

TECHNICAL ASSISTANCE COMPLETION REPORT

Division : Central Operations Services Office (COSO)

TA No. Country and Name TA 5624-REG: TECHNICAL ASSISTANCE FOR 1995 SEMINARS ON PROJECT IMPLEMENTATION AND ADMINISTRATION AND TRAINING OF TRAINERS PROGRAM			Amount Approved: \$600,000 Revised Amount: \$600,000	
Executing Agency: Asian Development Bank (ADB)	Source of Funding ADB TA Fund	Amount Undisbursed: \$3,194.85	Amount Utilized: \$596,805.15	
TA Approval Date: 07 Mar 1995	TA Signing Date: N.A.	Fielding of First Consultant: N/A	TA Completion Date Original: 31 December 1997 Actual: 31 December 1997 Account Closing Date Original: 31 December 1997 Actual: 30 April 2002	
<p>Description</p> <p>Since 1978, ADB regional technical assistance grants (RETAs) have been providing training programs on project implementation and administration to borrowers and executing agencies for strengthening their capabilities to manage the implementation of projects. Until 1995, 108 such training programs on ADB's procurement guidelines, policies, and practices, and on project implementation management have been offered to a total of 3,076 senior and middle level officials of executing agencies (EAs), central ministries, and state banks from 16 developing member countries (DMCs). On the basis of the then Medium-term Strategic Framework as well as the recommendation of the Task Force on Improving Project Quality for greater efforts to support DMC project implementation capabilities, the training programs continued with this RETA¹, which had a special focus on EAs responsible for implementation of social sector projects and a component for a Training of Trainers Program (ToTP).</p> <p>The country training programs were also aimed to provide trainees with the opportunity to share and learn from the experiences of other participants. The regional seminars cover a broader range of activities involved in project implementation, including a focus on the project manager's responsibilities for planning, organizing, budgeting, scheduling, directing, monitoring, controlling, and evaluating project implementation.</p> <p>The methods of instruction employed include lectures, case studies, class exercises, and a workshop. The workshop focused on problems and issues encountered by the participants in their respective projects.</p> <p>The ToTP component was to be conducted on a regional basis, and also on a pilot basis.</p> <p>Expected Impact, Outcome and Outputs</p> <p>The TA seminars in the program was designed to provide project directors, managers, and other key EA staff with an understanding of modern principles and techniques of project management and implementation, and familiarize them with ADB's guidelines and procedures for the procurement of goods and works, selection and engagement of consultants, disbursements, and other associated activities. The seminars also provided the trainees with a valuable opportunity to share and learn from the experience of participants from different sector organizations within a DMC or, in the case of regional seminars, from other DMCs within the region, thereby supporting regional cooperation. The TA scheduled (i) seven country seminars on project implementation and administration, (ii) two regional seminars, and (iii) a pilot regional seminar on ToTP.</p> <p>Delivery of Inputs and Conduct of Activities</p> <p>Against the planned total of ten seminars, the TA actually conducted a total of thirteen (13) seminars during the span of 1995 to 1999 namely, two Regional Seminars on Project Implementation and Administration (RPIA) held at ADB Headquarters, nine Country Project Implementation and Administration (CPIA) and two ToTPs held in Central Asia Region (CAR) and PRC.</p> <p>Without exception, the seminars were arranged with assistance of the DMC's Ministry of Finance for inviting participants and the ADB Resident Missions (RMs) for the venue as well as participant nomination. COSO and CTL staff were the main resource persons, and in some instances RM and EA staff were invited to share their knowledge and experience.</p>				

¹ The TA first appeared in ADB Business Opportunities in April 1995.

Evaluation of Outputs and Achievement of Outcome

The expected output of 10 seminars was exceeded. The participants' feedbacks and assessments on the delivery of the seminars indicated that these were satisfactorily conducted. Further work was perceived to be required in improving the effectiveness of the capacity building by taking into account comments received from participants.

Nearly 450 government officials comprised of project officers to managers and directors attended the training. The seminars were perceived by the most of the participants as being "very useful" to their project implementation activities while the material was considered to be "about right" in terms of reading assignment. The times allotted were regarded as "just right" and the case studies were rated to be "very useful". The resource persons were mostly rated "very good". There were varied feedbacks received on the quality of the training materials. The most common comments were (i) case studies should be prepared using in country specific projects, (ii) more practical case studies are required, (iii) the material should be translated into the local language, and (iv) local experts either from the EA or consultants and contractors should be invited for knowledge sharing.

Overall, clients were highly satisfied with the seminars and requested more to be conducted especially at the operational level where implementation officers are dealing with day-to-day implementation issues. Both ADB and the EA performance were rated satisfactory.

As for the ToTPs conducted, no reports are available for assessment. ToTPs have been discontinued in subsequent RETAs for the seminars on project implementation and administration.

As the design of the RETA highlighted the delivery of the training in terms of content and methods, no detailed indicators were identified as assessment tools.²

Overall Assessment and Rating

Overall, the TA was rated as highly successful.

Major Lessons

- Involvement of RMs in smoothing the coordination with the EA is paramount to the success of the seminars.
- Participant selections in terms of their engagement level (direct or indirect) in project implementation are extremely important.
- Case studies are highly effective and more should be considered, including country-specific cases.

Recommendations and Follow-Up Actions

- Continue with the project implementation and administration seminars.
- Consider translating training materials into local language for some DMCs.
- Invite resource speakers from local entities.

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² No TA Framework was prepared for this TA, but in later versions in this series of RETAs such indicators have been incorporated in their designs.