

## ANNEX 7: Terms of Reference (TOR) for Key Program Positions

### PFM COMPONENT CAPACITY DEVELOPMENT ADVISER

#### Background

GIRoA's development budget execution rate was only 41 per cent in 1389 and 39 per cent in 1388. Low development budget execution is slowing down economic activity and impeding Government's ability to effectively deliver services to its citizens.

To help address these budget execution challenges, Australia has developed a PFM project with three components targeted towards specific causes of low development budget execution in Afghanistan:

- **Component 3.1:** A bilateral program of Technical Assistance (TA) to key ministries to build capacity for project design and implementation, financial and procurement planning, budget execution monitoring and reporting.
- **Component 3.2:** Provision of training and TA to line directorates and the Moustufiat in Uruzgan. The component will build on existing regional institutions supporting provincial budgeting.
- **Component 3.3:** Support to the World Bank's new program of financial and TA to improve procurement procedures and processes (PFMR II project). Australia's engagement will go beyond a straight financial contribution, and will include active engagement and close monitoring of the project's implementation.

All three components of the PFM program focus on strengthening existing institutions and working with existing capacities in Line Ministries and the Ministry of Finance (MoF). Given weak ownership and duplication of existing systems are two of the most significant risks to achieving capacity building outcomes this approach needs to be continually refined.

The Capacity Development Adviser – an experienced capacity building expert with a background in PFM – will assist the Managing Contractor prepare an overarching *Strategy for Sustainable Capacity Building*, and be responsible for on that basis producing and – in collaboration with the other project advisers – implementing an Afghanistan-based *operational capacity building model* to deliver a tailor-made PFM capacity building program for targeted line ministry civil servants.

The Capacity Development Adviser will design methods and tools for capacity building to match the level of capacity of the counterpart's staff and expected result of their work. This will be informed by new and existing capacity assessments and further analytical work and consultations undertaken during the inception phase. To make sure the methods and tools are effectively absorbed by the staff, the capacity building approach will need change over the three years from an initial focus on formal training, to on-the-job support and mentoring. Considerations regarding retainment of trained staff must be an integral part of the work of the Adviser.

## **Reporting arrangements**

The Capacity Development Adviser will report to the Project Manager of DAFA III and will work in a cooperative team environment with other DAFA MC and PFM project team members. The Adviser will be the project focal point on capacity building and training issues, and provide inputs to and lead the delivery of the capacity building process.

## **Duration and location**

The Capacity Development Adviser will be required in Afghanistan for a number of short-term missions over the life of the project (July 2012 to June 2015). The Capacity Development Adviser will at times be required to travel to Uruzgan province to implement capacity building activities under component 2 of the PFM program, and to assist the Project Manager conduct monitoring visits.

This position is an international position with fee rates governed by AusAID's Adviser Remuneration Framework: Remuneration Tables and Guideline (February 2011). The position fits under Table C: Short-term Adviser, Discipline Group C, Job level 4.

## **Responsibilities and Tasks**

1. Act as a senior adviser on major PFM policy work relating to capacity building.
2. Conduct a capacity assessment aiming to identify the training/education/system development needs of the relevant line ministries in the inception phase of the PFM program;
3. Assist design and draft the capacity building programs and activities envisaged under the project. This must take into account the activities planned by the World Bank as part of the PFMR II project.
4. Provide advice and assist formulating the *Strategy for Sustainable Capacity Building* at the inception phase of the PFM program. This may involve measurable development plans and actions for specific skills transfer, or short-term incentives to ensure staff participate in required training and/or are rewarded for high performance. Lessons learned from previous and existing TA projects in the MoF and line ministries should be identified and included.
5. Develop an *operational capacity building model* at inception of the PFM program highlighting relevant methods and tools required for effective PFM capacity building to take place. This may include on-the-job-training and mentoring, structured short trainings, quality support to PFM operations (operational planning, designing and implementing, monitoring, reporting, analysis and evaluation).
6. Provide technical analysis and advice where directed to inform annual changes to the *operational capacity building model*.
7. Provide advice and assist in implementing appropriate monitoring and evaluation systems and methods, including a project-wide Monitoring and Evaluation Framework (MEF) and measurable inputs, activities, outputs and outcomes relating to capacity building for each sub-component.
8. Maintaining effective working relationships with key stakeholders, including Government agencies, other AusAID-funded activities, multilateral agencies and donors.

9. Any other duties required to fulfil the project objectives as per the DAFA III Design and Implementation Plan.

**Required Skills and Experience:**

1. Advanced Degree in Economics, Public Financial Management (PFM), Finance or related field;
2. Demonstrated successful experience in management roles, including leading institutional quality improvement processes;
3. Demonstrated experience in designing and implementing capacity development and training programs in developing countries;
4. Extensive experience in providing mentoring and on-the-job training in cross-cultural contexts;
5. At least five years relevant international experience in the field of PFM (specifically in building capacity of civil servants to conduct budget preparation, execution and reporting);
6. Outstanding understanding of the budgeting process in developing countries, and post-conflict countries, preferably with relevant Afghanistan and regional experience in public financial management;
7. Preferably an excellent knowledge of the Afghanistan governance structure and of provincial governance issues;
8. Demonstrated experience of institutional capacity building, skills transfer, and mentoring and training of national staff with sustainable results;
9. Strong experience working with Government agencies, donors, NGOs and/or United Nations;
10. Excellent communication (including English language skills), management, teamwork and leadership skills in cross-cultural contexts;
11. Effective computing skills for training program development needs and reporting; and
12. Ability to live under security restrictions and work under pressure to meet tight deadlines.

## **PFM COMPONENT PROJECT MANAGER / SENIOR PFM ADVISER**

### **Background**

GIRoA's development budget execution rate was only 41 per cent in 1389 and 39 per cent in 1388. Low development budget execution is slowing down economic activity and impeding Government's ability to effectively deliver services to its citizens.

To help address these budget execution challenges, Australia has developed a PFM project with three components targeted towards specific causes of low development budget execution in Afghanistan:

- **Component 3.1:** A bilateral program of Technical Assistance (TA) to key ministries to build capacity for project design and implementation, financial and procurement planning, budget execution monitoring and reporting.
- **Component 3.2:** Provision of training and TA to line directorates and the Moustufiat in Uruzgan. The component will build on existing regional institutions supporting provincial budgeting.
- **Component 3.3:** Support to the World Bank's new program of financial and TA to improve procurement procedures and processes (PFMR II project). Australia's engagement will go beyond a straight financial contribution, and will include active engagement and close monitoring of the project's implementation.

The Project Manager – an experienced, international PFM expert – will be responsible for developing a working model for co-ordination of all three Components under the umbrella of the Project. He/she will be responsible for technical day-to-day management and some aspects of representation as well as team leading, and will liaise with AusAID and GIRoA on a regular basis. The Managing Contractor will ensure that all aspects of project operations are managed either by the Project Manager or by administrative officers assigned to support the Project Manager.

The latter would provide the Project Manager with the ability to perform an important additional role, which will be to act as a senior PFM adviser to inform AusAID's approach to the sector more broadly, and in particular to provide briefing and technical advice in advance of engagements with GIRoA, the World Bank and other donors.

### **Responsibilities and Tasks**

1. Act as a senior adviser on major PFM policy work and ensuring coherence and quality of approach across the broad project.
2. Providing administrative oversight and managing the implementation of the capacity building programs and activities envisaged under the project.
3. Demonstrated successful experience in team leading and human resource management;
4. Selecting, briefing and mobilising all advisers associated with the project and monitoring overall performance to ensure standards are being met as outlined in approved TORs.
5. Reporting to AusAID on the progress of all Components.
6. Providing technical analysis and advice where directed to inform AusAID's engagement with the World Bank, the GIRoA, other donors and implementing partners within the PFM sector.

7. Helping to ensure lessons from all program Components are informing one another.
8. Establishing and implementing appropriate monitoring and evaluation systems and methods, including a project-wide Monitoring and Evaluation Framework (MEF) and measureable inputs, activities, outputs and outcomes for each sub-component.
9. Undertaking program and activity planning and review through the development of annual plans for the program for consideration by GIROA and AusAID
10. Maintaining effective working relationships with key stakeholders including Government agencies, other AusAID-funded activities, multilateral agencies and donors.
11. Ensuring coordination with existing projects within the Ministry of Finance and target Line Ministries as well as relevant province-level donor-funded activities.

### **Reporting arrangements**

The Project Manager will report to the Facility Manager of DAFA III. The Project Manager will work in a cooperative team environment with other DAFA MC and PFM project team members.

### **Duration and location**

The Project Manager will be based in Kabul, full-time from July 2012 to June 2015. The Project Manager will be required to travel to Uruzgan province on regular project monitoring visits and may be required to travel to Australia for reporting, consultation, planning or other purposes. This position is an international position with fee rates governed by AusAID's Adviser Remuneration Framework: Remuneration Tables and Guideline (February 2011). The position fits under Table D: Long-term Adviser, Discipline Group C, Job level 4.

### **Required Skills and Experience:**

1. Advanced Degree in Economics, Finance or related field;
2. At least ten or more years relevant international experience in the field of PFM (specifically in budget preparation, execution and reporting);
3. Outstanding background in PFM and capacity building, with the proven ability to conceptualise, design and implement major projects and to produce major / complex reports and studies;
4. Outstanding understanding of the budgeting process in Afghanistan and additional relevant Afghanistan and regional experience in PFM;
5. An excellent knowledge of the Afghanistan governance structure and of provincial governance issues;
6. Demonstrated professional leadership and ability to lead a team of experienced professionals;
7. Demonstrated experience of institutional capacity building, skills transfer, and mentoring and training of national staff with sustainable results;
8. Strong experience working with Government agencies, donors, NGOs and United Nations;
9. Excellent communication (including English language skills), management and leadership skills; and
10. Strong computer and technical skills.

## **PFM SUB-COMPONENT 3.1 TEAM LEADER**

### **Background**

GIRoA's development budget execution rate was only 41 per cent in 1389 and 39 per cent in 1388. Low development budget execution is slowing down economic activity and impeding Government's ability to effectively deliver services to its citizens.

To address these issues, under Sub-Component 3.1 of the Afghanistan PFM project Australia will provide assistance and support to four beneficiary ministries: the Ministry of Education, the Ministry of Public Health, the Ministry of Agriculture and the Ministry of Public Works.

Each of the four Ministries will be supported by three National Advisers: (i) Financial Planning Adviser, (ii) Budget Execution Monitoring and Reporting Adviser, and (iii) Project Design Adviser. The national advisers will support targeted Line Ministries in project planning and design, developing annual implementation plans (including procurement and financial plans), streamlining administrative and financial procedures, and strengthening budget execution analysis and monitoring functions.

The assistance to Line Ministries will be centrally coordinated from the Ministry of Finance's Budget Execution Directorate, where the Sub-Component Team Leader and two additional international advisers will be located. The advisers, or 'Budget Execution Experts' will be embedded in the Budget Execution Directorate (Budget Sectors). One Expert will be embedded in Education and Infrastructure Sectors and one Expert will be embedded in Rural Rehabilitation and Health Sectors. The Budget Execution Experts will be responsible for supporting MoF Budget Officers in communication of budget planning and execution policies with the targeted Line Ministries, and analysis and assessment of their budget submissions (budget request and implementation reports).

The Team Leader of Sub-Component 3.1 will be embedded in the Ministry of Finance, office of the Director General Budget. She/he will be responsible for managing, supervising and coordinating the activities of all national and international advisers embedded in the targeted Line Ministries and Ministry of Finance. Team Leader will bring international best practice in the PFM area to the Team.

### **Responsibilities and Tasks**

International Adviser, performing role of the Sub-Component Team Leader will have the following primary duties and responsibilities:

1. Ensuring the technical delivery of the capacity building activities under Sub-Component 3.1 of the PFM project.
2. Working with team members (Budget Execution Experts and National Advisers in Line Ministries) to develop their workplans.
3. Technical management and leadership of all advisers.
4. Holding advisers to account for their progress against these workplans.
5. Providing technical PFM advice to the Deputy Minister, Finance and the Director General for Budgets.
6. Ensure coordination with the existing DFID-funded project within the Ministry of Finance, Budget Department.

7. Ensure coordination with any project providing PFM assistance in the targeted line ministries.

**Reporting arrangements**

The Sub-Component Team Leader will report to the PFM Project Manager. The Team Leader will work in a cooperative team environment with other PFM component members.

**Duration and Location**

The Team Leader will be based in Kabul, full-time from July 2012 to June 2015.

This position is an international position with fee rates governed by AusAID's Adviser Remuneration Framework: Remuneration Tables and Guideline (February 2011). The position fits under Table D: Long-term Adviser, Discipline Group C, Job level 3.

**Required Skills and Experience:**

1. Bachelor's or Master Degree in Economics, Finance or related field, with at least ten years international experience in the field of public finance management - budget preparation, execution and reporting;
2. Excellent understanding of public financial management in general and of the budgeting process in particular, generally and in the Afghanistan context;
3. Proven ability to develop budget policy, legal instruments, circulars and guidance to line ministries and provincial administrations in budget formulation and execution process;
4. A good knowledge of Afghanistan governance structure and of provincial governance issues is preferable;
5. Experience in working with the Government agencies, donors, NGOs and/or United Nations;
6. Demonstrated experience of institutional capacity building, skills transfer, and mentoring and training of national staff with sustainable results from fragile/conflict states;
7. Excellent communication, management and leadership skills; and
8. Strong computer and technical skills.

## **PFM SUB-COMPONENT 3.1: INTERNATIONAL BUDGET EXECUTION EXPERTS (x2)**

### **Background**

Australia's PFM assistance to Line Ministries will be centrally coordinated from the Ministry of Finance's Budget Execution Directorate, where two additional international advisers will be located. The international advisers, or 'Budget Execution Experts' will be embedded in the Budget Execution Directorate (Budget Sectors). One Expert will be embedded in Education and Infrastructure Sectors and one Expert will be embedded in Rural Rehabilitation and Health Sectors.

Budget Execution Experts will be responsible for supporting MoF Budget Officers in communication of budget planning and execution policies with the targeted Line Ministries, and analysis and assessment of their budget submissions (budget request and implementation reports). Experts will also supervise and mentor national advisers deployed to the respective Line Ministries, taking responsibility for 2 Ministries each.

### **Responsibilities**

International Budget Execution Expert will have the following primary duties and responsibilities:

1. Strengthening budget analysis
  - Conduct assessment of the existing policies, templates and current practices in Budget Execution Directorate, and develop training strategy;
  - Design templates and tools for analysis of the budget submissions;
  - Develop and deliver generic training in conducting analysis of budget submissions - policy proposals, budget costings, cost/benefit analysis, etc.;
  - Develop and deliver customized training in assessing Budget Circular No 1 submissions (baseline costing and new policy funding requests) and Budget Circular No 2 submissions (economic value, NPV, cost/benefit analysis, unit-based costing, costing assessment, budget efficiency, etc.) and calculating budget ceilings;
  - Provide on-the-job support to Sector staff in analysing budget submissions and calculating budget ceilings;
  - Support Sector Officers in developing budget hearing briefs; and
  - Conduct regular capacity assessment, identify any gaps and adapt templates and training material, and conduct refresher courses.
2. Strengthening budget execution processes
  - Conduct assessment of the existing policies, templates and current practices in Budget Execution Directorate and develop training strategy;
  - Design templates and tools for analysis of the procurement schedules and financial plans;
  - Develop and deliver training in developing procurement schedules and financial plans and analysis of the financial plans;
  - Provide on-the-job support to Sector staff in analysing financial plans and monitoring implementation of the financial plans (budget execution against financial plans);
  - Support Sector staff in developing briefs for the senior management on budget execution status;
  - Support Sector staff in actively participating and supporting meetings of the Budget Steering Committee (Government level); and



- Conduct regular capacity assessment, identify any gaps and adapt templates and training material and deliver refresher courses.
- 3. Communication of budget planning and execution policies with the targeted line ministries
  - Develop strategy and procedures for regular communication between Sector staff and respective line ministries;
  - Provide training to Sector staff on effective communication and action plan for the year;
  - Support Sector staff in actively participating and supporting meetings of the Internal Budget committees (ministry level); and
  - Prepare lessons learned report and fine-tune approach if required.
- 4. Support and monitor the work of Sector Officers in implementing new processes and procedures and provide advice to the Budget Execution Director and Director General Budget on the way forward.
- 5. Supervise and mentor national budget advisers embedded in the relevant line ministries, to ensure all guidelines and instructions prescribed by the Ministry of Finance are closely followed.
- 6. Ensure coordination with the existing DFID-funded project within the Ministry of Finance, Budget Department.
- 7. Perform any other tasks as required by Team Leader.

### **Reporting arrangements**

The two International Budget Execution Experts will report to the Sub-Component 3.1 Team Leader. The Advisers will work in a cooperative team environment with other PFM component members.

### **Duration and Location**

The International Budget Execution Experts will be based in Kabul, full-time from July 2012 to June 2015. These positions are international positions with fee rates governed by AusAID's Adviser Remuneration Framework: Remuneration Tables and Guideline (February 2011). The positions fit under Table D: Long-term Adviser, Discipline Group C, Job level 2.

### **Required Skills and Experience:**

1. Bachelor's or Master Degree in Economics, Finance or related field, with minimum 5 years of relevant experience in public finance management;
2. Proven ability to develop budget circulars, guidance and training to line ministries and provincial administrations in PFM area;
3. Excellent understanding of PFM in general and of the budgeting process in particular, generally and in the Afghanistan context;
4. A good knowledge of governance aspects and of provincial governance issues in Afghanistan and/or other fragile/conflict states;
5. Experience in working with the Government agencies, donors, NGOs and/or United Nations;
6. Excellent communication skills;
7. Proof of relevant analytical skills, report writing, presentation skills;
8. Strong computer and technical skills; and
9. Strong team work skills.
10. Dari and / or Pashto language skills would be an asset.

## **URUZGAN BUDGET OFFICER**

### **Background**

In the past years, the budget preparation in Afghanistan has been highly centralized. Budget requests are being prepared by central line ministries and submitted to the Ministry of Finance, in most cases without consulting provincial line directorates. Provincial authorities lack understanding of the budget process and their role in it. Most provincial line directorates are not aware of the extent of their budget until they receive (often delayed) allotments for the quarter. In addition, line directorates do not have clear understanding of budget execution procedures and do not have access to expenditure reports. Budget execution process is also burdened by overly complicated administrative procedures, with a number of unnecessary steps and inflexibilities that cause delays in the budget execution. This lack of understanding of budget and accounting procedures in provincial line directorates is a major obstacle to better service delivery.

Uruzgan province is strategically important to Australia<sup>1</sup>, where the current efforts will only be sustainable if the provincial authorities are able to continue service delivery after transition is completed. Supporting PFM at the provincial level is therefore an important component of Australia's broader PFM assistance program.

To support these activities, AusAID will provide a full-time local adviser, situated in Tarin Kowt, to be rotated through the Finance Units of four target line departments (Education, Public Health, Public Works, and Agriculture), and the office of the provincial representative of the Ministry of Finance (Moustufiat). The adviser will be embedded in the targeted line directorates, enabling daily contact with his counterparts. The adviser will be responsible for development and delivery of tailor made training and on-the-job support to the finance officers of each line directorate in implementation of the Government policies and procedures in each main stage of budget preparation, execution, monitoring and reporting.

### **Responsibilities**

Regional Budget Officer will have the following primary duties and responsibilities:

1. Facilitate budget planning in key line directorates:
  - Assess existing processes and current practices in the line directorates;
  - Design process maps, define roles and responsibilities and develop action plans;
  - Develop templates and guidelines for the budget submission preparation, including templates for simplified version of project design and development;
  - Support Provincial Budgeting Unit (PBU) in delivery of customized training to line directorates staff in developing budget submission, based on Budget Circular No 1 and No 2 requirements;
  - Provide on-the-job support to line directorates staff in developing BC1 and BC2 budget submission, including development of simplified version of project design documents;

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<sup>1</sup> Australia leads the multinational Provincial Reconstruction Team in Uruzgan, and has about 900 troops based in the province. (There are about 1,500 in whole of Afghanistan.)

- Support line directorates to communicate and discuss their budget request to the central line ministries;
  - Conduct regular capacity assessment, identify any gaps and adapt templates and training material;
2. Facilitate budget execution in key line directorates:
    - Work with the Regional Provincial Budget Officer in ensuring any changes in the budget execution processes and procedures are coordinated and agreed with the Moustufiat;
    - Map main budget execution (allotment, procurement and payment) processes in the line ministry, and liaise with the Moustufiat in this process;
    - Assess inefficiencies, recommend streamlining of processes and develop revised process maps, in consultation with the Moustufiat (and Regional Provincial Budget Officer supporting Moustufiat);
    - Develop and deliver training in the new processes for the relevant staff and provide on-the-job support to ensure implementation of the new processes;
    - Develop basic tools for budget execution data analysis;
    - Develop and deliver customized training in budget execution data assessment and analysis;
    - Provide on-the-job support to Finance officers and key line directorate staff in monitoring, assessing and analysing budget execution data;
    - Conduct regular capacity assessment, identify any gaps and adapt templates and training material;
  3. Monitor the implementation of the new budget planning and execution processes and procedures by the line directorates' staff and provide advice to the provincial line directors on the way forward;
  4. Analyze line ministries' expenditures in provinces and provide guidelines in line with provincial budgeting policy and objectives; and
  5. Work closely with Governors' office, Directorate of Economy and Moustufiat, and liaise with central line ministries to identify bottlenecks and problems in budget execution, operation of the provincial entities, transactions.

**Required Skills and Experience:**

- Bachelor's or Advanced Degree in Economics, Finance or related field, with 3 to 5 years of relevant experience in data analysis, reporting, capacity building and presentation respectively;
- Proven ability to develop budget circulars, guidance and training to line ministries and provincial administrations in PFM area;
- A good understanding of PFM in general and of the budgeting process in particular, generally and in the Afghanistan context;
- A good knowledge of Afghanistan sub-national structure and of provincial governance issues;
- Experience in working with the Government agencies, donors, NGOs and/or United Nations;
- Excellent communication skills;
- Proof of relevant analytical skills, report writing, presentation skills;
- Strong computer and technical skills; and
- Strong team work skills.
- Pashto, Dari and English language skills

## **REGIONAL PROVINCIAL BUDGET OFFICER (Uruzgan/Kandahar)**

### **Background**

In the past years, the budget preparation in Afghanistan has been highly centralized. Budget requests are being prepared by central line ministries and submitted to the Ministry of Finance, in most cases without consulting provincial departments. Budget appropriations are made by ministry/agency, object code and project, but not taking into account provincial breakdown of the budget. Most provincial departments are not aware of the extent of their budget until they receive (often delayed) allotment for the quarter.

To address these issues, the Ministry of Finance has initiated provincial budget reform. Provincial budget reform is a tool designed to enable provincial authorities to plan, formulate, execute, monitor and improve budgeting processes in their area of jurisdiction. To support the reform implementation, the Ministry of Finance has formed the Provincial Budgeting Unit (PBU), with six regional offices – in Mazar, Kunduz, Jalalabad, Herat, Kandahar and Helmand. The role of the PBU is to ensure integration of specific provincial needs and requirements in the national budget, by providing generic and customized capacity building programmes to provincial directorates' staff in the areas of budget preparation and execution.

Uruzgan province is covered from the Kandahar regional office. However, due to its geographical isolation, provincial staff from Uruzgan have not participated in any of the training provided by the Provincial Budget Unit in the past. AusAID has agreed to supplement the PBU's regional office in Kandahar, with an additional officer, who will be spending: (i) 50% of his/her time in Kandahar – working with the other Regional Provincial Budget Officers on developing generic PFM training, as per MoF's guidelines and processes and delivering it through the regional training programme; and (ii) 50% of his/her time in Uruzgan, embedded in the Moustufiat, delivering generic and developing and delivering tailor made PFM training to the provincial authorities in Uruzgan. This will effectively establish a part-time satellite office in Uruzgan.

### **Responsibilities**

Regional Budget Officer will have the following primary duties and responsibilities:

1. Roll-out budget planning training to all provincial line directorates (budget planning, provincial resource allocation criteria, costing), in line with existing MoF's procedures and guidelines and existing MoF's PFM training curriculum
  - Assess capacity of the line directorates to develop budget submissions;
  - Develop training strategy and periodically revise it, as required;
  - Deliver generic training in budget request preparation, as per existing MoF's PFM capacity development curriculum;
  - Develop and deliver customized training to line directorates staff in developing budget submission, based on Budget Circular No 1 and No 2 requirements, including development of simplified version of project design documents;
  - Conduct post-training assessments and revise training materials accordingly;

2. Roll-out budget execution training to all provincial line directorates (financial plans and allotment request development, budget execution, procurement, project management), in line with existing MoF's procedures and guidelines and existing MoF's PFM training curriculum
  - Assess capacity of the line directorates to execute budget;
  - Develop training strategy;
  - Deliver generic training in budget execution, as per existing MoF's PFM capacity development curriculum;
  - Develop and deliver customized training to line directorates staff in budget implementation (execution);
  - Conduct post-training assessment and revise training strategy and materials;
3. Roll-out budget execution training to provincial Moustufiat
  - Assess capacity of the Moustufiat to execute budget;
  - Develop training strategy;
  - Develop and deliver customized training to Moustufiat staff in budget implementation (execution);
  - Conduct post-training assessment and revise training strategy and material;
4. Assess effectiveness of delivered capacity building program and remaining capacity gaps and provide advice to MoF management (Provincial Budget Manager and Budget Policy and Reform Director) on the way forward;
5. Assist MoF in examining current provincial budgeting processes to prepare recommendations to improve the provincial involvement in budget formulation, execution and reporting;
6. Report all sub-national level public financial management issues to PBU along with recommendations from provincial officials and perspective of Regional Provincial Budget Officer.
7. Maintain close consultation and coordination with other provincial stakeholders in the region, (e.g. Governors' offices, PRTs/RCs) on the implementation of provincial budgeting initiatives;
8. Facilitate logistics and organization for provincial budget training programs and related events in Uruzgan and Kandahar;
9. Travel between Kandahar, Uruzgan and Kabul as required and requested by Provincial Budgeting Manager.

**Required Skills and Experience:**

- Bachelor's or Advanced Degree in Economics, Finance or related field, with 3 or 5 years of relevant experience in data analysis, reporting, capacity building and presentation respectively;
- Proven ability to develop budget circulars, guidance and training to line ministries and provincial administrations in PFM area;
- A good understanding of PFM in general and of the budgeting process in particular;
- A good knowledge of Afghanistan sub-national structure and of provincial governance issues;
- Experience in working with the Government agencies, donors, NGOs and/or United Nations;

- Excellent communication skills;
- Proof of relevant analytical skills, report writing, presentation skills;
- Strong computer and technical skills; and
- Strong team work skills.
- Pashto, Dari and English language skills

## **NATIONAL FINANCIAL PLANNING ADVISER**

### **Background**

GIROA's development budget execution rate was only 41 per cent in 1389 (last fiscal year) and 39 per cent in 1388. Low development budget execution is slowing down economic activity and impeding Government's ability to effectively deliver services to its citizens.

Analysis of execution data shows that the issues most hampering budget execution include: under-developed projects; absence of proper implementation plans; poor understanding of procurement processes; and, confusion over the administrative and financial procedures required to release monies.

Projects included in the budget often lack basic project design documents, procurement schedules or financial plans. As a result, their costs are often based on arbitrary percentage increases rather than on informed analysis of activities and actual market prices. Implementation plans are often completely missing as project formulation and design processes occur only after funds have been approved. Hence, it takes months after the beginning of the fiscal year before the projects can commence.

Another fundamental constraints in the financial systems of ministries is the sheer number of steps in the expenditure process. In addition, Line Ministries rarely use the delegation of authority that is available under the law to help speed up expenditure processes and a single document can wait for weeks for approval by Deputy Minister or Minister (who often are the only people in the ministry authorized to sign financial documents).

To address these issues, Australia will provide PFM assistance and support to four beneficiary ministries: the Ministry of Education, the Ministry of Public Health, the Ministry of Agriculture and the Ministry of Public Works. Each of the four Ministries will be supported by one National Financial Planning Adviser, one National Budget Execution Monitoring and Reporting Adviser and one National Project Design Adviser.

National Financial Planning Adviser will be responsible for guiding ministry staff on implementation of the Ministry of Finance guidelines and instruction; providing formal training and on-the-job support to the Finance department staff in the area of financial planning; developing costing norms and methodologies for the purposes of standardized financial planning; and developing recommendations and supporting implementation for streamlining administrative and financial procedures. The Adviser will be embedded in the target Line Ministry, Finance Directorate, enabling daily contact with his/her counterparts.

### **Responsibilities**

National Financial Planning Adviser will have the following primary duties and responsibilities:

1. Develop annual financial implementation plans

- Design templates and guidelines for procurement schedules and financial plans development, in line with MoF's guidelines and instructions;
  - Conduct training needs assessment and develop training strategy;
  - Develop and deliver training in developing procurement schedules and financial plans;
  - Provide on-the-job support to Finance and program departments staff in developing procurement schedules and financial plans development;
  - Support Finance department and program departments staff in monitoring implementation of the financial plans during the year;
  - Support Finance department and program departments staff in revising financial plans;
  - Assess quality of the submissions and if required revise templates and guidelines; and
  - Conduct regular capacity assessment, identify any gaps and adapt training material.
2. Streamline administrative and financial procedures
    - Map budgeting, allotment, procurement and payment processes in the line ministry;
    - Assess inefficiencies, recommend streamlining of processes and develop revised process maps; and
    - Develop and deliver training in the new processes for the relevant staff and provide on-the-job support to ensure implementation of the new processes.
  3. Monitor the work of Finance department in implementing new processes and procedures and provide advice to the Line Ministry management (Finance Director) on the way forward.
  4. Work closely with all relevant departments, and coordinate and liaise with Budget Execution Monitoring and Reporting Adviser and Project Design Adviser to ensure any bottlenecks and problems in budget preparation and execution are identified and removed.
  5. Coordinate closely and work under supervision of Budget Execution Adviser, embedded in the Budget Execution Directorate of the Ministry of Finance, to ensure all guidelines and instructions prescribed by the Ministry of Finance are closely followed.
  6. Perform any other tasks as required by Team Leader.

**Required Skills and Experience:**

- Bachelor's or Advanced Degree in Economics, Finance or related field, with 3 or 5 years of relevant experience in data analysis, reporting, capacity building and presentation respectively;
- Proven ability to develop budget circulars, guidance and training to line ministries and provincial administrations in PFM area;
- Excellent understanding of PFM in general and of the budgeting process in particular, generally and in the Afghanistan context;
- A good knowledge of Afghanistan sub-national structure and of provincial governance issues;



- Experience in working with the Government agencies, donors, NGOs and/or UN;
- Excellent communication skills;
- Proof of relevant analytical skills, report writing, presentation skills;
- Strong computer and technical skills; and
- Strong team work skills.
- Pashto, Dari and English language skills

## **NATIONAL BUDGET EXECUTION MONITORING AND REPORTING ADVISER**

### **Background**

GIROA's development budget execution rate was only 41 per cent in 1389 (last fiscal year) and 39 per cent in 1388. Low development budget execution is slowing down economic activity and impeding Government's ability to effectively deliver services to its citizens.

Analysis of execution data shows that the issues most hampering budget execution include: under-developed projects; absence of proper implementation plans; poor understanding of procurement processes; and, confusion over the administrative and financial procedures required to release monies. Another important weakness observed in most ministries, contributing greatly to low budget execution rates, is lack of ex post analysis of expenditures, identification of issues affecting spending and recommendations for removing obstacles. The communication of the issues between Finance Departments responsible for monitoring of budget execution, and Program Departments responsible for budget implementing is rudimentary or non-existent in most ministries.

To address these issues, Australia will provide PFM assistance and support to four beneficiary ministries: the Ministry of Education, the Ministry of Public Health, the Ministry of Agriculture and the Ministry of Public Works. Each of the four Ministries will be supported by one National Financial Planning Adviser, one National Budget Execution Monitoring and Reporting Adviser and one National Project Design Adviser

National Budget Execution Monitoring and Reporting Adviser will be responsible for developing frameworks and tools, and providing formal training and on-the-job support to the finance department staff in the areas of budget execution tracking, analysis and reporting for the purposes of internal and external monitoring of budget spend. The Adviser will be embedded in the target Line Ministry, Finance Directorate, enabling daily contact with his/her counterparts.

In the past few months, and under instructions of the Ministry of Finance, all ministries have established Internal Budget Committees. These committees comprise of representatives of financial and planning departments as well as key implementing departments in the line ministry. The objective of the Committees is to closely coordinating and following up on any budget execution issues. Finance Directorate in each Ministry will act as a Secretariat to the Committee. The Adviser will be responsible for supporting the work of the Committee.

### **Responsibilities**

National Budget Execution Monitoring and Reporting Adviser will have the following primary duties and responsibilities:

7. Strengthening budget execution analysis and monitoring functions
  - Conduct assessment of the current practices in Finance and program departments, assess capacity gap and develop training strategy;
  - Develop basic tools for budget execution data analysis;

- Develop and deliver customized training for Finance and program department staff in budget execution data assessment and analysis;
  - Provide on-the-job support to Finance and program department staff in monitoring, assessing and analysing budget execution data;
  - Support Finance department in developing and disseminating reports with analysis of budget execution, identification of issues and recommendations to address issues; and
  - Conduct regular capacity assessment, identify any gaps and adapt templates and training material.
8. Strengthening internal coordination and communication of the budget planning and execution issues among the decision makers in the ministries
    - Assess current functions of Internal Budget Committee, if it exists in the line ministry;
    - Define roles and responsibilities of its members;
    - Identify counterpart in the Finance Department to preform role of a Secretary to the Internal Budget Committee; and
    - Support Finance Department in its role as a Secretariat to the Internal Budget Committee by: (i) supporting preparation of regular reports and updates and (ii) ensuring regular meetings are organized and relevant members participate.
  9. Monitor the work of Finance department in implementing new processes and procedures and provide advice to the Line Ministry management (Finance Director) on the way forward.
  10. Work closely with all relevant departments, and coordinate and liaise with Financial Planning Adviser and Project Design Adviser to ensure any bottlenecks and problems in budget preparation and execution are identified and removed.
  11. Coordinate closely and work under supervision of Budget Execution Adviser, embedded in the Budget Execution Directorate of the Ministry of Finance, to ensure all guidelines and instructions prescribed by the Ministry of Finance are closely followed.
  12. Perform any other tasks as required by Team Leader.

**Required Skills and Experience:**

- Bachelor's or Advanced Degree in Economics, Finance or related field, with 3 to 5 years of relevant experience in data analysis, reporting, capacity building and presentation respectively;
- Proven ability to develop budget circulars, guidance and training to line ministries and provincial administrations in PFM area;
- Excellent understanding of PFM in general and of the budgeting process in particular, generally and in the Afghanistan context;
- A good knowledge of Afghanistan sub-national structure and of provincial governance issues;
- Experience in working with the Government agencies, donors, NGOs and/or United Nations;
- Excellent communication skills;
- Proof of relevant analytical skills, report writing, presentation skills;

- Strong computer and technical skills; and
- Strong team work skills.
- Pashto, Dari and English language skills

## **NATIONAL PROJECT DESIGN ADVISER**

### **Background**

GIROA's development budget execution rate was only 41 per cent in 1389 (last fiscal year) and 39 per cent in 1388. Low development budget execution is slowing down economic activity and impeding Government's ability to effectively deliver services to its citizens.

Analysis of execution data shows that the issues most hampering budget execution include: under-developed projects; absence of proper implementation plans; poor understanding of procurement processes; and, confusion over the administrative and financial procedures required to release monies.

Projects included in the budget often lack basic project design documents, procurement schedules or financial plans. As a result, their costs are often based on arbitrary percentage increases rather than on informed analysis of activities and actual market prices. Implementation plans are often completely missing as project formulation and design processes occur only after funds have been approved. Hence, it takes months after the beginning of the fiscal year before the projects can commence.

To address these issues, Australia will provide PFM assistance and support to four beneficiary ministries: the Ministry of Education, the Ministry of Public Health, the Ministry of Agriculture and the Ministry of Public Works. Each of the four Ministries will be supported by one National Financial Planning Adviser, one National Budget Execution Monitoring and Reporting Adviser and one National Project Design Adviser.

National Project Design Adviser will be responsible for designing templates and guidelines for project design, and providing training and on-the-job support in projects development to the Policy and planning directorate staff. He/she will be supported by a short-term international Project Design Adviser who would be supporting development and revision of the project design framework. The Adviser will be embedded in the target Line Ministry, Policy and Planning Directorate, enabling daily contact with his/her counterparts.

### **Responsibilities**

National Project Design Adviser will have the following primary duties and responsibilities:

1. Project planning and design
  - Design templates and guidelines for project design and appraisal documents – Concept Note, Pre-Feasibility study, Appraisal document and Implementation plan;
  - Conduct training need assessment and develop training strategy;
  - Develop and deliver generic training in developing project design documents;
  - Develop and deliver customized training in developing project design documents;

- Provide on-the-job support to Policy and Planning department staff in developing concept notes and pre-feasibility studies for BC2 budget submission;
  - Provide on-the-job support to Policy and Planning department staff in developing appraisal documents and implementation plans for proposed development projects for BC2 budget submission;
  - Assess regularly quality of the submissions and if required revise templates and guidelines; and
  - Conduct regular capacity assessment, identify any gaps and adapt training material.
2. Monitor the work of Policy department in implementing new processes and procedures and provide advice to the Line Ministry management (Policy and Planning Director) on the way forward.
  3. Work closely with all relevant departments, and coordinate and liaise with Budget Execution Monitoring and Reporting Adviser and Financial Planning Adviser to ensure any bottlenecks and problems in budget preparation and execution are identified and removed.
  4. Coordinate closely and work under supervision of Budget Execution Adviser, embedded in the Budget Execution Directorate of the Ministry of Finance, to ensure all guidelines and instructions prescribed by the Ministry of Finance are closely followed.
  5. Work closely with the international Project Design Adviser on development and revision of the project design framework.
  6. Perform any other tasks as required by Team Leader.

**Required Skills and Experience:**

- Bachelor's or Advanced Degree in Economics, Finance or related field, with 3 or 5 years of relevant experience in data analysis, reporting, capacity building and presentation respectively;
- Proven ability to develop budget circulars, guidance and training to line ministries and provincial administrations in PFM area;
- Excellent understanding of PFM in general and of the budgeting process in particular, generally and in the Afghanistan context;
- A good knowledge of Afghanistan sub-national structure and of provincial governance issues;
- Experience in working with the Government agencies, donors, NGOs and/or UN;
- Excellent communication skills;
- Proof of relevant analytical skills, report writing, presentation skills;
- Strong computer and technical skills; and
- Strong team work skills.
- Pashto, Dari and English language skills