

TECHNICAL ASSISTANCE COMPLETION REPORT¹

Division : India Resident Mission

TA No., Country and Name			Amount Approved: \$2,000,000.00		
TA 4780-IND: Knowledge Management and Capacity Building			Revised Amount: \$2,000,000.00		
Executing Agency: Department of Economic Affairs, Ministry of Finance, Government of India	Source of Funding: United Kingdom Cooperation Fund for Technical Assistance (DFID Trust Fund)		Amount Undisbursed: \$585,159.41	Amount Utilized: \$1,414,840.59	
TA Approval Date: 17 April 2006	TA Signing Date: 23 May 2006	Fielding of First Consultant: 04 September 2006	TA Completion Date Original: 31 March 2009 Actual: 30 June 2008		
			Account Closing Date Original: 31 March 2009 Actual: 28 February 2009		
Description					
<p>The technical assistance sought to enhance the effectiveness of ADB India operations through knowledge creation, dissemination, and capacity enhancement. In terms of knowledge creation and management, the TA supported analytical studies, and impact assessments in areas of operational relevance. Under knowledge dissemination, the TA supported workshops, seminars, study tours, and dissemination of best practices. Capacity enhancement was supported through training, tripartite portfolio reviews and provision of consultancies as required.</p>					
Expected Impact, Outcome and Outputs					
<p>The expected impact of the TA was the increased efficiency of ADB India operations. Enhanced portfolio performance of ADB operations in India was an intended outcome. The TA was designed to allow for operationally relevant knowledge products like analytical and sector studies, documentation of best practices and study tours to contribute to the expected impact. It was also designed to promote knowledge dissemination and cross learning through tripartite portfolio reviews, capacity development, workshops, and seminars to enhance portfolio performance and operational efficiency.</p>					
Delivery of Inputs and Conduct of Activities					
<p>The TA supported a comprehensive range of activities to promote integrated knowledge management. Analytical studies and impact assessments generated about eight targeted knowledge products aligned to ADB India operations (urban poverty, best practices in water management, public private partnerships). Portfolio review meetings with over 413 participants helped cross learning and improved disbursement levels. Support for nearly fifteen conferences, seminars and workshops enhanced visibility of ADB and supported knowledge sharing. Over five study tours in various sectors helped executing agencies obtain hands on experience and insights on successful projects. Capacity enhancement of executing agencies in key areas like social safeguards and procurement was undertaken.</p>					
<p>The five short and long term consultants satisfactorily delivered the intended outputs in a timely manner. The client Government played an active role as co-chair of the TA Advisory Committee along with ADB. The performance of the EA and ADB were satisfactory. The TA helped ADB enter into knowledge partnerships with other development partners. ADB partnered the United Nations solution exchange initiative in India to support “communities of practice” on the themes of poverty, health, environment, disaster management, and information and communication technology. ADB also partnered with the World Bank to support its <i>India Development Marketplace</i> initiative to develop grassroots pilots.</p>					
<p>Administration of the TA has been labor intensive given the number of activity clusters, activities and outputs. Memoranda of Understanding and Letters of Agreement had to be signed with partners for each of the analytical studies, small grant and other activities. Each of these had to be also monitored and</p>					

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liquidated.

The TA was closed 9 months ahead of schedule on 30 June 2008 to co terminate with the financing source of the TA viz. the United Kingdom Cooperation Fund for Technical Assistance (DFID Trust Fund) Financing. The original closing date of the TA was 31 March 2009. The ongoing outputs were not affected by the early closure because of the short term nature of the activities themselves and the lead time of six to eight months given by DFID after indicating early closure. However, additional activities of a similar nature could have been undertaken if the TA ran its full course. 43 contracts under the TA have been closed. Financial closure has been completed by Controllers.

Evaluation of Outputs and Achievement of Outcome

The TA contributed significantly towards achievement of its targeted Impact (as per the Design and Monitoring Framework) of increased efficiency of ADB operations, and the Outcome of Enhanced portfolio performance of ADB operations in India.

Analytical studies and reports focused on better understanding of issues, impacts, and good practices for replication. About fifteen national, regional and international conferences supported under the TA, in diverse areas of operation including disaster management, regional development and public private partnerships (PPP), enhanced learning and demonstrated ADB's commitment to these areas. Business Opportunity Seminars (BOS) with participation of over 483 officials and representatives from contractors and consultants; generated wider interest and awareness on procurement and business opportunities under ADB-financed projects. Four regional PPP workshops kick started a key process of accelerating PPPs at the central and state levels in India with ADB playing a pioneering role in the process. Partnerships with UNDP and the World Bank enhanced harmonized donor activity in the key areas of knowledge management and partnerships with the civil society. Small-scale, innovative projects helped address non income millennium development goals.

Portfolio review meetings supported under TA 4780 have enhanced portfolio performance substantially doubling disbursements from \$701 million in 2006 to \$1.5 billion in 2008. In these meetings, the Government and ADB could discuss and deliberate on operational issues and work out strategies to accelerate disbursements. There was also cross learning and the portfolio review meetings have now moved beyond tracking "inputs" to tracking "outputs" and outcomes".

Overall Assessment and Rating

Successful.

Major Lessons

The TA had Government involvement built in. This helped in effectively integrating knowledge management into operationally relevant activities with beneficial impacts for the ADB India Program. Administration of the TA was labor intensive due to the large number of small scale interventions and activities. The need to evolve simplified systems to execute these was realized.

Recommendations and Follow-Up Actions

Given the positive impacts on operations, usefulness to the client Government and achievement of intended outcomes, a sequel TA 7092-IND: *Knowledge Management for Enhanced Operational Effectiveness*; was processed and approved at the close of TA 4780, and is currently in operation.

Good practices learnt from interactions with cross cutting departments and Sector Divisions in SARD, were useful in refining the design for such an activity intensive knowledge cluster. Limited and more focused activities are envisaged. Standardization of templates for Memoranda of Understanding and Letters of Agreement for the various activities has been adopted. These will be helpful in administering the sequel TA and other similar TAs.