



Completion Report

Project Number: 43194-012
Technical Assistance Number: 7303
August 2017

Procurement Capacity Development for Project Implementation and Administration for 2009–2011

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TA No., Country and Name			Amount Approved:	
TA 7303-REG: Procurement Capacity Development for Project Implementation and Administration for 2009–2011			USD 1,500,000.00	
			Revised Amount: USD 1,359,847.00	
Executing Agency Asian Development Bank		Source of Funding TASF-IV	Amount Undisbursed: \$303,723	Amount Utilized: \$1,056,124
TA Approval Date:	TA Signing Date:	Fielding of First Consultant:	TA Completion Date	
26 June 2009	—	29 December 2009	Original: 30 June 2011	Actual: 30 June 2014
			Account Closing Date	
			Original: 30 June 2011	Actual: 31 October 2014
Description				
Country portfolio review missions and regular project supervision missions continue to observe delays in project implementation caused by Executing Agency's (EAs) lack of understanding and familiarity with ADB's procurement and disbursement policies and procedures. The high turnover of EA staff, typical of a project-based business environment, compounds the problem. Enhanced DMC capacity for procurement and project management is critical for the improved project implementation.				
Expected Impact, Outcome and Outputs				
The RETA was prepared to help DMCs conduct procurement at different stages of the ADB project cycle that will improve the effectiveness and efficiency of projects. It was also expected that the management of ADB's project portfolio in its DMCs would improve. Through the training, staff in DMC EAs and project implementation units (PIUs) would better align their practices with ADB's <i>Procurement Guidelines</i> and procure goods, works and services (including consulting services) efficiently and at competitive prices. Due to the variety of training approaches used, and procurement clinics provided throughout the project cycle, project directors, managers and other key staff members of EAs, PIUs and other government counterpart agencies have been able to develop the required proficiency in PIA, as is evident from the regular feedback received as part of training evaluation.				
Delivery of Inputs and Conduct of Activities				
Output: PIA seminars effectively implemented, per annual COSO mission schedule				
The RETA was prepared to include not only conventional Project Implementation and Administration (PIA) seminars in developing member countries (DMCs), but also short courses on specific procurement activities. Around 53 training sessions were conducted, covering a total of 2,191 staff from EAs and IAs of ADB-financed projects. Procurement trainings, and clinics were conducted in a total of 22 countries: Afghanistan, Armenia, Azerbaijan, Bangladesh, Bhutan, Cambodia, Georgia, Indonesia, Kazakhstan, Kyrgyz Republic, Lao People's Democratic Republic, Mongolia, Nepal, Pakistan, Philippines, Papua New Guinea, People's Republic of China, Sri Lanka, Tajikistan, Uzbekistan, Vanuatu and Viet Nam.				
Evaluation of Outputs and Achievement of Outcome				
Under RETA 7303, country level workshops have held CPIAs for selected government officials and staff of EAs and implementing agencies (IAs) working on ADB-financed projects. The main objectives of the workshops were to strengthen the project implementation skills of key staff of EAs and familiarize them with ADB's guidelines and procedures for procurement of goods and civil works, selection of consultants and disbursements. During the life of the project, there were many gradual improvements based on the lessons learned. For example, a shift was made from 9 days of long generic trainings to initially 5 days, later on, 2 or 3 days sector specific interactive training workshops. Effort was also made to arrange live-out trainings instead of the costly live-in trainings, to the extent possible. During the last two years of the RETA, all trainings were made live out. Shortened workshop duration also allowed more busy project staff to participate. In response to participant feedback on using specific case studies				

instead of generic presentations, short clinics were introduced to tackle the project-specific queries and case studies. Effort was made to involve national procurement specialists, where available, and procurement specialists assigned to that country as resource persons.

The workshops, over time, have proved to be an appropriate and effective tool to familiarize and update staff of EAs with ADB procedures on procurement, recruitment of consultants and disbursements.

Overall Assessment and Rating

Overall, the TA is rated as successful. With good coordination of OSFMD and regional departments, the TA delivered the output, covered more than two thousand EA/IA staff and 22 countries with in-depth workshops. The trainings were also customized to country realities and overall received good feedback by the participants.

Major Lessons

In some cases, in PRC for example, cost-sharing arrangement was made with the government, which made more resources available to meeting the critical need of capacity building.

Trainings were more successful when they were shortened and made more focused on the needs of the EAs/IAs specific to their projects. Sometimes, due to participant's limited exposure to ADB's procedures and practices, more basic information and instruction needs to be provided. It will be useful if the face-to-face workshops could be preceded with e-learning to bring all participants on one basic level of understanding.

At times, the feedback also related to requesting OSFMD to have resource persons provide more hands-on training at the provincial and project levels, and to sit with EA/IA staff and assist them in preparation of standard RDPs and bidding documents, evaluating proposals and bids, contract negotiations and award. This has time and resource implications, but perhaps may be considered in the future for projects requiring urgent support.

OSFMD may consider a Training of Trainers to ensure consistent quality of resource speakers. OSFMD procurement specialists should be given the support and training on communication and presentation skills to further improve the results of training.

Recommendations and Follow-Up Actions

OSFMD should continue to provide critical capacity development support with funds and resources to support the regional departments meet the training needs of the EAs/IAs staff. In view of the recently approved new procurement framework, it is even more important to expand such capacity building support.

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