



Technical Assistance Report

Project Number: 47157-001
Capacity Development Technical Assistance (CDTA)
September 2014

Socialist Republic of Viet Nam: Implementation of Civil Service Reform Plan (Financed by the Japan Fund for Poverty Reduction)

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 16 September 2014)

Currency unit	–	dong (D)
D1.00	=	\$0.0000472
\$1.00	=	D21,188

ABBREVIATIONS

ADB	–	Asian Development Bank
HRM	–	human resource management
HRIS	–	human resource information system
JFPR	–	Japan Fund for Poverty Reduction
MOHA	–	Ministry of Home Affairs
MONRE	–	Ministry of Natural Resources and Environment
PAR	–	public administration reform
PMU	–	project management unit
Q	–	quarter
QBS	–	quality-based selection
TA	–	technical assistance
TOT	–	training of trainers

NOTE

In this report, "\$" refers to US dollars

Vice-President	S. Groff, Operations 2
Director General	J. Nugent, Southeast Asia Department (SERD)
Country Director	T. Kimura, Viet Nam Resident Mission (VRM), SERD
Team leader	D. V. Dung, Senior Public Sector Management Officer, VRM, SERD
Team members	P. Jena, Senior Public Management Specialist, SERD
	D. Mellor, Country Economist, VRM, SERD
	T. L. P. Phan, Project Analyst, VRM, SERD
	A. Qari, Procurement Specialist, Operations Services and Financial Management Department

In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.

CONTENTS

	Page
CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE	2
A. Impact and Outcome	2
B. Methodology and Key Activities	3
C. Cost and Financing	4
D. Implementation Arrangements	4
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	9
3. Outline Terms of Reference for Consultants	10
SUPPLEMENTARY APPENDIX (available on request)	
Public Sector Management Assessment Sector Report	

CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 47157-001	
Project Name	Implementation of Civil Service Reform Plan	Department /Division	SERD/VRM
Country Borrower	Viet Nam, Socialist Republic of Viet Nam	Executing Agency	Ministry of Home Affairs
2. Sector	Subsector(s)	Financing (\$ million)	
✓ Public sector management	Public administration		1.00
		Total	1.00
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change Impact on the Project	Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development Organizational development	Some gender elements (SGE)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Pilot-testing innovation and learning Implementation United Nations organization		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Not Applicable	
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
None		0.00	
Cofinancing		1.00	
Japan Fund for Poverty Reduction		1.00	
Counterpart		0.25	
Government		0.25	
Total		1.25	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. Viet Nam has faced a new set of challenges since graduating to “middle-income country” status in 2010. In a dynamic and fast-changing environment, enhancing Viet Nam’s competitiveness requires a diverse range of government interventions. These include creating an enabling policy and regulatory environment, and providing adequate physical and social infrastructure. An efficient, effective, and ethical contingent of civil servants is essential for delivering the public goods that are necessary to achieve sustainable growth and meet the increasing demands of the society. In leading the country down this new development path, the government should move towards more accountability and results-oriented management. The key driver of change is centered on a civil service reform program since the quality and enforcement of government policies rest on the performance and accountability of its civil servants.

2. The Government of Viet Nam, recognizing its strategic importance, issued the Civil Service Reform Implementation Plan¹ in October 2012 and requested technical assistance (TA) from the Asian Development Bank (ADB) to implement the plan.² In response to the government’s request, ADB conducted close consultations with the government agencies to process the proposal, including holding a fact-finding mission in September 2013. ADB’s country operations business plan, 2012–2015 includes advisory TA for supporting civil service reform in the 2013 TA program.³ The government concurred with the impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference of the proposal. Details of the Design and Monitoring Framework (DMF) are in Appendix 1.

II. ISSUES

3. **Development challenges.** At the end of 2012, 500,000 of the estimated 2.3 million civil servants were employed by government agencies with the remaining 1.8 million working as public service providers (in schools and health centers, for example). One of the challenges confronting implementation of the government’s Socio-Economic Development Plan, 2006–2010 is the ineffectiveness of its existing institutions because of capacity constraints, weak capabilities, and inadequate skills. The civil service in Viet Nam is characterized with lifelong employment and seniority-based promotions that provide little incentive to improve performances. The result is an ineffective human resource management system. The civil servant grades do not necessarily reflect competence. The promotion examinations are generic to the grade rather than specific to the competence needed for a job.

4. The government lacks systematic personnel planning. Generic and unclear job descriptions make it difficult to recruit the most suitable persons for a staff position. Performance evaluations cannot be done effectively because the rater and the staff being rated often do not share a clear and common understanding of the required competences and tasks. Training focuses too much on general theoretical and legal information in large lecture halls. Since training courses are largely designed to meet the general requirements, the content is not related to the practicalities of the work environment.

5. **Government’s strategy and plan.** The government has identified institutional reform, including transforming the civil service, as one of the three pillars for socioeconomic development for 2011–2020. The Public Administration Reform (PAR) Master Program, 2011–

¹ The Civil Service Reform Implementation Plan was issued under Decision 1557 on 18 October 2012.

² The TA first appeared in the business opportunities section of ADB’s website on 1 April 2013.

³ ADB. 2012. *Country Operations Business Plan: Viet Nam, 2013–2015*. Manila.

2020 (Resolution 30 issued on 8 November 2011) calls for the reform of (i) administrative procedures, (ii) human resource management (HRM) to improve the performance of civil servants and public service employees, and (iii) public financial management. The program reorients the annual resource allocation process from input-based to output- or target-based budgeting. The PAR index was introduced on 17 December 2012 to evaluate the operations of state agencies and local authorities. The index will enable the government to monitor, evaluate, and rank the results of the public administrative reforms in ministries and provinces based on seven criteria, including administrative management and institutional implementation.

6. The Law on Civil Servants (2010) provides the legal framework for reforming the HRM system to achieve accountable and results-oriented management. The challenge is to translate the law into HRM policies that are based on the principles of meritocracy. An integrated HRM system, including human resource planning, recruitment, training, promotion, and performance management, needs to be developed. To that end, a standardized system for job analysis, job descriptions, competency system and performance evaluation needs to be introduced to ensure effective human resource management, integrating recruitment of right persons for right jobs, competence-based training, transparent, fair performance assessment and promotion. To facilitate implementation of the reform, a comprehensive Civil Service Reform Implementation Plan was issued in October 2012 and a National Steering Committee was set up in November 2012 under the leadership of a deputy prime minister. The Implementation Reform Plan identifies an adoption of a standardized system for job analyses and descriptions with competency as critical task and a precondition for implementing integrated HRM. The government issued Decree 36 in April 2013 to legalize and guide the development of such a system.

7. **Lessons.** Under ADB's TA for Supporting Civil Service Reform, ADB supported the development of Viet Nam's first Law on Civil Servants.⁴ That TA showed that the use of job analysis and descriptions with competencies is a paradigm shift for Viet Nam.⁵ Hence, the challenges in managing the change must not be underestimated. Strong leadership and active involvement of the job incumbents in the analysis process are necessary. Transparent and fair procedures for the allocation of work, as well as specific duties and responsibilities, need to be put in place and communicated widely. To manage the change process, the characteristics of Viet Nam's civil service system need to be well understood and the new system must fit the country context. The need for strong leadership and effective coordination between the Ministry of Home Affairs (MOHA) and other agencies in identifying and promoting champions for changes is another lesson learned from the previous TA.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact of the TA will be quality of human resource management (HRM) improved in government agencies with 70% of government agencies adopting result-oriented HRM with job descriptions, competency frameworks, and performance evaluations by 2020. The outcome will be an integrated HRM system implemented and sustained in government agencies with a

⁴ ADB. 2008. *Technical Assistance to the Socialist Republic of Viet Nam for Supporting Civil Service Reform*. Manila.

⁵ One of the activities of the TA for Supporting Civil Service Reform (footnote 4) was a small-scale test of using job analysis and job descriptions in some units of the Ministry of Natural Resources and Environment (MONRE) and Quang Ninh Province.

standardized system for job analysis, job descriptions, and qualification standards system (competencies framework) applied in at least six government agencies by 2016.⁶

B. Methodology and Key Activities

9. The TA will deliver four outputs: (i) a standardized system for job analysis and job descriptions without gender discrimination, (ii) competency frameworks (qualification standards) by grades and managerial positions, (iii) guidelines on performance evaluation procedures, and (iv) dissemination of lessons learned and good practices for change management. The TA will review experiences of the earlier TA, and develop job analysis and job descriptions in one selected ministry and one province as a model for replication in the remaining ministries and provinces.⁷

10. **Standardized system for job analysis and job descriptions without gender discrimination.** The TA will scale up the techniques for conducting job analyses and preparing job descriptions that were tested under ADB's TA for Supporting Civil Service Reform (footnote 4) in the Ministry of Natural Resources and Environment (MONRE) and Quang Ninh province as a model for replication in other agencies.⁸ A handbook on how to do job analysis and job descriptions will be developed and approved by MOHA in the first quarter (Q1) of 2015 for dissemination. The handbook will also cover gender equality issues and government targets. Short training courses will be designed by Q4 2015 and delivered to task forces at MOHA and target agencies. Coaching and mentoring will facilitate the implementation of functional analysis and preparation of job descriptions across departments at the target ministry and the province, starting from Q4 2014 until Q2 2016. Training-of-trainers courses on methodologies and techniques for conducting job analysis and preparing job descriptions will also be delivered to at least 300 human resource officials (at least 35% of them women) in ministries and provinces. MOHA, with support from the consultant team, will collect feedback, exchange experiences, and provide technical advice to job analysts across agencies, including participants in the training-of-trainers program. An online training course will be designed and posted on MOHA's website by Q2 2015 to facilitate capacity building on a wider scale. A road map on the human resource information system (HRIS) will also be developed to plan the scope of work needed for the backbone information technology system supporting the reform of human resource management.

11. **Competency frameworks (qualification standards) by grades and managerial positions.** The TA will support a diagnostic study and survey on the current qualification standards system and identify areas for improvement by Q4 2014. The study will also analyze gender equality issues, related roles and responsibilities in the current competency framework, and ways to improve gender competencies, supporting women's entry and promotions. Consultations will be conducted with male and female staff at national and subnational levels on the survey findings, and to share international best practices and develop guidelines on competency frameworks by Q4 2015. From this work, the TA will pilot proposed competencies in some selected agencies, including MONRE and the Quang Ninh Provincial People's Committee. The pilot in these targeted agencies will take into account gender equality issues.

⁶ In addition to the implementation at the two targeted pilot agencies supported directly under the TA, the standardized methodology and techniques for job analysis, job descriptions, and qualification standards system (competencies framework) will be applied in at least four other agencies.

⁷ MONRE is selected as the pilot target ministry and Quang Ninh Province as the pilot province. As a priority, job analysis and job descriptions will also be conducted in ADB-funded PMUs in these two agencies.

⁸ Whereas the previous TA for Supporting Civil Service Reform only supported the testing on a small division-wide scale, the new TA will support piloting on a much larger scale, i.e., ministry-wide and province-wide, with a view to developing official ministry and/or provincial job descriptions.

Consultations and feedback will be incorporated to develop guidelines and competencies frameworks by Q4 2015 to replace the current standards.

12. **Guidelines on performance evaluation procedures.** The TA will support a diagnostic study on the current performance management system, including policies, legislation, practices, and responsibilities of key stakeholders by Q1 2015 and share international best practices. Performance appraisal procedures will be developed and tested at selected agencies, including MONRE and the Quang Ninh Provincial People's Committee, by Q1 2015. Consultations on the lessons learned will help develop guidelines on performance appraisal procedures by Q4 2015.

13. **Dissemination of lessons learned and good practices for change management.** The TA will help develop a knowledge management and communication plan by Q4 2014. A handbook on conducting job analysis and preparing job descriptions will be developed by MOHA by Q1 2015 for implementation. The handbook will be widely disseminated by Q2 2015 and will be applied by the trained HR managers in at least four other agencies. Training courses, including e-learning modules, will be delivered to human resource managers and civil servants through workshops, seminars, and MOHA's website.

C. Cost and Financing

14. The TA is estimated to cost \$1.250 million, of which \$1 million will be financed on a grant basis by the Japan Fund for Poverty Reduction (JFPR), and administered by ADB. The government will provide counterpart support in the form of personnel, office accommodation and transport, data, other administrative support, and other in-kind contributions. The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

15. The TA will be implemented from September 2014 to August 2016. MOHA will be the executing agency. Upon TA approval, a central project management unit (PMU) will be established under MOHA to implement the TA and support interagency coordination. The central PMU will prepare the handbook. Gender expertise should be included for preparing the Handbook. A senior official (director level) will be appointed as the project director under the supervision of a vice-minister. MONRE and the Quang Ninh Provincial People's Committee will be the implementing agencies. Based on the experience from the TA for Supporting Civil Service Reform, a task force will be set up in each implementing agency. A technical steering committee chaired by MOHA will be set up and will include the project director of the central PMU, MOHA representatives, heads of task forces, and ADB representatives. The committee will meet at least twice a year to monitor TA implementation and ensure that the TA objectives are achieved.

16. About 12.5 person-months of international consultant services and 83 person-months of national consultant services will be required. The international consultants will be recruited individually, while the national consultant services will be recruited through a firm using the quality-based selection (QBS) method. The consultants will be engaged in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). TA proceeds will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Resource persons will be engaged to provide expertise on jobs and competencies in various fields. The outline terms of reference for consultants are in Appendix 3. The firm to be recruited will also be responsible for delivering training programs and procuring equipment.

17. ADB will collaborate with development partners⁹ that have ongoing projects on administrative procedures reform and HRM. The TA will complement the development partners' ongoing support by providing a framework guiding the implementation of the HRM reform projects in ministries and provinces. ADB will also cooperate with the Japan International Cooperation Agency, which is supporting the training of public leaders and civil servants. The TA will provide inputs for training needs assessments and training programs designed by government agencies and the Japan International Cooperation Agency. ADB, MOHA, and the consultants will share knowledge with development partners through joint workshops, training events, and publications. Further, ADB will circulate reports to the PAR partnership, the international development coordination group for the PAR sector.

18. A dissemination plan that integrates communications and knowledge management approaches will be developed as part of output 4. Progress will be monitored using the intended outcomes and outputs described in the design and monitoring framework (Appendix 1).

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$1 million to the Government of Viet Nam to be financed on a grant basis by the Japan Fund for Poverty Reduction for the Implementation of Civil Service Reform Plan, and hereby reports this action to the Board.

⁹ The Danish International Development Agency and the United Nations Development Programme are providing ongoing support on implementing a one-stop-shop mechanism for public service delivery and improving the performance of civil servants in nine provinces.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Quality of HRM in government agencies improved	By 2020 The % of government agencies adopting results-oriented HRM with job descriptions, competency frameworks, and performance evaluations for competitive and accountable recruitment and performance evaluation increases to 70% (2014 Baseline=0)	Report on public administration performance index	Assumption The government has strong commitment and leadership on civil service reform Risk Resistance to change of some agencies and civil servants
Outcome Integrated HRM system implemented and sustained in government agencies	By 2016: Standardized system for job analysis, job description, qualification standards system (competency framework) applied in at least six government agencies (2014 Baseline=0)	Studies and report on public administration performance index	Risks Resistance to change in some agencies and civil servants Weak coordination among MOHA, line agencies, and local authorities
Outputs 1. Standardized system for job analysis and job descriptions without gender discrimination	By 2016: A model for conducting job analysis and preparing job descriptions developed through piloting in at least one ministry and one province (2014 Baseline=0) Handbook on methodology and techniques for conducting functional job analysis and preparing job descriptions finalized and disseminated to at least 70% of ministries and provinces to guide implementation across agencies; gender equality issue also included in the handbook (2014 Baseline=0) Short training courses for training of trainers (TOT) conducted for at least 300 human resource officials (at	Studies and MOHA's report on public administration reform Tracer studies and reports on training course attendance and evaluation sheets Summary of consultation workshop, report of MOHA and respective agencies	Risks Resistance to change by staff Higher pay and benefits in the private sector attracts trained staff

	<p>least 35% women), including officials of targeted agencies and other government agencies (2014 Baseline=0)</p> <p>E-learning course on the techniques for conducting job analysis and preparing job description designed and posted on MOHA's website</p> <p>Competencies framework by grades and managerial positions developed with guideline (by December 2015) (2014 Baseline=0)</p> <p>Guidelines on performance evaluation including accountability of heads of agencies developed (by December 2015) (2014 Baseline=0)</p> <p>Plan developed for communication and knowledge management for TA (by December 2014)</p> <p>Best practices for conducting job analysis and preparing job descriptions, disseminated through various channels, including 10 training workshops for at least 300 Human Resource Officers, magazines, and articles. Handbook on methodology and techniques for conducting functional job analysis and preparing job descriptions applied by the trained HR managers in at least four other agencies.</p>		
2. Competency frameworks (qualification standards) by grades and managerial positions			
3. Guidelines on performance evaluation procedures			
4. Dissemination of lessons learned and good practices for change management		Communication and knowledge management plan for TA	
Activities with Milestones			Inputs
1. Standardized system for job analysis and job descriptions without gender discrimination 1.1 Establish task force teams implementing job analysis and position identification at the target ministry and province (Q3 2014)			Japan Fund for Poverty Reduction: \$1,000,000 Government ^a

^a The government will provide counterpart support in the form of personnel, office accommodation and transport, data, other administration support, and other in-kind contribution. The implementing agencies will also provide contributions covering costs for their counterpart staff and other related operations.
Source: Asian Development Bank.

<p>1.2 Develop an action plan for rolling out with clear indication of priorities, time frames with sequencing, responsibilities, and resources (Q4 2014)</p> <p>1.3 Finalize the handbook on techniques for conducting functional job analysis and job descriptions, and get approval by MOHA for dissemination (Q1 2015)</p> <p>1.4 Conduct TOT activities for at least 300, including task force teams at MOHA and at target agencies, and human resource officials in ministries and provinces (Q4 2015)</p> <p>1.5 Develop an online training course on techniques for conducting functional job analysis and job descriptions, and post on MOHA website (Q2 2015)</p> <p>1.6 Conduct awareness and capacity building activities, coach and monitor implementation of functional analysis and job descriptions across departments at a target ministry and a province (starting Q3 2014)</p> <p>1.7 Support MOHA task force in developing coordination mechanism with an established network of job analysts (targeted human resource officials from ministries and provinces for TOT) by receiving feedback and providing technical advice to guide implementation (starting Q4 2014)</p> <p>1.8 Conduct a review of current information system and propose road map on development of Human Resource Information System (HRIS) to support the reform(starting Q4 2014)</p> <p>2. Competency frameworks (qualification standards) by grades and managerial positions</p> <p>2.1 Review current policies and guidelines on competency; and conduct survey, including analysis of gender sensitivity, and propose recommendations on competency framework (Q4 2014)</p> <p>2.2 Conduct pilot of proposed competency framework at selected units of target agencies (Q2 2015)</p> <p>2.3 Conduct consultation workshops and develop competencies framework guidelines (Q4 2015)</p> <p>3. Guidelines on performance evaluation procedures</p> <p>3.1 Review current policies and guidelines on performance management; conduct assessment on the current system and make recommendations (Q1 2015)</p> <p>3.2 Draft performance evaluation procedures and criteria and forms (Q1 2015)</p> <p>3.3 Conduct pilot at selected units in the target agencies (Q3 2015)</p> <p>3.4 Finalize performance evaluation procedures and criteria (Q4 2015)</p> <p>3.5 Develop guideline for performance evaluation (Q1 2016)</p> <p>4. Disseminating lessons learned and good practices for change management</p> <p>4.1 Develop communication and knowledge management plan for the TA (Q4 2014)</p> <p>4.2 Develop handbook on the techniques for conducting job analysis and preparing job descriptions, with qualification standards and competencies. Best practice will be captured and disseminated through workshops, conference, magazines, articles (ongoing until project completion)</p> <p>4.3 Apply handbook by HR managers in at least four other agencies (Q2 2016)</p>	
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
Japan Fund for Poverty Reduction^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	280.0
ii. National consultants	348.0
b. International and local travel	15.0
c. Reports and communication	7.0
2. Equipment ^b	12.0
3. Workshops, training, seminars, and conferences ^c	
a. Facilitators	15.0
b. Training program	235.0
4. Surveys	28.0
5. Miscellaneous administration and support costs ^d	10.0
6. Contingencies	50.0
Total	1,000.0

Note: The technical assistance (TA) is estimated to cost \$1.250 million, of which contributions from the JFPR are presented in the table above. The government will provide counterpart support in the form of personnel, office accommodation and transport, data, other administrative support, and other in-kind contributions. The value of government contribution is estimated to account for 20% of the total TA cost.

^a Administered by the Asian Development Bank

^b Equipment includes four computers, two printers, office equipment (one overhead projector), software, and accessories. All procurement will be done in accordance with the Procurement Guidelines (2013, as amended from time to time) of the Asian Development Bank. The Ministry of Home Affairs, the executing agency, will retain the equipment at the end of TA implementation.

^c Includes participants' travel costs for project training courses or pilot intervention and related logistical costs, fees, and related costs for external resource persons. Fees for resource persons, training of trainers, facilitators, who are government officials, will be covered by the government counterpart fund.

^d Includes administrative support to the government (i.e., operation cost including office stationary and ink cartridges). The government will provide in-kind contributions comprising (i) office accommodation fee; (ii) remuneration and per diem of counterpart staff (1 part-time project director, 1 full-time project deputy director, 1 full-time project accountant, 1 full-time project coordinator, and 2 full-time administrative officials); and (iii) transport, data, necessary information, and other administrative support. The implementing agencies will also provide contributions covering costs for their counterpart staff and other related operations.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Individual-Based Recruitment

1. A total of 12.5 person-months of services from international consultants will be required on an individual basis. The consultants' qualifications and general terms of reference are described in paras. 2–4.

2. **Job design and competency development expert and/or advisor** (international, intermittent, 6.5 person-months). The advisor should have comprehensive understanding of good human resource management (HRM) practice in public sector reform in developing countries, including conducting job analysis, preparing job descriptions, and developing competency frameworks. The expert should have competence in change management and coaching. The advisor, who will report to the Ministry of Home Affairs (MOHA) and the Asian Development Bank (ADB), will provide regular work reports as may be required. The advisor will be supported by the national experts. Tasks will include (i) providing advice, guidance, and inputs to the team leader and national consultants to ensure the quality of conducting job analysis and preparing job descriptions; (ii) providing guidance on the development of an action plan for rollout with clear indications of priorities, time frames with sequencing responsibilities, and resources for implementing functional analysis and job descriptions across departments at a target ministry and province; (iii) conducting awareness and capacity building activities, and coaching and monitoring the implementation of functional analysis and job descriptions across departments at a target ministry and province; (iv) developing training materials and facilitating workshops on job analysis and competency framework development; (v) providing international best practices and coaching, and conducting a survey and advising on the framework for competencies; (vi) providing guidance and inputs to ensure the quality of the guidelines on competencies prepared by the national consultants; and (vii) fine-tuning the manual on techniques for conducting job analysis and preparing job descriptions based on experiences and lessons from the implementation at target agencies. The consultant should have at least 5 years of HRM experience, particularly hands-on experiences with job analysis and job descriptions, and competency frameworks. Experience with similar projects in developing countries, particularly in Viet Nam, is an advantage.

3. **Performance management expert** (international, intermittent, 3.5 person-months). The expert should have comprehensive understanding of good HRM practice, particularly in performance management in developing countries. The expert should have competence in change management and coaching. The expert will report to the team leader and MOHA, provide regular work reports as may be required, and be supported by the national expert. Tasks will include (i) reviewing current policies, guidelines, and responsibilities of agencies and coaching and conducting the survey, assessing the current system of performance evaluation; (ii) providing international best practices and co-designing performance management process, procedures, and criteria and forms with national consultants; (iii) developing training materials and facilitating workshops on performance management; and (iv) providing guidance and inputs to ensure the quality of guidelines on performance management developed by the national consultants. The consultant should have at least 5 years of HRM experience, particularly hands-on experience in performance management. Experience with similar projects in developing countries, particularly in Viet Nam, is an advantage.

4. **Human resource information system expert** (international, 2.5 person-months, intermittent). Tasks will include (i) studying the current human resource information system

(HRIS), including a system in MOHA, and in ministries and provinces, and identifying the issues; (ii) providing international best practices and developing concept and standards for HRIS; and (iii) developing a road map for HRIS and consulting with MOHA and other agencies. The expert will report to the team leader and work closely with other consultants. The expert should have strong knowledge and at least 5 years of HRIS experience in government agencies or similar agencies, and strong presentation skills. Strong knowledge of the civil service systems in developing countries, particularly in Viet Nam, and experience with similar projects is an advantage.

B. Firm-Based Recruitment

5. A consulting team of 8 national consultants (totaling 83 person-months of services) will be recruited on a firm basis using quality-based selection criteria. The consultants' qualifications and general terms of reference are described in paras. 6–11.

6. **Human resource management expert and/or team leader** (national, intermittent, 15 person-months). The expert and/or team leader should have a comprehensive understanding and good HRM practice, hands-on experience, and practical knowledge on functional and job analysis, preferably with experience on similar projects. The expert should have competence in change management and coaching. The expert, who will report to MOHA and ADB, will provide regular work reports as may be required. Tasks will include: (i) leading the consultancy assignment, coordinating with government agencies, providing guidance and support, and supervising overall work of other consultants; (ii) developing an action plan for rollout with clear indications of priorities, time frames with sequencing, responsibilities and resources for implementing functional analysis and job descriptions across departments at a target agency, and supervising the development of an action plan in another agency; (iii) conducting awareness and capacity building activities, and coaching and monitoring the implementation of functional analysis and job descriptions across departments at a target ministry and a province; (iv) developing training materials with support from other consultants and leading the facilitation of the workshops on job analysis and competency framework development; (v) designing the competency framework with support from other consultants; (vi) providing guidance and inputs to ensure the quality of the guidelines on competencies prepared by the national consultants; (vii) fine-tuning the manual on techniques for conducting job analysis and preparing job descriptions based on experiences and lessons from the implementation at target agencies, and (viii) disseminating lessons learnt and good practices; facilitating the application of developed techniques in at least four other agencies. The consultant should have at least 5 years of HRM experience. Hands-on experience with similar projects on conducting job analysis, preparing job descriptions, and developing competency frameworks for government agencies is an advantage.

7. **Human resource management experts** (3 consultants, national, intermittent, 12 person-months each). The consultants should have comprehensive understanding and good HRM practice, hands-on experiences and practical knowledge on functional and job analysis, and preferably experience on similar projects. The consultants should have competence in change management and coaching. The consultants, who will report to the team leader, will provide regular work reports as may be required. Together with the team leader, these national experts will form two teams, each consisting of two consultants that will directly support the implementation in one targeted agency. Tasks will include (i) developing an action plan for rollout with clear indications of priorities, time frames with sequencing, responsibilities, and resources for implementing functional analysis and job descriptions across departments at the assigned target ministry and province; (ii) preparing training materials under the guidance of the team leader and facilitating capability building workshops for task forces of MOHA, and for the

target ministry and province on job analysis and job description development; the training materials will cover gender-equality issues and related roles and/or accountabilities in these agencies; (iii) designing online training on methodologies and techniques for conducting job analysis and preparing job descriptions; (iv) coaching the task force at the assigned target agencies to conduct job analysis and prepare job descriptions across the agencies, taking into account gender-equality issues and identifying good practices and champions of change; (v) studying and developing competency frameworks and performance management; (vi) coaching the task force at the target agencies to pilot the competencies framework, performance management in selected units, and identify the champions of change; (vii) facilitating consultation workshop regarding the competency framework and performance management; (viii) developing guidelines on competencies management and performance management, and providing gender-related inputs into policy recommendations; (ix) drawing the lessons and fine-tuning the manual on techniques for conducting job analysis and preparing job descriptions and (x) disseminating lessons learnt and good practices; facilitating the application of developed techniques in at least four other agencies. The consultant should have at least 5 years of HRM experience. Hands-on experience with similar projects on conducting job analysis, preparing job descriptions, and developing competency frameworks for government agencies is an advantage.

8. **Communication expert** (national, intermittent, 7 person-months). The expert should have good practical knowledge of communication, understanding of government organizational structure, and functions and public administration reform. The expert should have competence in change management and engaging others. Tasks will include (i) developing a strategy and plan for communication and knowledge management for conducting job analysis and preparing job descriptions; and (ii) assisting the implementation of the plan and coordinating with other consultants to identify and disseminate lessons learnt and good practices. The expert should have at least 5 years of experience in the field. Hands-on experience with similar projects is an advantage.

9. **Human resource management research and survey expert** (national, intermittent, 6 person-months). The expert should have comprehensive and in-depth understanding of HRM, and solid research skills. The expert will work closely, and provide inputs and advice to, international and national consultants. The expert will report to the team leader. Tasks will include (i) assessing current policies and practices on competency and performance management in Viet Nam, including analysis of gender sensitivity, related roles and responsibilities, and the way to enhance gender competencies, supporting women's entry and promotions; (ii) designing and leading two surveys on policy and practice for competency and performance management in government agencies in Viet Nam; (iii) conducting consultations on the subject, writing a report, and providing inputs and/or recommendations on the proposed guidelines; and (iv) participating in the workshop and disseminating the findings. The consultant should have at least 5 years of experience in conducting research in government agencies. Experience with similar projects in Viet Nam is an advantage.

10. **Information technology expert** (national, intermittent, 4 person-months). The expert should have a good understanding of the civil service system in Viet Nam. The expert will report to the international HRIS expert, and will work closely and provide inputs and advice to other consultants. Tasks will include (i) customizing the platform and developing course ware for e-learning on techniques for conducting job analysis and preparing job descriptions; (ii) supporting the international consultant in studying the current human resource information system, assessing a system in MOHA, and in ministries, provinces, and the integration; (iii) supporting the dissemination of HRIS standards and best practices; and (iv) supporting the development of

a road map for HRIS and consultation. The expert should have at least 5 years of experience working in information and communication technology, particularly in government agencies.

11. **Translator and project facilitator** (national, intermittent, 15 person-months). Experienced translator (Vietnamese to English and vice versa) will be engaged to assist in the translation of reports, development of publications and other documents, and editing of materials that will be publicly disseminated and published in Vietnamese. The translator and project facilitator will also perform the following: (i) in close coordination with the ADB project team, the other consultants, MOHA, and implementing agency staff, provide support on knowledge sharing, information dissemination, and communication; (ii) assist the team leader in preparing reports on the implementation of the TA to be submitted to MOHA and ADB; (iii) translate documents from English to Vietnamese and vice versa as needed and act as translator as requested by the ADB project team and the TA team leader; and (iv) provide administrative support to the project management unit, consultant team, and the network of trainers. Facilitate the coordination between the project management unit, consultant team, and the network of trainers.

C. Workshops, Seminars, and Training

12. All the consultants will assist and/or participate in a series of workshops, seminars, and/or training sessions to disseminate the results of their work and develop capacity. These events will be designed and organized in consultation with the ADB project team. All the events will be clearly defined with expected outcomes and target audiences. While consultants will support and conduct the workshops, seminars, and conferences (including logistical arrangements), an advance payment facility will be used when needed by MOHA, which will manage and administer the activity costs, including the liquidation of advances.

Table A3: Proposed Workshops, Training, Seminars, and Conferences

Purpose	Number of Participants	Venue and Location	Duration	Cost
Inception workshop	80	Ha Noi	1 day	\$12,000
Ten training courses for task force teams and at least 300 human resource officers	500	Ha Noi, Quang Ninh, central and south Viet Nam	3 days each, 30 days total	\$65,000
Three workshops on competency framework	240	North, central, and south Viet Nam	2 days each, 6 days total	\$36,000
Three workshops on performance appraisal	240	North, central, and south Viet Nam	2 days each, 6 days total	\$36,000
Three workshops on finalizing manual on techniques for conducting job analysis and preparing job descriptions	240	North, central, and south Viet Nam	2 days each, 6 days total	\$36,000
Final workshop	100	Ha Noi, Viet Nam	1 day	\$14,000

Source: Asian Development Bank.