

TECHNICAL ASSISTANCE COMPLETION REPORT

TA NO./NAME: 2534-BAN/Institutional Development of the Directorate of Nonformal Education				TA AMOUNT APPROVED: \$3,768,500
				REVISED AMOUNT: -
EXECUTIVE AGENCIES : Directorate of Nonformal Education (DNFE)		FUND SOURCE: Government of Switzerland		TA AMOUNT UNDISBURSED: \$330,960.71
				TA AMOUNT UTILIZED: \$3,437,539.29
REPORT DATE: -	APPROVAL DATE: 12 February 1996	SIGNING DATE: 13 April 1996	CONSULTANT FIELDING DATE: 1 September 1996	CLOSING: ORIGINAL: 31 December 2000 ACTUAL: May 2002

TA Description

On 29 September 1995, ADB approved Nonformal Education Project[Loan No. 1390-BAN(SF)] to assist the Government in achieving Education for All (EFA) by improving and expanding nonformal education program in the country. The TA was approved together with the loan for capacity building of the Directorate of Nonformal Education (DNFE), the Executing Agency for the Project. The TA amounting to \$3.8 million was made available under a grant from the Swiss Development Cooperation.

TA Objectives and Scope

The main objective of the TA was to develop overall capacity of DNFE. The TA covered three major areas: (i) setting up planning, monitoring and evaluation (PM&E) systems at DNFE capable of handling larger nonformal education (NFE) programs; (ii) upgrading the professional skills of DNFE staff and nongovernment organizations (NGOs); and (iii) improving training programs and support other quality aspects of NFE.

TA Evaluation of Inputs

The TA implementation commenced in September 1996 and completed in December 2000, while a final report was submitted in June 2001. The original TA inputs comprised 60 person-months (p-m) of two international and 138 p-m of five domestic consultants. The international consultants comprised a PM&E specialist and a NFE methodology and teacher training development specialist. The domestic consultants comprised (i) financial and administrative systems development specialist, (ii) monitoring and evaluation/management information system specialist, (iii) computer system analyst, (iv) benefit monitoring and evaluation/implementation specialist, and (v) statistical analysis specialist. The services of the team leader (TL), the PM&E specialist, and the domestic consultants were increased by 10 p-m and 40 p-m, respectively, following a request of the Government during the midterm review of the Project. Out of the total provision of 248 p-m of consulting services (70 international and 178 domestic), 237.5 p-m (70 international and 167.5 domestic) were utilized.

Implementation of the TA was somewhat delayed due to some discrepancies between ADB's TA paper and the Government's project proforma. It took a while to resolve these discrepancies by reconciling documents of all concerned (ADB, Government, Switzerland Government) and revising Government's project proforma accordingly. Besides, frequent transfer of the Project Director also adversely affected smooth implementation of the TA.

DNFE had satisfactorily provided necessary administrative and logistic supports including accommodation to the TA team. Performance of the consultants was found satisfactory as they complied with the requirements of their TOR. Formulation of the TA was relevant in terms of its objectives and the TOR were well formulated to achieve the TA objectives. Progress of TA implementation was reviewed by ADB in conjunction with the review of the loan Project. The review missions had closely followed up the TA implementation progress in order to achieve its objectives.

TA Evaluation of Outputs

Towards strengthening of DNFE's capacity, the consultants developed: (i) DNFE's strategic framework chart; (ii) systems for planning, organization, management, and administration of NFE programs delivery; (iii) NFE management information, and monitoring and evaluation system; and (iv) computerized NFE databases of physical targets and financial budgets. Systems and methods for involving beneficiaries in program design and development, training, quality improvement, and monitoring and evaluation of NFE programs were also established.

The TA team, through various types of training programs, developed staff capacity of DNFE and partner NGOs. Training was provided to 437 master trainers, 91 core trainers, 105 monitoring associates, 48 finance and administration personnel, 15 computer professionals, and 8 planners and statisticians on the respective fields of NFE. Besides, domestic fellowships were provided to 93 persons to enhance professional skills in (i) financial system development; (ii) project management and supervision; (iii) computer skills; and (iv) network and database management. Total of 25 persons were covered under short overseas study tour on NFE policy and planning, BME system, continuing education and post literacy, and total literacy movement. Eight staff were given long-term external training on NFE program development, curriculum development, and teaching methodology. However, transfer of some key staff shortly after the training had adversely affected the capacity building process. In order to get the full benefit, the training should have started at the initial stage of the TA and the trainees needed to be retained under the Project at least up to its completion.

All reporting requirements by the consultants had been complied with. The reports were of good quality and produced in time. DNFE expressed its satisfaction over the quality of the TA output.

TA Overall Assessment and Rating

The TA had been generally successful in terms of meeting its objectives of overall capacity building of DNFE. The DNFE had not only successfully completed the NFE Project, but it also managed to expand its NFE delivery programs by undertaking three more new projects. Besides, DNFE with financial assistance of ADB and IDA, is going to launch two more projects for post-literacy and continuing education of neo-literates. Despite some setback due to transfer of some key staff, DNFE is now capable to run effective and efficient NFE programs as envisaged under the TA. Overall, the TA is rated successful.

Major Lessons Learned

For smooth TA implementation, it is essential to reconcile any discrepancy between ADB and Government's project documents before commencement of work to avoid hindrance during project implementation. Besides, to sustain capacity development, the transfer of staff, particularly key ones like the Project Director, immediately after the training must be avoided.

Recommendations and Follow-Up Action

ADB has approved a loan for post literacy and continuing education project [Loan No. 1881-BAN(SF)], which includes a component for further strengthening of DNFE's institutional capacity. In order to maximize and sustain the impact of the interventions under the new project, ADB needs to initiate a dialogue with the Government to ensure retention of trained staff, particularly the Project Director, until completion of the project. For this, a comprehensive career development planning should be prepared and candidates for training should fulfill the conditions required by the plan.

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