



Technical Assistance Report

Project Number: 40636
April 2007

Results-Focused Project Design and Management 2

ABBREVIATIONS

ADB	–	Asian Development Bank
CBO	–	community-based organization
COSO	–	Central Operations Services Office
DMC	–	developing member country
EA	–	executing agency
M&E	–	monitoring & evaluation
MfDR	–	managing for development results
NGO	–	nongovernment organization
RBM	–	results-based management
TA	–	technical assistance
TOF	–	training of facilitators

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Law, economic management, and public policy
Subsector	–	Economic management
Themes	–	Governance, regional cooperation, capacity development
Subthemes	–	Civil society participation, institutional development, regional public goods

NOTE

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

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I. INTRODUCTION

1. The Third International Round Table on Managing for Development Results (MfDR), a key event in advancing the implementation of the *Paris Declaration on Aid Effectiveness*¹, ended in Hanoi on 4 February 2007 with the commitment to accelerate enhancement of the capacity of developing countries for MfDR. The country delegations from Asia and the Pacific, Africa, Latin America, and multilateral and bilateral development institutions agreed to focus on (i) building institutional capacity and the demand for results through accountable leadership and participatory planning and performance-based budgeting, (ii) strengthening systems to supply relevant data and information through statistics and monitoring and evaluation (M&E) of results; and (iii) developing processes for mutual accountability and feedback on development assistance.

2. The Asian Development Bank (ADB), committed “to strengthen country capacities and demand for MfDR at the local level”,² approved regional technical assistance (TA 6256)³ in 2005 to build the capacity of selected ADB partner organizations for results-focused project design and management. This follow-on regional TA⁴ supports the same objective and aims to expand the outreach and deepen knowledge of MfDR at the project level. The TA design and monitoring framework is in Appendix 1.

II. ISSUES

3. The Development Assistance Committee⁵ of the Organization for Economic Cooperation and Development summarized some preliminary lessons about establishing results-based management (RBM) systems in developing countries: (i) strong leadership for RBM is essential, (ii) building RBM systems requires sufficient time (5–10 years) and resources, (iii) begin with pilot activities to demonstrate effective RBM practices, (iv) provide a range of different support mechanisms to establish RBM systems, and (v) build ownership by using participatory processes. The design of the preceding TA 6256 took these lessons into account, the application of which yielded valuable experience and lessons for the follow-on TA.

4. TA 6256 introduced selected executing agencies (EAs) in 17 developing member countries (DMCs) to tools and techniques used in the context of results-focused project design and management.⁶ Workshop sessions included (i) identifying and dealing with key project stakeholders; (ii) analyzing development challenges and their interrelationship (problem tree analysis); (iii) formulating appropriate objectives that address the development challenges (objectives tree); (iv) determining alternative approaches to achieve a specific objective; (v) defining results chains, corresponding indicators and performance targets, and associated risks

¹ High-Level Forum on Aid Effectiveness. 2005. *Paris Declaration on Aid Effectiveness*. Paris.

² Footnote 1, para. 46. ADB’s commitment to MfDR is reflected in a wide range of initiatives inside ADB and in developing member countries, and includes support for the MfDR Community of Practice provided by the Results Unit of the Strategy and Policy Department., and ADB. 2005 *Technical Assistance to the People’s Republic of China for Developing a Results-Based National Monitoring and Evaluation System for Key Projects*, Manila. A summary of ADB’s initiatives in MfDR is provided in ADB. 2006. *Managing for Development Results in ADB: Revised Action Plan*. Manila.

³ ADB. 2005. *Results-Focused Project Design and Management*, Manila.

⁴ The TA first appeared in *ADB Business Opportunities* on 8 March 2007.

⁵ Organization for Economic Cooperation and Development. 2004. *Results-Based Management in the Development Co-operation Agencies: A Review of Experiences* (Executive Summary). Paris (pp. 22–24).

⁶ Five-day national training programs with 25–30 participants were conducted in Indonesia, Kazakhstan, Kyrgyz Republic, Lao People’s Democratic Republic, Mongolia, Nepal, Papua New Guinea, Philippines, Sri Lanka, Tajikistan, Uzbekistan, and Viet Nam. A Pacific subregional workshop was held in the Fiji Islands and included participants from the Cook Islands, the Fiji Islands, Kiribati, Samoa, and Tonga,.

and assumptions; (vi) elaborating on the preparation of annual implementation plans; and (vii) covering project monitoring and reporting practices.

5. While the participants in some countries were familiar with and applied the principles and tools of MfDR at project level occasionally if not routinely, this was not the case with others. For participants from a number of DMCs neither the concepts of participatory planning, results management, and performance M&E were known; nor were similar approaches applied. Learning validation⁷ after each program highlighted these differences. Not surprisingly, through the program evaluations most participants expressed their interest to gain a deeper understanding of MfDR principles in general and the tools used at project level in particular. Project M&E and the facilitation skills to effectively engage stakeholders in planning, and M&E processes were specific areas participants expressed a keen interest in. The program evaluations were also used as a gauge to assess the demand for a training-of-facilitators (TOF) workshop. The interaction between these diverse groups of participants proved to be an asset and laid a foundation for cooperation between DMCs, referred to as south-south cooperation.⁸ TOF workshops were also conducted in the Philippines, with participants from Fiji and the Cook Islands, in Sri Lanka with participants from Afghanistan, People's Republic of China, and India, and in Kyrgyz Republic (see para. 9). So far a total of 95 participants have completed TOF workshops. The mix of participants created a common understanding and appreciation of the value of participatory planning and management. It has also increased the availability of suitable internal and external facilitators for various assignments.

6. Following the successful completion of the TOF, selected participants were given the opportunity to cofacilitate introductory training programs for EAs. Even if possibilities for this on-the-job training were limited, this pilot capacity development approach proved very useful. It strengthened the skills and confidence of the newly graduated facilitators and provided them with, in most cases, first international experience. For a pool of facilitators to gain the necessary credibility, expanding this south-south on-the-job training will be essential.

7. There is anecdotal evidence of some participants using their facilitation skills and the knowledge of the design tools in situations beyond those anticipated, i.e., the organization and implementation of a national conference of nongovernment organizations (NGOs) in Mongolia, a facilitated assessment of Kazakhstan's national planning system, and the introduction of results-focused project planning for government officials in the Cook Islands. To be able to assess the outcome of the TOF, it would be necessary to conduct a full survey of the application of the tools and techniques by all TOF participants.

8. Another unexpected positive result of the TOF was the formation of FaciliNET, an e-network of TOF graduates. Through this budding network, the members share information and experiences on facilitation practices and opportunities for cofacilitation. The network and other communities of practice are useful initiatives fully owned by their members. Supporting the network could yield a range of benefits across the Asia Pacific region, provided support is incremental and does not overburden this voluntary self-help initiative.

9. From the outset, the scope of TA 6256 was limited to reach out to selected EAs and DMCs. While pilot-testing of results-focused organizational development approaches—output 3

⁷ Each training program began with a pretest to establish current knowledge and ended with a final test assessing in detail the knowledge acquired during the training.

⁸ It is anticipated that the participants from the various TOF workshops, when in search of external facilitators, will draw from the pool of facilitators beyond their national boundaries and thus strengthen south-south cooperation.

of TA 6256—is ongoing and will continue until the end of TA implementation, the planned activities for output 1 and 2 have been completed. Specifically, by December 2006, 283 EAs had participated in an induction program on results-focused project design and management, compared with the performance target of 250 by December 2007. In addition, 45 members of resident mission (RM) staff had taken part in the induction programs, an aspect that was not included in the original design of the TA but benefited all parties concerned.⁹ Substantial progress has also been made in building a pool of local facilitators (output 2). By early March 2007, 95 participants from government agencies, NGOs, the private sector, and RMs in 12 DMCs had participated in a TOF, compared with a target of 150 participants in 10 DMCs by September 2007. While the initial intention was to conduct a national TOF immediately after the 5-day induction program for EAs, this approach was replaced by a sequencing that allows a time lag for logistical reasons and also to identify suitable TOF participants outside the government. Consequently, a subregional TOF was conducted in the Kyrgyz Republic bringing together participants from different countries (Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, and Uzbekistan) and different backgrounds (government, NGOs, the private sector, and ADB RMs). The approach provided for a richer exchange of experiences and laid the foundation for future cooperation beyond national borders—referred to earlier as south-south cooperation. The three TOFs conducted so far followed this approach. It has to be noted that the participation of 17 RM staff in these TOFs was financed from ADB’s staff training budget. This cooperation has benefited all participants; it enriched the discussion and strengthened mutual understanding. A continuation is strongly recommended.

10. The insights and experiences gained through the implementation of TA 6256 revealed a stronger than expected demand for capacity development in MfDR at the project level. The need to involve stakeholders in planning, implementing, monitoring and evaluating public services, and policies is growing stronger than ever. With most government agencies ill-equipped to facilitate the process of participatory planning and decision making, the availability of qualified national facilitators is critical. The TA is a direct response to the expressed demand from DMCs and RMs for developing capacity in MfDR at the project level.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

11. The TA will enable selected EAs in DMCs to apply results-focused approaches and tools in participatory program/project design and management (outcome). The TA aims to contribute to more effective delivery of development programs and services by DMC government agencies (impact).

B. Methodology and Key Activities

12. The TA incorporates three strategic approaches to capacity development of EAs: (i) introducing up to 200 EAs in selected DMCs not covered by TA 6256 to MfDR approaches and systems, (ii) developing the capacity of local facilitators to support the application of results-based approaches, and (iii) developing and disseminating innovative learning tools for results-focused project design and management.

13. **Output 1.** Familiarize EAs and NGOs with or deepen their understanding of MfDR approaches and systems and application in project design and management. A series of up to

⁹ The TA did not incur cost as a result of RM staff’s participation in the induction training.

15 country workshops in DMCs that were not been covered by TA 6256 will provide the necessary learning opportunities for EA senior staff and project managers responsible for ADB-funded projects and NGO representatives.¹⁰ In the context of MfDR, the workshops will (i) introduce analytical tools for situation analysis and project design, (ii) address stakeholder participation in the project cycle, (iii) explain how to define and measure results, (iv) deal with project risks, (v) elaborate on the preparation of annual implementation plans, and (vi) provide an overview of project monitoring and reporting practices.

14. **Output 2.** Expand in selected DMCs the pool of local facilitators¹¹ knowledgeable in results-focused project design and management. Ten national/subregional TOF workshops will be conducted to ensure adequate regional coverage. The workshops will train potential facilitators to apply participatory techniques for (i) the design and monitoring framework approach, and (ii) project monitoring and management, and (iii) conflict mediation. The outcome will be EAs and ADB with an in-country pool of resource persons able to facilitate, for example,, problem tree analysis, participatory project planning and implementation workshops, and stakeholder-led project reviews. Selected facilitators will undergo on-the-job training by cofacilitating workshops in other DMCs. The TA will support FaciliNET,¹² the Asia-Pacific regional network of facilitators, to finalize a facilitators' code of conduct, an accreditation system, and standard terms of reference for a selection of events; and to set up a roster of facilitators.

15. **Output 3.** Develop and distribute innovative training material that supports the application of tools and techniques for results-focused project design and management. E-learning tools will be adapted/developed for facilitation skills, and project monitoring and management. A dissemination strategy will be prepared, incorporating a wide range of means, i.e., media, presentations at conferences, articles, the internet. The e-learning tools will also be disseminated through FaciliNET and the MfDR Communities of Practice for Asia and the Pacific.

16. The TA design is based on several assumptions essential for successful implementation and achievement of results. It was assumed that (i) the EAs would retain workshop participants (output 1) for at least 1 year, limiting the brain drain at least during that period; and (ii) the facilitators would be available to perform the tasks for which they are qualified (output 2). Further, the outcome of the TA will only be achieved if (i) aid agencies agree on a joint results-focused agenda and pursue a harmonized approach in making it operational, and (ii) DMCs have created incentives for their agencies to adopt MfDR. The latter assumption is supported by the DMCs' commitment to MfDR (para. 1) and the associated performance target, ratified as part of the *Paris Declaration on Aid Effectiveness*.

C. Cost and Financing

17. The TA is estimated to cost \$950,000 equivalent. Financing amounting to \$850,000 on a grant basis will come from ADB's TA funding program. The DMC governments will provide counterpart staff and miscellaneous expenses equivalent to \$100,000. The TA will finance 10

¹⁰ The TA will train 1–2 officials of up to 200 EAs, which represent about 65% of all EAs ADB is currently working with; and at least 100 NGOs, who have been identified by RMs as stakeholders in proposed projects or those being implemented.

¹¹ Staff members of national institutions and government agencies, NGOs, and the private sector with a background in facilitation, project management, or related field of expertise will be considered for the TOF workshops. Approximately 250 facilitators in up to 10 DMCs will be trained. The selection will be carried out by ADB in close coordination with RMs.

¹² FaciliNET was founded by the participants of the first subregional training of facilitators conducted under TA 6256-REG in the Philippines in July 2006. Approximately 60 TOF graduates from central Asian countries, South Asia, the Pacific, and the Philippines have registered with the network.

national/subregional TOF workshops and up to 15 country induction workshops, international and national consulting services, training equipment and materials, and the development of e-learning programs. Detailed cost estimates are in Appendix 2.

D. Implementation Arrangements

18. ADB will be the Executing Agency of the TA. ADB's Central Operations Services Office (COSO) will implement the TA in close cooperation with the regional departments and RMs. The latter will act as in-country focal points for the TA. As such, they will advise COSO on the selection of workshop participants from government agencies and NGOs, and render logistical support for the workshops. COSO staff and other qualified ADB staff will be resource persons. No-objection letters from DMCs will be obtained before the TA is initiated in each DMC.

19. An international individual consultant with expertise in participatory planning and management training (6 person-months, intermittent) will be recruited during TA implementation. National consultants/resource persons (10 person-months) with TOF qualification obtained under output 2 of TA 6256 and output 2 of this TA will be recruited to facilitate participatory project planning and management workshops in the context of ADB-funded projects. The national and regional training programs under outputs 1 and 2 will be conducted by COSO staff with support from the participatory planning specialist. Specifically, the participatory planning and management specialist will (i) develop training materials; and (ii) deliver (a) up to four induction workshops on project design and management, and (b) up to 10 TOF workshops in cooperation with COSO staff. The consultants' terms of reference are in Appendix 3.

20. The TA will be implemented over 33 months (April 2007–December 2009). The international individual consultant and the national consultants will be selected and engaged by ADB in accordance with ADB's *Guidelines on the Use of Consultants* (2006, as amended from time to time). Procurement under the TA will be in accordance with ADB's *Procurement Guidelines* (2006, as amended from time to time). COSO will procure and retain the training equipment.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$850,000 on a grant basis for Results-Focused Project Design and Management 2, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Government agencies of developing member countries (DMCs) deliver programs and services more effectively.</p>	<p>The DMCs meet the performance targets determined under Asian Development Fund/International Development Association 14.</p>	<p>Annual report on the status of Millennium Development Goals published by DMCs planning agencies/statistical offices</p>	<p>Assumptions</p> <ul style="list-style-type: none"> DMCs institutionalize results-based management (RBM). DMCs budget allocations at national, provincial, and local government levels are transparent, performance-oriented, and results-focused.
<p>Outcome Selected executing agencies (EAs) apply results-focused approaches to project design and management.</p>	<p>Starting December 2009, 70% of the projects proposed annually apply at least one participatory design tool.</p> <p>Starting December 2009, at least 50% of EAs that participated in the induction workshop use at least one results-focused design or management tool annually.</p>	<p>Process documentation of project preparatory technical assistance (PPTA) review missions and PPTA consultants' reports</p> <p>Survey conducted by Central Operations Services Office (COSO)</p>	<p>Assumptions</p> <ul style="list-style-type: none"> Aid agencies agree on and operationalize a joint results-focused agenda and pursue harmonized approaches to project development and management. ADB policies and approaches regarding RBM are clearly articulated and consistent. <p>Risk</p> <ul style="list-style-type: none"> EAs continue to lack incentives to pursue results-focused project design and management approaches.
<p>Outputs 1. Selected EAs are familiar with RBM approaches and systems and their application in project design and management.</p>	<p>By December 2009, at least 200 EAs will have participated in an induction workshop on results-focused project design and performance management.</p>	<p>Database of COSO on capacity development for project performance management system</p>	<p>Assumption</p> <ul style="list-style-type: none"> Participating EAs are committed to MfDR principles and designate staff interested in their application.

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>2. Pools of local facilitators in selected DMCs are available to support results-based approaches and systems in EAs for project design and monitoring.</p> <p>3. Innovative training tools in results-focused project design, management, and monitoring are developed and disseminated.</p>	<p>By 2009, 30% of all ADB-funded projects use the services of local facilitators during either the design or the implementation phase.</p> <p>By July 2008, at least one e-learning course on results-focused project design and management will have been launched and completed by at least 50 subscribers per month thereafter.</p>	<p>Survey conducted by COSO</p> <p>Monthly usage summary reports published on ADB home page and prepared by the ADB Operations Evaluation Department</p>	<p>Risks</p> <ul style="list-style-type: none"> • EAs are not able to retain for more than 1 year staff who participated in the induction and/or TOF workshops. • Trained facilitators are no longer available to apply their acquired skills
<p>Activities with Milestones</p> <p>1.1 Refine and tailor training materials for results-focused project design and management approaches and systems (first refinement finalized by August 2007).</p> <p>1.2 Determine annual training schedule and secure the participation of appropriate EA staff, in cooperation with resident missions.</p> <p>1.3 Conduct 5-day national and regional training workshops reaching out to 80% EAs in up to 15 DMCs, each with approximately 25–30 participants (up to 7 workshops in 2007; at least 4 in 2008; at least 4 in 2009).</p> <p>1.4 Validate learning objectives, test participants, and adjust materials and workshop design, if appropriate.</p> <p>1.5 Assess the application of the design and management tools by EAs who participated in introductory training (annually starting January 2008).</p> <p>2.1 Identify suitable and interested institutions and individuals to participate in the training-of-facilitator (TOF) workshops in up to 10 DMCs (between May 2007 and December 2009).</p> <p>2.2 Refine and tailor training materials and workshop program.</p> <p>2.3 Print, translate, and disseminate facilitators' reference material.</p> <p>2.4 Support FaciliNET, the Asia-Pacific regional network of facilitators, in finalizing and ratifying a facilitators' code of conduct, accreditation system, and standard terms of reference for a range of facilitation sessions.</p> <p>2.5 Conduct at least 10 national/subregional TOF workshops with at least 250 participants (by September 2009).</p>			<p>Inputs</p> <p>ADB: \$850,000</p> <ul style="list-style-type: none"> • International consultant, 6 person-months; national consultants 10 person-months \$120,000 • Equipment \$15,000 • Training, seminars, conferences \$670,000 • Miscellaneous administration \$5,000 • Contingencies \$40,000 <p>Government: \$100,000</p> <ul style="list-style-type: none"> • Counterpart staff, \$85,000 • Others \$15,000

Activities with Milestones	
<p>2.6 Organize on-the-job training by cofacilitating (i) national/subregional TOF workshops and induction workshops in DMCs, (ii) workshops for resident mission staff, and (iii) selected PPTA planning workshops.</p> <p>2.7 Pilot and organize facilitation assignments for TOF graduates in ADB-funded projects.</p> <p>3.1 Develop e-learning courses on facilitation, monitoring, and management of projects (by December 2008).</p> <p>3.2 Translate and reprint the “Guidelines on Preparing a Design and Monitoring Framework” and other reference material.</p> <p>3.3 Identify and tailor selected results-focused project management tools to the EAs’ requirements.</p> <p>3.4 Design and implement an information dissemination strategy incorporating a wide range of means (i.e., media, internet, conference presentations).</p>	

Philip Daltrop
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COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank (ADB) Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	80.0
ii. National Consultants	25.0
b. International and Local Travel	13.0
c. Reports and Communications	2.0
2. Equipment	15.0
3. Training, Seminars, and Conferences ^b	
a. Training of Facilitators	
i. Travel Cost of Participants	130.0
ii. Accommodation and Meals of Participants	110.0
iii. Per Diem/Allowance of Participants	120.0
iv. Seminar Costs (venue and rental of equipment)	20.0
v. Travel Cost of ADB Staff	20.0
vi. Per Diem of ADB Staff	17.0
vii. Others (communication and material)	2.0
b. Training of EAs	
i. Seminar Costs (venue, meals, and rental of equipment)	126.0
ii. Travel Cost of ADB Staff	52.0
iii. Per Diem of ADB Staff	33.0
c. E-Learning Programs	25.0
d. Publications	15.0
4. Miscellaneous Administration and Support Costs	5.0
5. Contingencies	40.0
Subtotal (A)	850.0
B. Government Financing	
1. Remuneration and Per Diem of Counterpart Staff	85.0
2. Others	15.0
Subtotal (B)	100.0
Total	950.0

^aFinanced by ADB's technical assistance funding program.

^bADB staff are serving as resource persons.

Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Participatory Planning and Management Specialist (international, 6 person-months)

1. The consultant will (i) have extensive experience in conducting workshops in participatory project planning and management; and (ii) be familiar with the Asian Development Bank (ADB) project performance management system, design and monitoring frameworks, and results-focused project design and management.

2. The capacity-building programs will be part of the Central Operations Services Office (COSO) regular training calendar for executing agencies (EAs) and resident mission staff. The specific tasks of the specialist include the following:

- (i) Develop new or adapt existing training materials that are suitable for lamination, can be distributed on CDs (compact disks), and can be posted on the internet; with the guidance of COSO, develop case materials, lecture notes, and exercises, if deemed appropriate; as much as possible, use existing training materials and tools to achieve consistency with past training delivered at ADB headquarters; and enhance the current manual for participants of the training-of-facilitators' (TOF) workshops.
- (ii) Enhance course outlines and content for (a) the 5-day induction workshop on results-focused project design and performance management targeting EAs and nongovernment organizations, and (b) the 8-day TOF workshop. Prepare a final assessment test for participants of both training courses.
- (iii) Conduct, with COSO staff, up to 4 national 5-day introduction workshops and up to 10 national/subregional regional TOF workshops as per agreed-upon schedules; and prepare a postworkshop report within 2 weeks from completion of the training.
- (iv) As a lead trainer, guide TOF graduates during their on-the-job training—cofacilitation—in the national workshop.

B. Workshop Facilitators (national, 10 person-months)

3. The national consultants and/or resource persons will have successfully completed a TOF workshop, are members of FaciliNET, and have agreed to comply with the facilitators' code of conduct.

4. The specific tasks of the workshop facilitators include the following:

- (i) In collaboration with the requesting project team and ADB resident mission, and in consultation with COSO, design a draft workshop program outlining the workshop objective, the tools and techniques to be used to ensure a high level of participation, and the process to be applied.
- (ii) Moderate the participatory stakeholder workshop, ensuring that daily feedback given on the proceedings is taken into account in the following days of the workshop.
- (iii) Document the workshop proceedings within 2 weeks from completion of the workshop.
- (iv) Prepare a briefing note on the approach used and the lessons learned for dissemination through FaciliNET.