

TECHNICAL ASSISTANCE COMPLETION REPORT

Division : Central Operations Services Office (COSO)

TA No., Country and Name: TA 6111-REG: TECHNICAL ASSISTANCE FOR THE 2003/04 SEMINARS ON CAPACITY BUILDING FOR PROJECT IMPLEMENTATION AND ADMINISTRATION		Amount Approved: \$600,000	
		Revised Amount: \$600,000	
Executing Agency: Asian Development Bank (ADB)	Source of Funding ADB TA Fund	Amount Undisbursed: \$6,956.01	Amount Utilized: \$593,043.99
TA Approval Date: 13 Jun 2003	TA Signing Date: N.A.	Fielding of First Consultant: N/A	TA Completion Date Original: 31 May 2004 Actual: 31 December 2005 Account Closing Date Original: 31 May 2004 Actual: 31 January 2006
<p>Description</p> <p>Since 1978, the Asian Development Bank (ADB) has helped borrowers and executing agencies (EAs) strengthen their capabilities to manage project implementation through regional and country training programs on project implementation and administration. By the end of 2002, ADB had conducted 174 training programs under regional technical assistance (TA) grants. A total of 5,320 senior and mid-level officials of EAs, central ministries, and state banks from 30 developing member countries (DMCs) have participated in these training programs.</p> <p>As capacity building and policy reform remain a priority of ADB, the RETA is implemented to demonstrate a systematic and long-term approach to capacity building for project implementation in the DMCs. The TA¹ fulfills two capacity building activities – institution strengthening and human resource development – through the conduct of training programs. The training programs also indirectly support other governance activities such as accountability, transparency, and anticorruption efforts.</p> <p>Evaluation and feedback from past seminars indicate that the training programs successfully strengthen participants' professional skills and increase their understanding of ADB's requirements relating to the implementation and administration of projects.</p> <p>Expected Impact, Outcome and Outputs</p> <p>The seminars in the program were 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 to 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 were also intended to provide the trainees with the 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.</p> <p>The TA programmed to conduct:</p> <ul style="list-style-type: none"> • Two regional seminars on project implementation and administration in Manila and in the Central Asian Republic countries; and • Eight country seminars on project implementation and administration for DMCs for which loans approved in 2002 involved new implementing EAs, those receiving a large number of loans annually, those that requested inclusion and those that Country Portfolio Review Missions determined to need the seminar. <p>Delivery of Inputs and Conduct of Activities</p> <p>During the period 2004 to 2005, eight Country Project Implementation and Administration (CPIA) seminars and two Regional Project Implementation and Administration (RPIA) seminar were conducted. CPIAs were held in DMCs and RPIAs in ADB Headquarters in Manila and in Central Asian Republics. A special Procurement Seminar was conducted in PNG at the request for the Government.</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 altogether spent about 120 person-days to deliver the seminars.</p> <p>COSO also conducted training for Resident Mission (RM) staff in VIE. The training was delivered by COSO staff which provided hands-on training on project administration topics, namely, contract variations, preparing Requests for</p>			

¹ The TA first appeared in ADB Business Opportunities in March 2003.

Proposals, and evaluating consultant's financial proposals.

The TA design was relevant to the objectives. Executing arrangements were satisfactorily obtained with greater buying in by the EAs and RMs. Both the implementation schedules and stakeholder's participation and ownership were commendable, which encouraged similar follow-on TAs.

Evaluation of Outputs and Achievement of Outcome

The planned outputs of eight country seminars and two regional seminars were successfully mounted, with an additional special procurement seminar added. More than 400 government officials comprised of project officers to managers and directors attended the training. Participants' feedback and assessment on the delivery of the seminars indicate that the seminars were perceived as being mostly to totally relevant to their project implementation activities, while the presentation quality by the resource persons were rated to be good to excellent. There were varied feedbacks received on the quality of the training materials. However, there are three common comments, namely, the material should be translated into the local language to facilitate further self-learning by the participants at their own pace, there should be more case studies, and that case studies should be country related.

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

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 However, project implementation skills of executing agency personnel were observed to have improved in terms of the increased quality of documents submitted to ADB for review, indicating increased familiarity with ADB policies and procedures. Moreover, in at least 7 of the DMCs where the seminars under this TA were conducted, available portfolio indicators between 2002 and 2005 showed significant reductions in the percentage of projects at risk although 2 DMCs showed increased percentage.

Overall Assessment and Rating

Overall, the TA is rated to be successful.

Major Lessons

- Involvement of RMs in smoothing the coordination with the EA is paramount to the successful of the seminars.
- Participants selections in terms of their engagement level (direct or indirect) in project implementation as well as providing materials in the local language are perceived to be extreme important.
- Participants like the case studies and requested to be provided with more.

Recommendations and Follow-Up Actions

Continue with the project implementation and administration seminars. Translate training materials, especially case studies, into local language, and prepare more case studies with country relevance.

Prepared by: Cesar T. Valbuena

Designation: Principal Procurement Specialist

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² Later versions in this series of TAs have incorporated such indicators in their designs.