



Asian Development Bank

Board of Directors

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Technical Assistance Completion Report
2000-2002 Orientation Program for Officials
of ADB's Developing Member Countries
(RETA 5927)

Attached for information is a paper on the above subject.

TECHNICAL ASSISTANCE COMPLETION REPORT

Division: BPHR

TA No. and Name TA 5927: 2000-2002 Orientation Program for Officials of ADB's Developing Member Countries			Amount Approved: 750,000	
			Revised Amount: 750,000	
Executing Agency: ASIAN DEVELOPMENT BANK		Source of Funding: TASF	TA Amount Undisbursed 78,608 ¹	TA Amount Utilized 671,392 ²
Date			Completion Date	
Approval 17 August 2001	Signing 17 August 2001	Fielding of Consultants 20 October 2003 1 October 2002 1 October 2001 9 October 2000	Original 31 December 2002	Actual 27 December 2004
			Closing Date	
			Original 31 December 2002	Actual 27 December 2004

Description

ADB has conducted an Orientation Program for government officials from selected DMCs annually since 1997. The Orientation Program is an improved and expanded version of the former Special Secondment Scheme conducted annually from 1989 to 1995. These Programs have provided the participants with training mainly focused on ADB's policies, procedures and operations; selected aspects of development planning and project management skills; and ADB's changing role. They have also provided opportunities for the participants to meet with their counterpart ADB staff. A total of 71 participants from various DMCs have benefited from the Programs of 1997, 1998 and 1999. The three Programs envisaged under this TA, have already been conducted, (i) 6 to 24 November 2000 (with 28 participants of which 9 were women), (ii) 5 to 23 November 2001 (with 31 participants of which 10 were women), and (iii) 6 to 22 November 2002 (with 33 participants of which 13 were women). As there was enough savings in the TA budget, an extension for a fourth Program was approved. This was conducted from 10 to 28 November 2003 (with 29 participants of which 10 were women) under this TA. Nine of the former participants of these Program have since joined ADB - four as Director's Advisors, one as a regular professional staff, one as a Staff Consultant for PhCO and three as Resident Mission staff.

Objectives and Scope

To: (i) increase the familiarity of counterpart DMC officials with ADB's policies, procedures and operations; (ii) improve the participants' skills in planning and managing development activities; (iii) enhance the relationship between ADB and the DMC counterpart agencies; and (iv) enhance DMCs' understanding of ADB's changing role. The scope of the Programs under the TA envisaged approximately 25 participants each year from selected DMCs for up to three weeks at ADB headquarters. Selected ADB staffs were to serve as resource speakers for the Programs. Some activities that were undertaken in connection with the orientation programs include: (i) oral and visual presentations on all ADB policies and procedures, as well as all facets of ADB operations and discussions (ii) visits to the International Rice Research Institute in Los Baños (iii) visit to ADB Assisted North Luzon Expressway Project in Pampanga, and (iv) the opportunity for participants to meet with ADB staff individually and in groups, which helped not only in clarifying many issues concerning the processing and implementation of projects in their countries, but also in strengthening the relations between DMC agencies and ADB.

Evaluation of Inputs

The Orientation Program of 2000, 2001, 2002 and 2003 were planned and implemented by the Human Resources Division of BPMSD with the cooperation of other departments and offices of ADB. The Programs were designed keeping in view the background of the participants who were in most cases mid-level officials from Ministries of Finance or other nodal agencies dealing with ADB. In designing the Program for each year, the lessons learned from the Programs of the previous years were also duly taken into consideration. The methodologies adopted were mainly classroom lectures including case studies and visual presentations followed by question and answer sessions. The presented topics covered ADB's organizational and financial structure, ADB's loan products, ADB's policies and procedures (including procurement, consulting services and disbursement) lending modalities, sector specific policies, project cycle, TA and Loan processing, financial and economic analysis of projects, and cross cutting issues such as social dimensions, poverty reduction, environmental aspects, good governance and capacity building; also ADB's policies on operations evaluation, auditing and anti-corruption, and accountability mechanism. A new feature of the 2003 Program was the holding of two panel discussion sessions - one in Social Aspects of Development and the other on ADB's Role in Sub-regional and Regional Cooperation in Asia and the Pacific, which was a great success. Field visits to some ADB-assisted projects were also arranged to expose the participants to implementation issues. The international consultant (i) helped to

¹ as of 13 January 2005

² as of 13 January 2005

design the Program and organize the sessions, field visits, etc., (ii) conducted the sessions and provided supplemental information to the participants as necessary, (iii) arranged individual and group meetings of the participants with their counterpart ADB staff, and (iv) supervised all administrative arrangements for the participants. The consultant also closely coordinated with the resource speakers on the contents of their presentations to ensure that all relevant information was made available to the participants in a logical order and overlapping/duplication of matter was avoided. Both the international and domestic consultants have been effective and essential components for the successful completion of the program. Their inputs were not only complementary to each other's efforts but also to the ADB staff program coordinators, and resource speakers. The international consultant has been engaged under the TA for 6 person weeks in 2003 (i.e., 21 October–5 December 2003). The large majority of the presentations of the resource speakers were rated good or very good by the participants. Some general comments/suggestions included and to be noted are (i) proposal of additional topics to be presented specifically on loan negotiations, project management/planning, and loan products measurement, and (ii) presentation shortened with more audience involvement.

Evaluation of Outputs

A detailed post-assessment questionnaire was completed by each participant of all the four Programs. A large majority of the participants felt that the objectives were fully achieved and in some respects even exceeded. The exposure of the participants to planning and management techniques used in ADB funded projects was found to be useful in enhancing their capability in these areas. Also several of the former participants of the Program have been coming to ADB regularly for loan negotiations representing their governments. The knowledge and experience gained by attending the Program have been and are of immense help in the discharge of their responsibilities. Overall, all the four Programs under this TA could be rated as very successful.

Overall Assessment and Rating

Highly successful

The overall response from the participants and the resource speakers were very positive and supportive to the entire program (i.e., from 2000 to 2003). It has not only enhanced the participants' familiarity with ADB policies, procedures/operations, but has also strengthened the bond between ADB and its counterpart agencies. More importantly, it has promoted collaborative partnership and sub-regional cooperation to deal effectively with regional and global development challenges.

Major Lessons Learned

The selection of the right type of candidates as participants is one of the key factors for the success of the Program. BPHR's continued close cooperation with the Operations Departments has greatly helped in achieving this. The participation of mid-level officials who are directly involved with ADB operations was considered as highly relevant and appropriate as these persons are more likely to obtain key positions in their respective administration and make good use of the knowledge gained from the Program.

Recommendations and Follow-Up Actions

Suggestions from 2000-2003 participants include: (i) to reduce the time allotted for certain sessions, more case studies and more time for participants' meetings with counterpart ADB staff, (ii) to make the sessions more of the interactive type (iii) to drop of some relatively unimportant sector policy topics from the Program, (iv) to have few separate sessions for the Pacific DMC participants to discuss Pacific specific issues, and (v) to include new topics like Development Management Approaches, Financial Risk Management, etc. All the suggestions made by the participants of the 2000 Program onwards were duly taken into consideration in the design of each of the subsequent Programs. Likewise, the 2003 suggestions will be taken into consideration while designing the next Program.

It is also proposed to (i) develop an alumni scheme for all the participants of the Programs from 1997 onwards who are still with their governments and keep the alumni posted on a regular basis with all developments in ADB with regard to its policies, procedures, and operations etc., since the time of their attending the Program, (ii) do a follow-up Project Planning and Management Workshop to be facilitated by AIM and ADB that may be held for the Pacific DMC participants, (iii) conduct a refresher course for the earlier participants and increase the number of participants from one to two per DMC, and (iv) ADB needs to attend to the increasing demand by DMCs for training and familiarization of its various policies and procedures, including those of environment and social safeguards. Although training of DMC officials and capacity building falls under the scope of activities of ADBI, in view of the special nature of this Program which requires input from a large number of ADB staff as resource speakers as well as close interaction with all departments and offices for familiarization of DMC officials, it is recommended that this Program may continue to be implemented by the Human Resources Division of BPMDS.

The proposed alumni scheme to keep the participants updated of ADB activities have been initiated in 2003. The alumni list has been circulated for updates and this was used for the distribution of the **ADB Review** on a regular basis.

Prepared by: David Garrigos-Soliva and Sophia Cho Designation: HR Specialists/Program Coordinators