



Technical Assistance Report

Project Number: 39324
June 2007

2007–2009 Orientation Program for Officials of the Asian Development Bank's Developing Member Countries

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
DMC	–	developing member country
RCI	–	regional cooperation and integration
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	National government administration
Themes	–	Governance, capacity development, regional cooperation
Subthemes	–	Public governance, institutional development, regional public goods

NOTE

In this report, "\$" refers to US dollars.

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Director General	K. Munenaga, Budget, Personnel and Management Systems Department (BPMSD)
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I. INTRODUCTION

1. The Asian Development Bank (ADB) has been conducting an annual orientation program for developing member country (DMC) officials at ADB headquarters since 1989 (except in 1996).¹ Over the years, the orientation program has evolved into an intensive 2.5- to 3.0-week training program focused on ADB policies and procedures, selected aspects of development planning, and project management skills. A total of 388 officials from 40 DMCs have participated in the orientation program since its start. (Appendix 1 shows the distribution of participants, by year and by country.)

2. As envisioned, the program will continue to give DMC officials a better understanding of ADB's changing role in the Asia and Pacific region, and to provide opportunities for participants to (i) learn more about ADB policies, procedures, and activities in their countries; (ii) upgrade their skills in development planning and project management; and (iii) meet and strengthen relationships with ADB staff and counterpart DMC officials. The technical assistance (TA) is expected to make the program more responsive to the fast-changing needs of DMCs. The framework in Appendix 2 outlines the key components of this TA, which will also sustain the program over the next 3 years, from 2007 to 2009.²

II. ISSUES

3. ADB's medium-term strategy II (MTS II), which translates its long-term strategic framework (2001–2015) into actionable strategies, covers the 3 years from 2006 to 2008. MTS II has identified five priorities: catalyzing investment, strengthening inclusiveness, promoting regional cooperation and integration, managing the environment, and improving governance and preventing corruption.

4. The new and fast-evolving economic and political environment in the Asia and Pacific region requires a reassessment of the orientation program to ensure that it stays relevant to ADB's strategies. The program must develop the capacity of DMC government officials to support a better quality of life for their citizens. In particular, the program must reinforce ADB's role in more inclusive and environmentally sustainable growth, with focus on efficiency and effectiveness, development results, and capacity development and knowledge sharing.³

5. There is strong support for continuing the orientation program from participants and ADB staff who have served as resource speakers, as it consistently achieves its objectives of enhancing the DMC officials' understanding of ADB and improving the relationship between ADB and DMC counterpart agencies. The program has also provided an opportunity for DMC officials to interact with ADB staff with regard to policies, procedures, and issues related to ADB's work in their countries.

¹ Until 1995, the orientation program was referred to as the Special Secondment Scheme. The name was changed in 1997 to the ADB Orientation Program for Developing Member Country Officials.

² The TA first appeared in *ADB Business Opportunities* on 30 March 2006.

³ In line with ADB. 2001. *Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: The Long-Term Strategic Framework of the Asian Development Bank (2001–2015)*. Manila; and ADB. 2007. *Toward a New Asian Development Bank in New Asia: Report of the Eminent Persons Group to the President of the Asian Development Bank*. Manila.

6. Lessons learned from the conduct of the program in the past 3 years (Supplementary Appendix)⁴ form the basis for this TA. Feedback from program alumni and ADB staff suggest the need to evaluate and make improvements in four areas: (i) the design of the program, particularly its focus, methods, and content; (ii) the process of inviting and selecting participants; (iii) the roles and responsibilities of ADB units in program planning and implementation; and (iv) knowledge sharing.

III. THE TECHNICAL ASSISTANCE PROJECT

A. Impact and Outcome

7. The TA will increase the effectiveness of ADB's development efforts in DMCs and promote regional cooperation and integration (RCI) activities by strengthening the capacity of DMC officials to plan and manage ADB-assisted programs and projects.

8. This TA will support three yearly orientation programs in 2007–2009 for around 100 participants from 40 DMCs.⁵ The orientation program will give ADB a heightened appreciation of the requirements and priorities of DMCs, and deepen the DMCs' understanding of how they can partner better with ADB.

9. Specifically, the orientation program for DMC government officials will

- (i) enhance the DMC officials' understanding of ADB's strategic business agenda;
- (ii) increase the DMC officials' knowledge of ADB's policies, procedures, and operations;
- (iii) sharpen the DMC officials' skills in planning, managing, monitoring, and evaluating development activities;
- (iv) strengthen the relationship between DMC agencies and ADB's regional departments and resident missions;
- (v) promote relationships and knowledge sharing among DMC officials, within the RCI framework; and
- (vi) amplify ADB's understanding of DMC issues and requirements.

B. Methods and Key Activities

10. Lessons learned and stakeholder feedback will be used to improve the program and make it more relevant to the needs of DMC officials. Three key outputs of the 2007 program design and delivery are expected to strengthen the project/program planning and management capacities of DMC officials:

- (i) updated scope, design, and learning methods for the orientation program;
- (ii) rationalized management processes for the orientation program; and
- (iii) revitalized knowledge-sharing network of DMC officials who have participated in the orientation program.

⁴ Available upon request.

⁵ The number of DMCs participating in the program will increase as ADB welcomes new member-countries and as DMCs demonstrate a need for additional capacity building in their government agencies.

11. These three outputs will be expected in 2008 and 2009 as part of an ongoing review and improvement process, but the required level of redesign is not expected to be the same as in 2007.

12. **Updated Program Scope, Design, and Methods.** The review and assessment of previous orientation programs will define their shortcomings and areas for improvement. The program will be redesigned to make the best use of updated methods and approaches to adult learning. The updated and agreed scope, design, and methods will be applied in the three annual programs to be held in 2007–2009. Three months after each program, its outcome will be evaluated with a view to improving the design and development of later programs. The evaluation will include a post-program review with participants, regional departments, and resident missions in relation to key goals and objectives.

13. **Rationalized Orientation Program Management.** To ensure the selection of the appropriate DMC officials for the program, program management processes will be clarified and revised. The number of DMC officials trained under the program will be reviewed and possibly increased in answer to DMC capacity-building needs. Relevant ADB departments and staff will be consulted and their active collaboration will be sought. The consultation and collaboration will take place particularly with the regional departments and the resident missions, and with the Office of Regional Economic Integration, the Regional and Sustainable Development Department, and the Strategy and Policy Department. Feedback on program processes will be obtained from selected program alumni. The roles and responsibilities of ADB units involved in the orientation program will also be defined and disseminated to ensure clear lines of communication and collaboration.

14. **Revitalized Knowledge-Sharing Network of Program Alumni.** In recognition of the potential of the program alumni to catalyze development change in their DMCs, ADB will support the alumni network by providing opportunities for continuous learning and for institutional capacity building for the management of RCI. On the basis of the feedback and the results of the assessment, ways of revitalizing the program alumni network will be developed. Less than full use has been made of the Internet-based discussion forum (DMC Officials Community of Practice [CoP]) launched in 2006 as a mechanism of collaboration and knowledge sharing. Program alumni who have not joined the online CoP will be invited to sign in. Off-line activities (e.g., teleconferences, videoconferences, or live forums) will complement the online forum.

C. Cost and Financing

15. The TA will cost an estimated \$780,000 (Appendix 3). The TA will be financed on a grant basis by ADB's TA funding program. The TA will meet the costs of the orientation program for 3 years, from 2007 to 2009.

D. Implementation Arrangements

16. The TA will be implemented from June 2007 to 31 December 2009 by ADB as the Executing Agency. The Human Resources Division of the Budget, Personnel, and Management Systems Department will be responsible for managing and implementing the TA. The resident missions will play a key role in coordinating with DMC governments.

17. The TA will require the services of international consultants (up to 10.5 person-months) and national consultants (up to 24 person-months). The outline terms of reference are in Appendix 4. The consultants will be selected and hired according to ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). The consultants will be hired individually for each annual orientation program. Being hired for one program does not guarantee re-hiring for later programs.

18. Consultants will be selected on the basis of their experience and capability to learn the framework within the culture of ADB as a development bank having a multiplicity of stakeholders and operating in an international public sector environment. Considerable skill is required to review, assess, design, and deliver learning and development programs that are relevant and perceived as valuable. The consultants should (i) be familiar with ADB's strategic objectives; (ii) have a holistic, dynamic, and systemic approach to consultation; (iii) encourage collaborative exchange and flexibility; (iv) be highly skilled in adult learning methods; and (v) be fully committed to excellence.

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$780,000 on a grant basis for the 2007–2009 Orientation Program for Officials of the Asian Development Bank's Developing Member Countries, and hereby reports this action to the Board.

NUMBER OF PARTICIPANTS, BY COUNTRY
(1989–2006)

Country	1989	1990	1991	1992	1993	1994	1995	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Total
1. Afghanistan													1		1	1	1	4
2. Armenia																	1	1
3. Azerbaijan												1	1			1	1	4
4. Bangladesh						1	1	2	1	1	1	1	1	1	1	1	1	13
5. Bhutan	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16
6. Brunei Darussalam																	1	1
7. Cambodia				1	1	2	2	1	1	1	1	1	1	1	1	1	1	16
8. China, People's Republic of	2	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	22
9. Cook Islands		1				1	1				1	1	1		1	1	1	9
10. Fiji Islands			1		1	1				1			1	1	1	1	1	9
11. India								1	1	1	1	1	1		1	1	1	9
12. Indonesia								1	1	1	1	1	1	1	1		1	9
13. Kazakhstan							1	1	1	1	1	1	1	1	1	1	1	11
14. Kiribati			1				1	1	1		1	1	1	1			1	9
15. Kyrgyz Republic							1	1	1	1	1	1	1	1	1	1	1	11
16. Lao People's Democratic Republic	1	1			1	1	1	1	1	1	1	1	1	1	1	1	1	15
17. Malaysia																	1	1
18. Maldives			1	1	1		1		1	1	1	1	1	1	1	1	1	13
19. Marshall Islands			1		1	1						1	1	1	1	1	1	9
20. Micronesia, Federated States of			1			1	1		1	1	1	1		1	1	1	1	11
21. Mongolia			1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	16
22. Myanmar	1	1	1	1	2	1	2		1	1	1	1	1	1	1	1	1	18
23. Nauru									1		1							2
24. Nepal	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18
25. Pakistan								1	1	1	1	1	1	1	1	1	1	10
26. Palau																	1	1
27. Papua New Guinea	1	1	1	1	1			1	1	1	1	1	1	1	1	1	1	15
28. Philippines								1	1	1	1	1	1	1	1	1	1	10
29. Samoa		1					1				1	1	1	1	1	1		8
30. Solomon Islands				1				1	1	1		1	1	1	1			8
31. Sri Lanka									1	1	1	1	1	1	1	1	1	9
32. Tajikistan							1	1	1	1	1	1	1	1	1	1	1	11
33. Thailand		1			1		1	1	1	1	1	1	1	1	1	1	1	13
34. Timor-Leste													1	1	1	1		4
35. Tonga						1						1	1	1	1	1	1	7
36. Turkmenistan															1		1	2
37. Tuvalu								1		1	1	1	1	1	1	1	1	9
38. Uzbekistan						1		1	1	1	1	1	1			1	1	9
39. Vanuatu	1	1	1		1	1	1	1			1	1	1	1	1			12
40. Viet Nam		1		1			1	1	1	1	1	1	1	1	1	1	1	13
Total	8	12	13	12	15	16	21	23	25	25	28	31	33	29	32	30	35	388

Source: Directory of Participants (1997–2006).

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact</p> <p>1. Enhanced development effectiveness of the Asian Development Bank (ADB) in its developing member countries (DMCs)</p> <p>2. Increased regional cooperation and integration (RCI) activities</p>	<ul style="list-style-type: none"> • Improved quality of ADB program and project design and implementation • Increased number of ADB-assisted RCI initiatives 	<ul style="list-style-type: none"> • Evaluation reports on ADB assistance in DMCs • Progress reports on RCI initiatives 	<p>Assumptions</p> <ul style="list-style-type: none"> • ADB's policy strategy and operations are updated and responsive to DMC needs • ADB's competent staff remain within the organization <p>Risk</p> <ul style="list-style-type: none"> • The DMCs are beset by political instability
<p>Outcome</p> <p>Strengthened capacity of DMC officials to plan and manage ADB-assisted programs and projects</p>	<p>Improved job confidence and performance of the program participants</p>	<p>Feedback from the participants and their supervisors</p>	<p>Assumption</p> <ul style="list-style-type: none"> • Participants are given appropriate responsibilities in planning and managing ADB-assisted programs and projects <p>Risk</p> <ul style="list-style-type: none"> • DMC government officials have a high rate of turnover
<p>Outputs</p> <p>1. Orientation program implemented with updated scope, design, and learning methods</p> <p>2. Program management processes rationalized to reflect DMC needs and ADB priorities</p> <p>3. Knowledge-sharing network of orientation program alumni revitalized and strengthened</p>	<ul style="list-style-type: none"> • Updated scope, design, and learning methods of the orientation program • Increased activity in the alumni network 	<ul style="list-style-type: none"> • Final report submitted to ADB after each annual program • Program evaluation and feedback • Activity report of the online discussion board for DMC officials • Report on program alumni activities 	<p>Assumption</p> <ul style="list-style-type: none"> • Effective stakeholder participation and ownership is developed <p>Risk</p> <ul style="list-style-type: none"> • Qualified consultants are not available

Activities with Milestones	Inputs
<p>1.1 Review and assess past orientation programs (by August 2007).</p> <p>1.2 Develop options or approaches to designing, developing, and implementing the orientation program (by August 2007).</p> <p>1.3 Update the program design on the basis of feedback and the results of the assessment (2007–2009).</p> <p>1.4 Conduct a yearly orientation program using the revised scope, design, and methods (2007–2009).</p> <p>1.5 Conduct annual post-program evaluation (2007–2009).</p> <p>2.1 Review and assess program management processes and procedures (by August 2007).</p> <p>2.2 Consult selected ADB staff from the Office of Regional Economic Integration, Regional and Sustainable Development Department, Strategy and Policy Department, and regional departments on (i) the roles and responsibilities in program planning and implementation, and (ii) the process of selecting program participants (by June 2007).</p> <p>2.3 Obtain feedback on the program process from selected program alumni (by August 2007).</p> <p>2.4 Clarify and disseminate the criteria and process of inviting and selecting participants (2007–2009).</p> <p>2.5 Clarify and disseminate the roles and responsibilities of ADB units involved in the orientation program (2007–2009).</p> <p>3.1 Develop approaches to revitalize the program alumni network (by August 2007).</p> <p>3.2 Design and conduct off-line activities (e.g., teleconferences, videoconferences, or live forums) to strengthen the program alumni network (2007–2009).</p> <p>3.3 Encourage program alumni to sign up for the online DMC Officials Community of Practice (CoP) (by October 2007).</p> <p>3.4 Design and offer incentives to members of the online DMC CoP to stimulate discussion and knowledge sharing (by December 2007).</p>	<p>ADB - \$780,000</p> <ul style="list-style-type: none"> • Participation of DMC officials - \$374,800 • Consulting services (international) 10.5 person-months - \$252,000 • Consulting services (national) 24 person-months - \$41,610 • Study visits - \$15,750 • Administrative expenses - \$38,100

COST ESTIMATES AND FINANCING PLAN
(\$)

Item	2007	2008	2009	Total Cost
Asian Development Bank (ADB) Financing^a				
A. Program Participants^b				
1. Airfare ^c	40,300	42,300	44,400	127,000
2. Per Diem ^d	75,600	75,600	75,600	226,800
3. Travel-Related Expenses ^e	7,000	7,000	7,000	21,000
Subtotal (A)	122,900	124,900	127,000	374,800
B. International Consultants				
1. Remuneration ^f and Per Diem	69,150	71,850	74,700	215,700
2. International Travel ^f	10,000	10,500	11,000	31,500
3. Miscellaneous Expenses	1,600	1,600	1,600	4,800
Subtotal (B)	80,750	83,950	87,300	252,000
C. National Consultants				
Remuneration ^f	13,200	13,860	14,550	41,610
D. Study Visits^f				
	5,000	5,250	5,500	15,750
E. Administrative Expenses^{f, g}				
	12,000	12,600	13,500	38,100
F. Contingency				
	18,700	19,200	19,840	57,740
Total	252,550	259,760	267,690	780,000

^a Financed from ADB's technical assistance funding program.

^b Cost estimates for 35 participants each year.

^c Round trip, economy class. Cost estimated to increase 5% annually.

^d \$65 for hotel and \$55 for subsistence allowance for 18 days.

^e Lump sum of \$200 per participant.

^f Costs estimated to increase 5% annually.

^g Includes, among other things, supplies, printing, communications, photos, and receptions.

Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. These outline terms of reference describe the qualifications and key tasks of the consultants who will design, develop, organize, manage, and evaluate the 2007–2009 Orientation Program for Officials of the Asian Development Bank's (ADB's) Developing Member Countries (DMCs).

A. Training Specialist (international, 7.5 person-months)

2. The training specialist will lead the review, assessment, and design of the orientation program. This specialist should have an advanced degree in public or private sector management or in a development-related field and at least 10 years' relevant experience in the Asia and Pacific region, as demonstrated by direct involvement or an advisory role in building capacity in ADB's developing member countries. Experience in conducting structured research, analysis, and presentations in relation to needs assessment, curriculum development, and development planning and management is an advantage.

3. The training specialist will be responsible for the following tasks:

- (i) Formulating the detailed work plan and timetable for the year's orientation program.
- (ii) Reviewing international best practice and approaches of other comparator institutions (one-time task for 2007) to guide the development of options or approaches to designing, developing, and implementing the program.
- (iii) Developing and conducting an assessment of the impact and effectiveness of the program (one-time task for 2007).
- (iv) Identifying, analyzing, and reporting on the training needs of prospective participants.
- (v) Developing the program design and schedule.
- (vi) Ensuring that the program design incorporates adult learning methods (e.g., case studies, monitored simulations or problem-solving scenarios, job shadowing or assignment, study visits, and programmed instruction involving interactive, multimedia instructional technologies).
- (vii) Developing the monitoring and evaluation framework to measure learning achievement and outcomes.
- (viii) Evaluating training effectiveness and proposing alternative ideas for addressing the learning gaps.

B. Program Facilitator (international, 3 person-months)

4. The program facilitator will manage and facilitate the conduct of the orientation program. The program facilitator should have

- (i) an advanced degree in management, psychology, or other relevant social sciences;
- (ii) at least 10 years' relevant experience in the Asia and Pacific region;
- (iii) experience in managing complex organization needs and requests;
- (iv) experience in managing and facilitating learning programs in an international setting for target audiences of different nationalities; and
- (v) excellent skills in communicating and interacting with multicultural groups.

5. The program facilitator will be responsible for the following tasks:
 - (i) Overseeing all activities related to the orientation program.
 - (ii) Facilitating the conduct of the orientation program.
 - (iii) Implementing the monitoring and evaluation framework to measure the learning achievement and outcomes.
 - (iv) Assessing program effectiveness to determine improvements and identify future learning needs.
 - (v) Documenting and reporting the lessons learned.
 - (vi) Overseeing the prompt completion of the final report.

C. Program Coordinator (national, 12 person-months)

6. The program coordinator will coordinate the implementation of the TA project and activities related to the conduct of the orientation program. The coordinator should have at least 5 years of relevant experience and be familiar with ADB operations, policies, and procedures.

7. The program coordinator will be responsible for the following tasks:
 - (i) Coordinating with the training specialist in assessing learning needs, and providing inputs as necessary.
 - (ii) Coordinating with the training specialist and program facilitator in preparing and finalizing the program design and schedule, and providing inputs as necessary.
 - (iii) Working closely with the program facilitator in identifying and selecting participants.
 - (iv) Contributing to the planning and coordination of all activities related to the orientation program.
 - (v) Coordinating with the ADB units concerned in securing materials for the program and ensuring the prompt arrival of speakers.
 - (vi) Coordinating with the program facilitator in program evaluation and assessment.
 - (vii) Coordinating with the program facilitator in preparing and implementing the communication plan (both internal and external) to ensure that information about the program is adequately communicated on time (on *ADB Today*, the ADB website, the online discussion board).
 - (viii) Monitoring and reporting on expenses and the program budget.
 - (ix) Serving as the focal person of the secretariat for all communications related to the program.
 - (x) Carrying out any other relevant tasks assigned by the program officer.

D. Program Assistant (national, 12 person-months)

8. The program assistant will provide administrative and logistical support to the international consultants in all activities related to the orientation program. The program assistant should have at least 3 years of relevant experience and be familiar with ADB operations, policies, and procedures.

9. The program assistant will be responsible for the following tasks:
 - (i) Facilitating the invitation of participants and their travel to ADB headquarters.
 - (ii) Coordinating arrangements for the participants' visa and travel requirements.

- (iii) Coordinating arrangements for participants' access to ADB headquarters and its facilities.
- (iv) Orienting and guiding participants on the facilities in the hotel and in ADB headquarters.
- (v) Organizing and preparing the workshop venue, logistics, and administrative requirements for all program sessions.
- (vi) Supervising the reproduction and packaging of program materials, and their distribution to participants and resource speakers, if necessary.
- (vii) Preparing the roster of participants and updating it with contact details and other required information.
- (viii) Updating the alumni directory and circulating it to program alumni and relevant ADB units.
- (ix) Managing and maintaining project records.
- (x) Monitoring and reporting on expenses and the program budget.