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# Upper Secondary Education Sector Development Project – USESDP Loan no. 3427-CAM

Kingdom of Cambodia  
Ministry of Education, Youth and Sport



# PROJECT OVERVIEW

## ○ RATIONALE

- Increase access to quality upper secondary education, esp. in disadvantaged provinces

## ○ IMPACT

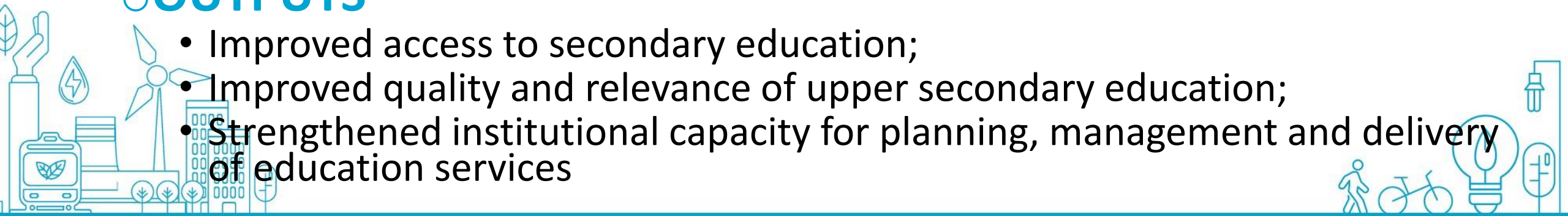
- Increased high-quality human resources for the implementation of the Industrial Development Policy 2015-2025

## ○ OUTCOME

- Improved effectiveness of upper secondary education system

## ○ OUTPUTS

- Improved access to secondary education;
- Improved quality and relevance of upper secondary education;
- Strengthened institutional capacity for planning, management and delivery of education services



# Project Design and Scope

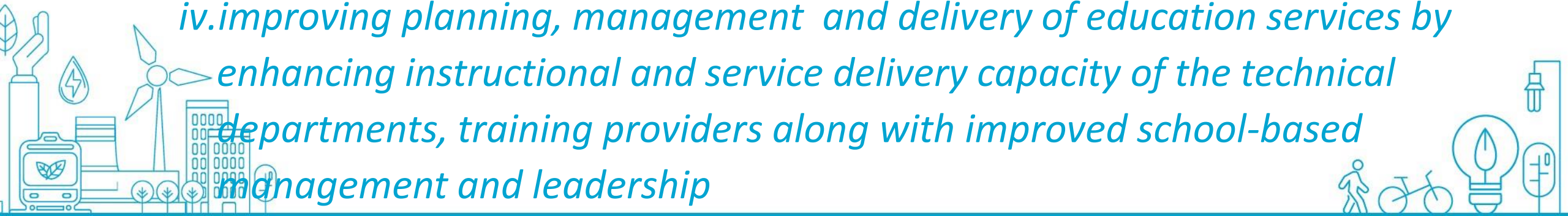
- **Sector Development Program (SDP):** *Policy-based Lending “USD 15 Million” and Investment Project “USD 30 Million” from ADF, and USD 3 Million Government counterpart funding*
- **Investment Project:** *December 2016 – December 2021*
- **Project Design:** *based on*
  - an extensive analysis of needs and challenges confronting upper secondary education;*
  - experiences and lessons learned from previous projects;*
  - coordination of development partner support to avoid duplication*



# Project Design and Scope

## ○ Salient Features:

- i. demand-side interventions to improve access, e.g. scholarships for science & math students*
- ii. supply-side interventions, e.g. hardship allowance for teachers, fellowship to teacher trainees, deployment of teachers to and providing facilities in disadvantaged provinces,*
- iii. qualitative interventions, e.g. aligning science, math and ICT curriculum with international standard and improving the quality of teachers, and*
- iv. improving planning, management and delivery of education services by enhancing instructional and service delivery capacity of the technical departments, training providers along with improved school-based management and leadership*



# Key Stakeholders

- **Executing Agency (EA):** Ministry of Education, Youth and Sport (MoEYS)
- **Implementing Agencies (IAs):** (i) Directorate General of Education (DGE), ((ii) Directorate General of Policy and Planning (DGPP) and (iii) National Institute of Education (NIE)
- **Project Steering Committee (PSC):** chaired by Minister of MOEYS and composed of MEF, other line ministries, technical departments, NIE and selected schools of MoEYS
- **Three leadership levels:** (i) **Project Leadership** - Minister as Chair of PSC; Secretary of State - Project Director; Under-Secretary of State - Deputy Project Director, (ii) **Project Oversight:** 2 Deputy Director-Generals - Project Manager and Deputy Project Manager, for oversight of the whole project, and (iii) **Project Coordination Unit** – day to day implementation



# Development Challenges and Solutions

- Slow pace of project activities in the first 20 months; now project has gained considerable momentum
  - Project has gained momentum through good ownership & leadership, and cooperation and guidance from ADB HQ, RM & MEF
  - Project activities picked up further after deployment of Project Implementation Consultants
- Very Low Contracts Award (CA) & Disbursement (Disb.) till end of 2017 has been solved: CA is currently at 50.57% compared to elapsed time of 47.23%; Disb. Has also picked up considerably from beginning of 2019

YEAR	CONTRACTS AWARD (USD)	DISBURSEMENT (USD)
End of 2017	0.333 million	1.061 million
End of 2018	5.820 million	2.819 million
As of 21 July 2019	15,048 million	6.514 million
Elapsed Time: 47.23%	CA: 50.57%	Disb: 21.89%

# Development Challenges and Solutions

- Some new staff and resignation of start-up consultants affected the project in the beginning; but this was overcome through training, coaching and mentoring and quick replacement of consultants
- National Project Implementation consultants turn-over has been rather high; but replacements were quickly found

**GOOD OWNERSHIP AND STRONG LEADERSHIP ARE CRITICAL TO OVERCOMING DEVELOPMENT CHALLENGES/PROBLEMS**



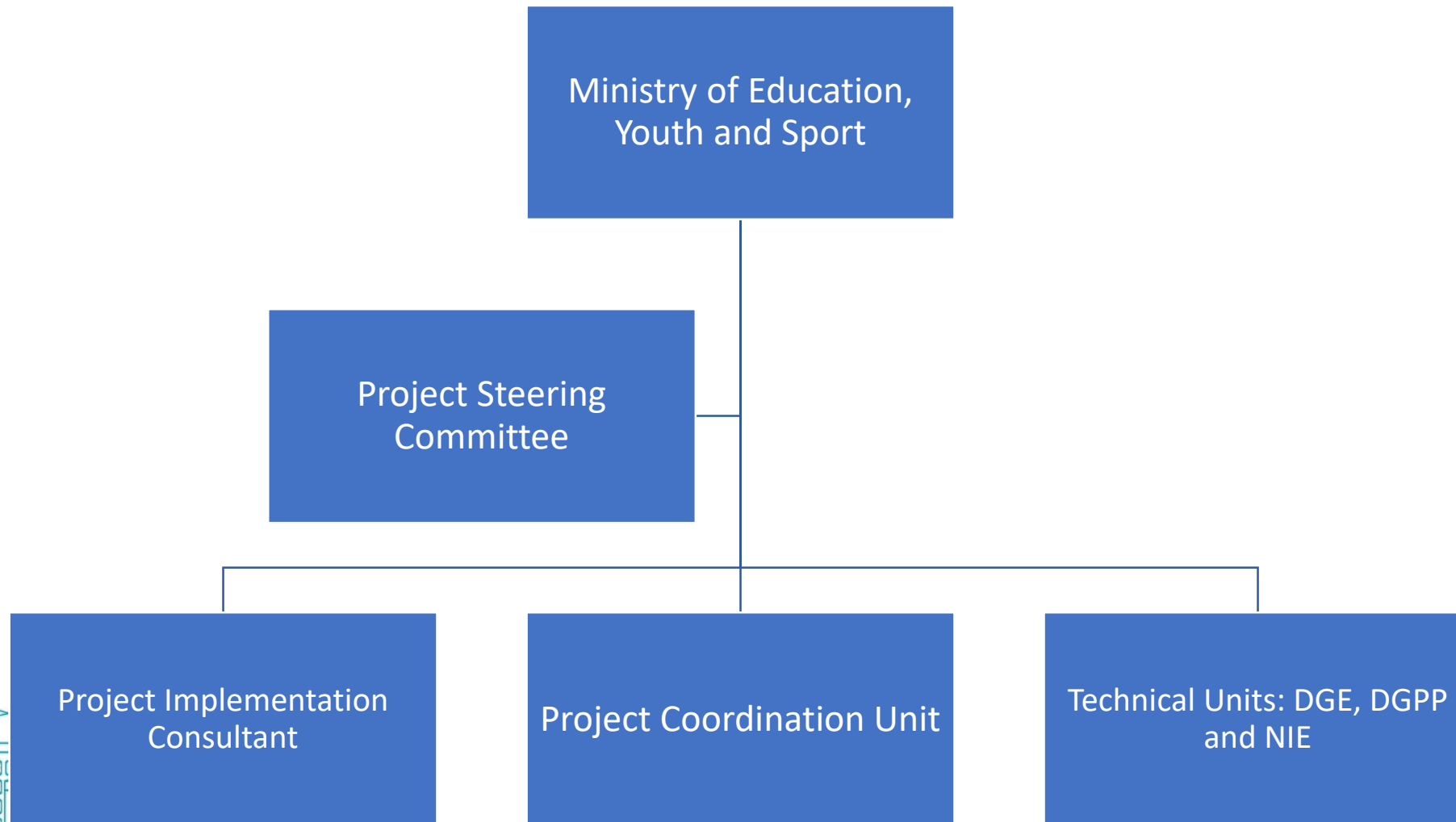
# Delivery Challenge – Institutional aspect

- **Coordination of 3 IAs was an issue; this was addressed through monthly PCU meetings**
- **Competent officers are extremely busy, counterpart staff has both capacity and time constraints – individual consultants were recruited to help the PCU on financial and procurement activities**
- **Collection of information, data related to DMF, GAP, safeguards has been rather challenging – face to face meetings with concerned technical units have been useful and productive**





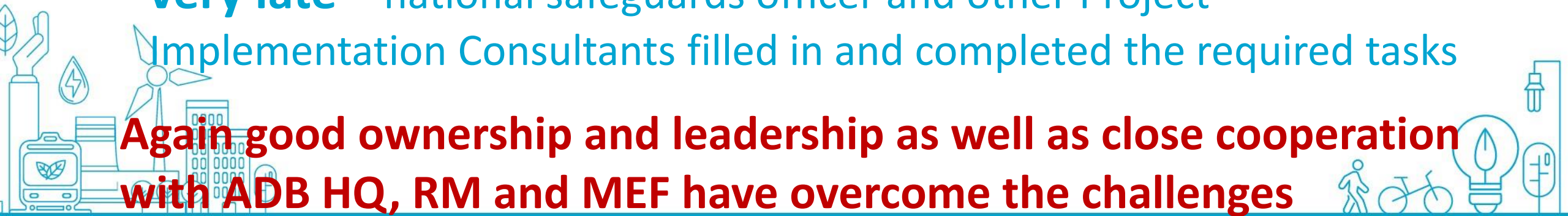
# Institutional Setting Delivery Mechanisms and Organizational Chart



# Delivery Challenges and Approaches

- **Procurement** : late submission of ToRs or specifications from user units to the Procurement Unit caused some delay – this was addressed by following-up with user units
- **Financial Management: Reconciliation of advances caused some problems in the beginning** – but this has been sorted out through financial management training
- **National Consultants for Safeguards and M&E were deployed very late** - national safeguards officer and other Project Implementation Consultants filled in and completed the required tasks

**Again good ownership and leadership as well as close cooperation with ADB HQ, RM and MEF have overcome the challenges**



# Lessons Learned

- Involvement of key officials of EA/IAs from the design stage and clear understanding of their tasks and the support systems are critical to the success of the project
- Adequate and timely TA support for key policy reforms is crucial
- A good start-up team, including recruitment of TAs under advanced action, and experienced procurement and finance staff of EA are vital to speed up the procurement and finance from the very beginning of the project
- PIC has to be deployed soon after project effectiveness; and the work of PIC has to be closely supervised for both quality and timeliness
- Close cooperation with ADB and MEF are critical to solve the project issues in a timely manner

