

TAR:TRA 28276

ASIAN DEVELOPMENT BANK

TECHNICAL ASSISTANCE

FOR THE

1995 SPECIAL SECONDMENT SCHEME

May 1995

ABBREVIATIONS

DMC	-	Developing Member Country
TA	-	Technical Assistance
SPDMC	-	South Pacific Islands DMCs

NOTE

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

I. INTRODUCTION

1. As emphasized in the Bank's Medium-Term Strategic Framework, the Bank is promoting human resource development in its developing member countries (DMCs), with the purpose of helping DMCs enhance their productivity and efficiency in resource allocation and investment. In this context, since 1989 the Bank has conducted an annual Special Secondment Scheme for participants from selected DMCs (the Scheme).

2. The Scheme has provided the participants with a carefully designed in-house training program, involving the following: (i) exposure to Bank policies and procedures, (ii) instruction in selected aspects of development planning, and (iii) training in project management skills. The participants are middle-level government officials who have had experience in project administration and management work in their countries. From 1989 to 1994 a total of 75 participants have benefited from the Scheme: 8 in 1989, 11 in 1990, 14 in 1991, 15 in 1993 and 16 in 1994 (see Appendix 1 for the distribution of participants by country). This technical assistance (TA) will meet the costs of continuing the Scheme in 1995.¹

II. BACKGROUND AND RATIONALE

3. The Scheme provides training to upgrade the project management and development planning skills of the participants from the DMCs and to help them manage Bank-financed projects and development activities in their countries. It provides an opportunity to familiarize the participants with Bank policies and procedures. It also facilitates the Bank's activities in DMCs, and promotes goodwill for the Bank and among the participants.

4. The previous Schemes have been successful in training DMC officials. In 1993, a survey was conducted involving participants of previous Schemes, heads of nominating governments, and Bank staff involved in the program. The findings of the survey were favorable and indicated the Scheme should continue.

III. THE TECHNICAL ASSISTANCE

A. Objectives

5. It is generally agreed that human resources play a key role in determining the pace and nature of economic progress in developing countries. The quality of human capital, particularly the institutional capacity to plan, implement, and evaluate development programs and projects, has proven to be a vital factor for sustained economic development.

6. The TA will finance the 1995 Special Secondment Scheme that will enhance the ability of middle-level officials from selected DMCs to manage projects in their respective countries, which are assisted under Bank loans or TAs and other multilateral assistance programs. The participants will have an opportunity to observe the Bank's internal operations

¹ The TA first appeared in *ADB Business Opportunities* in September 1994.

as an international development institution and, thus, relate their own functions to those of the Bank. The Scheme will increase the participants' familiarity with Bank procedures and operations in a wide variety of fields. The participants will receive training in practical skills that will improve their ability to manage projects. The Scheme also provides an opportunity for participants to interact among themselves as well as with Bank staff and to discuss issues relating to project management.

B. Scope

7. The 1995 Secondment Scheme will include 22 participants from selected DMCs for two months training at the Bank². The criteria for inclusion of participants from the different countries in the 1995 Scheme are the following: (i) acute shortage of project management skills; (ii) level of per capita income; and (iii) number of previous participants. Each of the selected DMCs will be invited to send one or, in some exceptional cases, two officials on secondment. The nominees should be government officials, preferably from planning agencies, the ministry of finance, or the executing agencies of Bank-financed projects at the level of deputy director of a division (or equivalent) and should actually be involved in the preparation and implementation of development projects. The participants should have a working knowledge of English.

8. The training program of the 1995 Scheme will include: (i) seminars on Bank policies and procedures; (ii) courses on economic analysis of projects and development economics; (iii) briefing sessions on recent development issues, country strategy formulation and country programming, project preparation, implementation and evaluation, procurement, disbursement, financing, environmental policy, and privatization; (iv) field trips to Bank-supported projects in the Philippines; (v) participation in selected seminars and workshops organized by the Bank; and (vi) training in project management tools. Bank publications and reading materials from the Bank's training department will be utilized. The participants will also be given a research assignment on critical development issues of particular relevance to the participants' own countries. A general description of the training program is in Appendix 2.

9. In 1994, for the first time since the inception of the Scheme in 1989, the participants from the South Pacific Islands DMCs (SPDMCs) were seconded for one week at the South Pacific Regional Mission (SPRM) after completing their training at the Bank's Headquarters. This SPRM Attachment program has been very useful to the participants from the SPDMCs. This feature will be included in the 1995 Scheme. Two or three secondees from the SPDMCs will participate in this special program.

10. Under the Scheme, the Bank will provide round-trip airfare and per diem for each participant. The DMC governments will grant the participants leave of absence for the duration of the training program.

² Tentatively identified as Bangladesh, Bhutan, Cambodia, People's Republic of China, Cook Islands, Fiji, Kazakhstan, Kiribati, Kyrgyz Republic, Lao PDR, Maldives, Federated States of Micronesia, Republic of Marshall Islands, Mongolia, Myanmar, Nepal, Papua New Guinea, Solomon Islands, Tonga, Vanuatu, Viet Nam, and Western Samoa.

C. Cost Estimates

11. The total cost of the TA is estimated at \$220,000 (see Appendix 3). The TA will be charged to the Bank-funded TA program.

D. Implementation Arrangements

12. The 1995 Special Secondment Scheme will tentatively commence on 10 July and end on 8 September 1995. The Economics and Development Resource Center will administer the TA in close consultation with the Budget, Personnel, and Management Systems Department; Central Operations Services Office; Controllers Department; Office of the Environment and Social Development; Post Evaluation Office; Strategy and Policy Office; Office of Pacific Operations; and the Programs, Agriculture and Social Sectors, and Infrastructure, Energy, and Financial Sectors Departments. A Task Force composed of staff from departments and offices concerned will be established to supervise the design and implementation of the TA.

13. The resource persons will be selected in accordance with the Bank's *Guidelines on the Use of Consultants*, and invited to conduct selected courses on economic analysis of projects and development economics.

IV. THE PRESIDENT'S DECISION

14. The President, acting under the authority delegated to him by the Board, has approved the provision of technical assistance on a grant basis, in an amount not exceeding the equivalent of \$220,000 for the purpose of the 1995 Special Secondment Scheme, and hereby reports his action to the Board.

**Breakdown in Distribution of Number of Participants by Country
1989-1994**

Country	Year/Number of Participants						
	1989	1990	1991	1992	1993	1994	Total
Bangladesh						1	1
Bhutan	1		1	1	1	1	5
Cambodia				1	1	2	4
China, People's Rep. of	2	2	2	2	2	1	11
Cook Islands		1				1	2
Fiji			1		1	1	3
Kiribati			1				1
Lao PDR	1	1			1	1	4
Maldives			1	1	1		3
Marshall Islands			1		1	1	3
Fed. States of Micronesia			1			1	2
Mongolia			1	2	1	1	5
Myanmar	1	1	1	1	2	1	7
Nepal	1	2	1	1	1	1	7
Papua New Guinea	1	1	1	1	1		5
Solomon Islands				1			1
Tonga		1			1		2
Tuvalu						1	1
Vanuatu						1	1
Viet Nam	1	1	1	1	1	1	6
Western Samoa		1					1
Total	8	11	13	12	15	16	75

(Reference in text: page 1, para. 2)

THE TRAINING PROGRAM

A. Courses on Economic Analysis of Projects and Development Economics

1. A short course will be given on economic analysis of projects, explaining to the secondees the fundamentals of economic analysis of projects, including specific methodological issues involved in the economic evaluation of projects in individual sectors.
2. A seminar on development economics will be conducted to discuss recent developments in the field.

B. Briefing Sessions

1. **Economics and Development Resource Center.** These will cover, apart from general orientation, the economic research in progress in the Bank; general problems and prospects of economic development in the region; experiences with economic planning; and methodology/guidelines for economic evaluation of projects in different sectors with illustrative case studies.
2. **Strategy and Policy Office.** The Bank's overall development policy, and its operational policies and strategies will be discussed with special reference to the countries from which the secondees come.
3. **Programs Departments.** Programs officers/economists dealing with the secondees' countries will discuss the Bank's strategy formulation, country programming exercise, external assistance planning, aid coordination, co-financing and macroeconomic policy issues affecting Bank operations.
4. **Projects Departments.** The problems of project preparation/implementation in each phase of the project cycle and in each type of project will be discussed. The project economists may go over the process of project appraisal and economic evaluation of projects in the context of one or two projects financed by the Bank and involve the secondees in some project-related work.
5. **Post Evaluation Office.** As an important part of the project cycle, post evaluation provides lessons learned from past experiences for improving designs of future projects. Secondees will be briefed on these lessons and methodologies utilized.

(Reference in text: page 2, para. 8)

6. **Central Operations Service Office.** Bank policies, procedures and practices followed in the procurement of goods and services, and recruitment of consultants under Bank loans and TAs and the rationale behind them will be discussed. Difficulties faced in the procurement of goods and services and recruitment of consultants, and ways of avoiding such problems will be analyzed.

7. **Controller's Department.** The policies, procedures and practices followed in disbursement of funds under Bank loans and TAs and their rationale will be discussed. Typical problems encountered in this area and the ways to avoid them will be explained.

8. **Office of Environment and Social Development.** Bank specialists will discuss and closely interact with secondees on issues related to environment and social dimensions and how these concerns are integrated into the project cycle.

C. Computer Training and Learning Activities

This will include training in word processing, use of modern communication tools, such as the CD Rom and Internet, and use of project management tools. English language training will be provided to those who would request it.

D. Preparation of a Group Research Project and a Country Paper on Current Development Issues

E. Attending Seminars/Workshops Organized by the Bank's Training and Development Unit

(Subject to availability; to be decided upon in consultation with the Training and Development Unit of the BPMsD)

F. Field Trip

Field trips to observe Bank-supported projects in the Philippines will be arranged in consultation with Programs Department (East).

COST ESTIMATES
(\\$)

Item	Amount
A. Bank Financing	
1. Participants (22)	173,000
a. Airfare	50,000
b. Per Diem (at ADB Headquarters for 60 days)	120,000
c. Per Diem (for the SPRM Attachment Program for three participants for one week)	3,000
2. Study Tour (within the Philippines) (Hotel accommodation, airfare and other local transportation costs)	25,000
3. Resource Persons (Honorarium, per diem, etc.)	6,000
4. Miscellaneous Expenses (Secretarial services, social functions, supplies, newsletter, printing, communication, etc.)	8,000
5. Contingency	<u>8,000</u>
TOTAL	<u>220,000</u>

(Reference in text: page 3, para. 11)

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