list-style-type: none"> Delegated systems operational by February 2003 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	
7. Strengthened systems for provincial and commune planning and monitoring and feedback	<ul style="list-style-type: none"> Systems operational by April 2003 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	
8. Improved intra-MOEYS review and appraisal processes for ESP and ESSP adjustment	<ul style="list-style-type: none"> Systems operational by August 2002 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	
9. Action plan for strengthened and sustainable partnerships in education performance monitoring	<ul style="list-style-type: none"> Systems operational by early 2003, as part of ESSP annual review 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	
10. Improved system of stakeholder evaluation and feedback, including parental satisfaction surveys	<ul style="list-style-type: none"> Joint MOEYS-NGO action plan by mid 2002, with implementation 2002/03 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	

Design Summary	Performance Indicators	Monitoring Mechanisms	Assumptions
11. Improved systems for feedback of results of pilot innovations into strategic and program reforms	<ul style="list-style-type: none"> Systems operational by June 2003 	<ul style="list-style-type: none"> Stakeholder approval through joint review by MOEYS, NGOs, and funding agencies 	
Inputs 1. Strategic dialogue with stakeholder ministries, MOEYS departments, and other partners 2. Technical working groups for institutional, financial and monitoring aspects. 3. Regular funding agency and NGO consultative processes and ESP annual reviews 4. Regular education finance and management committee consultations to ensure MOEYS, MEF, and Ministry of Planning strategic dialogue	Resources <ul style="list-style-type: none"> 63 person-months of international and domestic consultants:\$564,000 Workshops, seminars: \$31,000 Facilitation and logistical support: \$50,000 63 person-months of international and domestic consultants:\$564,000 	TA progress reports	<ul style="list-style-type: none"> Suitable consultants available Effective TA management system Effective TA management system. Effective TA management system

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

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	500,000	0	500,000
ii. Domestic Consultants	0	64,000	64,000
b. International and Local Travel	24,000	6,000	30,000
c. Reports, Dissemination, and Communications	0	20,000	20,000
2. Equipment ^a	21,000	9,000	30,000
3. Training, Seminars, and Workshops	0	31,000	31,000
7. Administration and Support Costs	0	20,000	20,000
8. Contingencies	80,000	25,000	105,000
Subtotal (A)	625,000	175,000	800,000
B. Government Financing			
1. Remuneration and Per Diem of Counterpart Staff and Task Forces	0	42,000	42,000
2. Secretarial and Office Support	0	25,000	25,000
3. Translation Services	0	15,000	15,000
4. Office Accommodation and Utilities	0	60,000	60,000
Subtotal (B)	0	142,000	142,000
Total	625,000	317,000	942,000

^a Includes one utility vehicle, five computers, and miscellaneous office equipment.

Source: Asian Development Bank estimates.

APPENDIX 3: OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. International Consultants

1. Education Performance Management and Monitoring Adviser, Team Leader (12 person-months)

1. The specialist will

- (i) formulate work plans and programs for the technical assistance (TA) program;
- (ii) conduct an institutional assessment of Ministry of Education Youth and Sport (MOEYS) strategic and technical planning systems, and help design capacity-building action plans;
- (iii) review current MOEYS performance and program monitoring systems, and help design capacity building programs;
- (iv) review technical and financial sectorwide management processes, including relationships with other stakeholder ministries and provinces, and help design action plans for strengthening these processes;
- (v) help put in place processes for planning, managing, and monitoring annual preparation of a rolling education sector support program;
- (vi) help design a framework for performance and program monitoring indicators and associated data collection;
- (vii) help put in place processes that enable annual appraisal of program performance and priorities, including linkage between education programming and agreed annual and medium-term expenditure frameworks;
- (viii) review the relationships between central sector planning, management, and monitoring systems and those at provincial, district, commune, and institutional levels and assist with action plans for their improvement;
- (ix) liaise with (a) United Nations Children's Fund (UNICEF) capacity building support for technical and financial monitoring information system development, and operational program monitoring; and (b) the finance and budget capacity building support under the Education Sector Development Program (ESDP), to assist MOEYS in developing integrated budgetary and monitoring information systems;
- (x) liaise with other funding agencies' capacity building activities to formulate an action plan for strengthening provincial and institutional progress monitoring capabilities;
- (xi) help design, plan, and manage the proposed annual joint Government and MOEYS, and funding agency and nongovernment organization (NGO) annual review exercise, including building MOEYS capacity to manage these processes;

- (xii) be responsible for the overall field management of the TA, including procurement of transportation, office supplies, workshops, financing, accounting, and other logistical support;
- (xiii) prepare documentation on the education performance management and monitoring process and outcomes, including lessons learned, for possible dissemination to other ministries in Cambodia, or other governments undertaking similar activities; and
- (xiv) provide an initial inception report, quarterly progress reports, and an annual progress and TA final report.

2. Expenditure Planning, Management, and Monitoring (6 person-months)

2. The specialist will

- (i) design a capacity building plan to enable MOEYS to prepare a rolling medium-term expenditure framework (MTEF) for education, including priority program financing targets;
- (ii) assist with developing coordination processes between MOEYS, Ministry of Economy and Finance (MEF), and other stakeholder ministries, for preparing the annual education budget and revised structures, through the education finance monitoring group (EFMG);
- (iii) help develop new processes for decentralized financial planning and monitoring at the provincial level for agreed priority programs, including preparation of operational guidelines;
- (iv) help prepare budget guidelines and expenditure management for programs managed at both central and provincial levels, including procedures for review of provincial education budget plans;
- (v) assist with an organizational review of the MOEYS' Department of Finance and provincial finance offices, and with preparation of action plans for capacity building;
- (vi) help prepare financial reporting guidelines for all priority programs, including any necessary capacity building and organizational development;
- (vii) provide input to documentation on the education performance management and monitoring process and outcomes, including lessons learned, for possible dissemination to other ministries in Cambodia, or other governments undertaking similar activities; and
- (viii) help prepare guidelines for any new procurement procedures for all education programs and budgets, at all levels of the education system, taking account of any new Ministry of Economy and Finance guidelines.

3. Decentralized Program Planning and Monitoring Adviser (9 person-months)

3. The specialist will

- (i) review current planning and monitoring capacities at provincial, district, and institutional levels, taking account of lessons learned from priority program implementation in 2000 and 2001, and propose priorities for immediate capacity building;
- (ii) help formulate a capacity building plan for individual program performance review, monitoring, and reporting systems, including defining relationships between the Planning Department, MOEYS technical departments, and provincial education authorities;
- (iii) assist with the design and execution of improved program management and monitoring systems and processes, including extensive on-the-job capacity building within MOEYS central departments and provincial offices;
- (iv) assist with the detailed planning of the expansion of the selected priority action programs, including for basic education, upper secondary education, post secondary education, and other priority action program initiatives;
- (v) help review strategic options and their implementation, for the improved planning and monitoring of program management capacity building initiatives, especially at provincial, district, and school and/or institutional levels;
- (vi) help design program monitoring frameworks and indicators, including preparation of guidelines for their implementation, and measures to build capacity to collect and analyze program monitoring data;
- (vii) help build MOEYS capacity to assemble and analyze program monitoring data as part of preparations for the annual MOEYS, and funding agency and NGO performance review exercise;
- (viii) help design and execute of specific program impact monitoring processes and reports, including building MOEYS capacity to coordinate and disseminate this information for strategic planning processes; and
- (ix) help prepare documentation on the education performance management and monitoring process and outcomes, including lessons learned, for possible dissemination to other ministries in Cambodia, or other governments undertaking similar activities.

B. Domestic Consultants**1. Management and Monitoring Training Specialist (12 person-month)**

4. The specialist will

- (i) help develop training need assessments for MOEYS staff in performance management and monitoring;
- (ii) review current MOEYS performance and program monitoring systems, and help design training programs;
- (iii) review technical and financial sectorwide management processes at the provincial level, and design appropriate training programs in performance management and monitoring;
- (iv) help train MOEYS staff to prepare a rolling education sector support program;
- (v) help train staff to prepare a framework for performance and program monitoring indicators, and associated data collection; and
- (vi) train MOEYS staff to prepare integrated systems for central sector planning, management, and monitoring systems, and those at provincial, district, commune, and institutional levels, and assist with action plans for their improvement.

2. Financial Planning and Management Training Specialist (12 person-months)

5. The specialist will

- (i) conduct a training needs assessment for MOEYS' central and provincial financial planning and management staff;
- (ii) help develop training programs for staff to implement new processes for decentralized financial planning and monitoring at the provincial level for agreed priority programs;
- (iii) help train staff to prepare budget guidelines and expenditure management for programs managed at central and provincial levels;
- (iv) assist with an organizational review of the MOEYS' Department of Finance and provincial finance offices, and provide on-the-job support and training of staff;
- (v) help train staff to implement new financial reporting guidelines for all priority programs; and
- (vi) help train staff to use new procurement procedures for all education programs and budgets.

3. Provincial Program Monitoring Training Specialist (12 person-months)**6. The specialist will**

- (i) review current planning and monitoring capacities at provincial, district, and institutional levels, and design appropriate training programs for staff;
- (ii) help design and execute training programs in program management and monitoring systems;
- (iii) help train staff in the detailed planning of the expansion of the selected priority action programs;
- (iv) help train staff to use program monitoring frameworks and indicators;
- (v) help train MOEYS staff to assemble and analyze program monitoring data; and
- (vi) help train staff to design and execute specific program impact monitoring processes and reports.