

TECHNICAL ASSISTANCE COMPLETION REPORT

Division: COPP

TA No. and Name TA 5732-REG: 1997 Seminars on Project Implementation and Administration and Training of Trainers Program		Amount Approved: \$600,000	
		Revised Amount: \$593,861	
Executing Agency: Asian Development Bank	Source of Funding: TASF	TA Amount Undisbursed 4	TA Amount Utilized 593,857
Date Approval Signing Fielding of Consultants 24/03/1997 - -		Completion Date Original Actual 31/12/1997 28/02/2003	
		Closing Date Original Actual 31/12/1997 22/07/2003	
Description: Since 1978, ADB has been helping executing agencies strengthen their capabilities to manage the implementation of projects through regional and country training programs on project implementation and administration (CPIAs) under regional technical assistance grants (RETA). Although quite a large number of personnel in DMCs have acquired substantial experience in project work and in ADB's procedures over the years (up to 1997 ADB had conducted 124 training programs under RETAs), there is still a demand for more practical training in procurement and other project administration activities (namely for the new project managers and executing agencies staff) as evidenced by the delays encountered in project implementation caused principally by a lack of understanding and unfamiliarity with ADB's requirements and guidelines. The training programs under the RETA are designed to upgrade the project implementation skills of executing agencies personnel and to improve their understanding of and familiarity with the ADB's policies and practices for procurement, selection and engagement of consultants and administration procedures. The RETA is also designed to address the continuing needs of training as new executing agencies are entrusted with implementing ADB-financed projects. ADB's report of the Task Force on Improving Project Quality recommended a "training of trainers" approach to conducting seminars to enhance executing agencies' project implementation capabilities, specifically in regard to the application of the ADB's Guidelines for Procurement, recruitment of consultants and other implementation-related activities, as the trainers graduating from such programs will in turn be prepared for assuming the responsibility of providing in-country training to staff of executing agencies in their home countries. Furthermore, evaluation and feedback from past seminars have demonstrated the usefulness of the training programs where structure and contents are being revised based on the feedback from past participants, in response to the specific and changing needs of the executing agencies, and to reflect the requirements under the recently introduced Quality and Cost-Based Selection (QCBS) method of consultants.			
Objectives and Scope: The objectives of this Technical Assistance for the 1997 seminars on project implementation and administration and training of trainers program (TTP) were to provide project directors, managers and other key staff of executing agencies with an accurate understanding of modern principles and techniques in project administration and management and to familiarize themselves with ADB's policies and procedures on procurement, selection and engagement of consultants, disbursement and other aspects of project implementation. The seminars also became an interesting forum for sharing and learning from the project experiences of other participants. On the other hand, the TTP has been an alternative way of conducting seminars on a continuous basis that could benefit a greater number of participants in a short time in addition to the regular CPIA Bank sponsored seminars.			
During 1997 a total number of 11 seminars have been conducted:			
Type of Seminar	No. of Seminars	Country	
Regional Project Implementation and Administration Seminar	2	Philippines (Manila)	
Country Project Implementation and Administration Seminar	8	India (Bangalore), Nepal (Kathmandu), Indonesia (Puncak), Mongolia (Ulaanbaatar), PRC (Xian), Sri Lanka (Colombo), Kyrgyz Republic (Bishkek), Thailand (Bangkok)	
Training of Trainers program	1	PRC (Kumming Yunang)	
The regional seminar focused on the project manager's responsibilities for planning, organizing, budgeting scheduling, directing, monitoring, controlling and evaluating project implementation.			
The selection of the countries for conducting the CPIAs was based on a number of factors including the number of new executing agencies, particularly for social sector projects, requests from DMCs and needs analyses undertaken			

during country portfolio and program review missions. The scope and contents of the CPIAs were in general the same as those of the regional seminars even though the seminar programs were adjusted to the needs and requirements of each concerned EA. The method of instruction includes lectures, cases studies, exercises and workshops. The seminars were normally carried out in English with the exception of China, Mongolia and Kyrgyz Republic, where the services of interpreters were required. The resource persons ADB staff, particularly procurement and consulting services specialists from COSO and staff from the Controller's Department. The resources speakers were supported by seminar assistants from COSO. A mission leader from COPP, among the resources speakers, was always nominated for each seminar.

The TTP seminar was conducted in collaboration with the People's Bank of China (PBC), which has designated the Graduate School of PBC (GS-PBC) as training institution or coordinating center to carry out the TTP. The PBC previously conducted a TTP seminar in Beijing in November 1996.

Evaluation of Inputs: All seminar's programs were in general well formulated and the resource speakers performed very well; the internal and external arrangements of the seminars were appropriately secured by COPP by liaising with DMC government officials and staff of executing agencies on seminar matters (shortlisting of participants, securing endorsement of government for participation of selected candidates, etc.); and arranging venue of seminars, hotel bookings, travel arrangements, payment of per diems, etc. was appropriate.

Case studies were welcomed. In many cases, participants requested speakers to discuss case studies more related to projects executed or being executing in their home countries.

Generally most of the participants were senior level staff involved with ADB-funded projects, with useful questions forwarded to the resource speakers, in nearly all the seminars there was good interaction between the resource speakers and participants.

Most of the participants were satisfied with the overall quality of the Seminar venue. In countries like Sri Lanka, Mongolia and Nepal, participants suggested holding the seminars outside the country capitals. They requested organization of "live-in seminars" because, they said, it allows participants to attend seminars without distractions, especially avoiding being called by supervisors during seminar lectures.

Evaluation of Outputs: A total number of about 350 participants from 10 different DMC and more than 30 resource speakers have been involved under this RETA. The seminars were demonstrated to be an appropriate tool in providing executing agencies' staff with an understanding of ADB's guidelines, policies and procedures relating to procurement, consulting services and disbursement (project cycle, types of procurement, preparation of prequalification documents, bid packaging, bid evaluation, use of consultants in ADB-financed projects, etc.).

This RETA was originally conceived for conducting 12 Seminars (2 Regional, 9 CPIA and 1 TTS) in Bangladesh, Cambodia, PRC, India, Indonesia, Lao People's Democratic Republic, Mongolia, Pakistan and Philippines. Finally, as a result of changes in circumstances, the number of seminars was reduced to 11 (2 Regional, 8 CPIA and 1 TTS) and the following four countries: Cambodia, Bangladesh, Lao People's Democratic Republic and Pakistan were replaced by Thailand, Kyrgyz Republic and Sri Lanka. In order to utilize fully RETA funds, the completion date was extended by five years from the original completion date.

Overall Assessment and Rating:

Participants indicated that the seminars fully met their needs; participants from Sri Lanka, India and Mongolia requested such seminars more frequently. Based on the assessment made by the participants, the RETA is rated highly successful.

Major Lessons Learned: In order to avoid selection of participants who had previously attended similar ADB's sponsored seminars or who have no appropriate project related experience, Resident Missions should take an active role in the selection process of participants.

Recommendations and Follow-Up Actions:

Introduce case studies related to the participant's country. In selecting the participants, it is desirable to have staff with appropriate project- related experience.

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