



Regional: Enhancing Project Readiness and Implementation in Central and West Asia

Project Name	Enhancing Project Readiness and Implementation in Central and West Asia		
Project Number	52284-001		
Country	RegionalAfghanistanArmeniaAzerbaijanGeorgiaKazakhstanKyrgyz RepublicPakistanTajikistanTurkmenistanUzbekistan		
Project Status	Proposed		
Project Type / Modality of Assistance	Technical Assistance		
Source of Funding / Amount	TA: Enhancing Project Readiness and Implementation in Central and West Asia		
	Technical Assistance Special Fund		US\$ 500,000.00
Strategic Agendas	Inclusive economic growth Regional integration		
Drivers of Change	Governance and capacity development Knowledge solutions Partnerships		
Sector / Subsector	Public sector management - Public administration		
Gender Equity and Mainstreaming	No gender elements		
Description	This knowledge and support technical assistance (KSTA) will help facilitate procurement and project management capacity by providing hands-on support to Central and West Asia developing member countries' (DMCs) executing agencies (EAs), implementing agencies (IAs), and project implementation units (PIUs) in key stages of the procurement processes and contract management, project management, as well as financial management. These will result in improving quality and reducing setbacks that lead to project implementation delays and will be accomplished by (i) engaging and deploying international and national consultants to strengthen procurement, contract and project management capacities; (ii) developing studies and stocktaking best practices as needed, on portfolio management that can be shared and replicated; and (iii) providing hands-on support and advice to project teams on financial due diligence work as needed, and (iv) providing capacity development to EAs and IAs, primarily in the form of trainings, workshops and clinics, to increase their understanding and improve application of processes, policies and guidelines on ADB procurement, contract management and financial reporting and auditing.		

Project Rationale and Linkage to Country/Regional Strategy	<p>Despite ADB's continued support to DMCs in improving their institutional capacities and strengthening good governance, continuing delays in project implementation due to slow procurement and weak governance structures remain a major obstacle to effective project implementation and utilization of funds. In the Central and West Asia Regional Department (CWRD), portfolio performance has been negatively affected by project implementation delays. In 2015, when CWRD started providing hands-on procurement support and project management capacity development and training to the Central and West Asia DMCs, contract awards ratio was only 18%, amounting to \$1.7 billion, which was below the target level. Underlying causes of project implementation delays due to slow procurement and weak implementation capacity point to EAs/IAs lack of sufficient understanding and limited skills and experience in handling procurement processes and procedures and complex contracts. Often, EAs/IAs do not have the capacity to prepare bid documents and bid evaluation reports that are acceptable to ADB. Some EAs/IAs and/or PIUs have limited project and management skills to manage projects as well as handle complex contracts. Issues on timeliness of audit report submission reflect EAs/IAs lack of financial reporting skills or capacity, delayed preparation and submission of project financial statements for audit, and delayed contracting of external audit services. Poor quality of audit reports could be attributed to the lack of capacity of auditors. ADB requires audits in compliance with International Standards of Audit (ISA), or the International Standards for Supreme Audit Institutions (ISSAI) for all audit reports submitted to ADB, or national equivalents, and auditors' lack of knowledge and understanding of the ISA and ISSAI further leads to low compliance in submission of audit reports. Whether these limitations are inherent in the EAs/IAs/PIUs or in the environment where these agencies operate, these gaps will continue to persist without the needed proper project management capacity development and training support and appropriate skills. Lessons learned include the need to mobilize consultants quickly to ensure that emerging project implementation problems can be addressed swiftly. This is not always possible when using loan or grant financed project budgets, which are oftentimes constrained by stringent pre-approved procedures. Also, since contracts with contractors are between the firm and the DMC, contract management support has often not been provided by ADB staff. An important lesson learned is that procurement support should not be divorced from contract management support, as both are closely linked.</p> <p>This KSTA is included in the corporate technical assistance (TA) priority list for 2018 with earmarked funding from Strategy, Policy and Review Department' and ties in well with ADB's Strategy 2030 operational priorities that calls for strengthening governance and institutional capacity of DMCs. ADB will work closely with DMCs and continue to help EAs and IAs strengthen their capacity and raise standards in all ADB-funded projects and programs.</p>
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Impact	
Outcome	
Outputs	
Geographical Location	Afghanistan - Nation-wide; Armenia - Nation-wide; Azerbaijan - Nation-wide; Georgia - Nation-wide; Kazakhstan - Nation-wide; Kyrgyz Republic - Nation-wide; Pakistan - Nation-wide; Tajikistan - Nation-wide; Turkmenistan - Nation-wide; Uzbekistan - Nation-wide

Summary of Environmental and Social Aspects

Environmental Aspects	
Involuntary Resettlement	
Indigenous Peoples	

Stakeholder Communication, Participation, and Consultation

During Project Design	
During Project Implementation	
Responsible ADB Officer	Villarico, Mary Claribel T.
Responsible ADB Department	Central and West Asia Department
Responsible ADB Division	CWOD-PSG
Executing Agencies	<i>Asian Development Bank 6 ADB Avenue, Mandaluyong City 1550, Philippines</i>

Timetable

Concept Clearance	09 Nov 2018
Fact Finding	02 Oct 2018 to 09 Oct 2018
MRM	-
Approval	-
Last Review Mission	-

Project Page	https://www.adb.org/projects/52284-001/main
Request for Information	http://www.adb.org/forms/request-information-form?subject=52284-001
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