



Technical Assistance Report

Project Number: 48126-001
Capacity Development Technical Assistance (CDTA)
August 2015

Kingdom of Cambodia: Strengthening Capacity Development for National Skills Development (Financed by the Japan Fund for Poverty Reduction)

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 14 July 2015)

Currency unit	–	riel/s (KR)
KR1.00	=	\$0.00024
\$1.00	=	KR4,111

ABBREVIATIONS

ADB	–	Asian Development Bank
CWG	–	coordination working group
DGTVET	–	director general of TVET
IWG	–	interagency working group
MLVT	–	Ministry of Labor and Vocational Training
NSDP	–	national strategic development plan
NTB	–	National Training Board
PFMR	–	public financial management reform
TA	–	technical assistance
TTI	–	technical training institute
TVET	–	technical and vocational education and training
TVETSDP	–	TVET sector development program

NOTE

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

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 48126-001	
Project Name	Strengthening Capacity Development for National Skills Development	Department /Division	SERD/CARM
Country Borrower	Cambodia Royal Government of Cambodia	Executing Agency	Ministry of Labor and Vocational Training
2. Sector	Subsector(s)	Financing (\$ million)	
✓ Education	Education sector development		1.00
		Total	1.00
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development	Gender equity (GEN)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Civil society organizations Implementation Private Sector		
Private sector development (PSD)	Conducive policy and institutional environment		
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		0.10	
Government		0.10	
Total		1.10	
9. Effective Development Cooperation			
Use of country procurement systems		Yes	
Use of country public financial management systems		Yes	

I. INTRODUCTION

1. Established in 2005, the Ministry of Labor and Vocational Training (MLVT) is mandated by the Government of Cambodia to direct the technical and vocational education and training (TVET) and labor sectors to reduce poverty and promote inclusive growth.¹ In the past 10 years, MLVT has improved access to formal technical and vocational training. In 2012–2013, more than 8,700 students (23% female) were enrolled in formal training courses (certificate level and above) compared to about 4,300 students (27.5% female) in 2008–2009. Despite this increase, according to the labor force survey in 2012, it is estimated that 35.5% of the employed population aged 15 or older (7,197,416) had a secondary education and 3.3% had attended technical and vocational education.² A fact-finding mission conducted from 9 to 13 March 2015 by the Asian Development Bank (ADB) reconfirmed the importance of capacity development technical assistance (TA) for MLVT's Directorate General of Technical and Vocational Education and Training (DGTVE) to address major capacity and policy gaps.³ During the mission, the government emphasized the TA's importance in providing long-term capacity building for DGTVE to develop and reform Cambodia's TVET sector. The mission discussed and agreed with the government on the TA's scope, impact, outcome, outputs, implementation arrangements, costs, financing arrangements, and terms of reference. The design and monitoring framework is presented in Appendix 1.⁴

II. ISSUES

2. The government acknowledges that the current workforce's skills mismatch, shortage, and low education and skills pose major constraints to conducting business in Cambodia and limit the country's competitiveness and growth. In response, it has taken steps to reform and expand the country's TVET system. The government's Rectangular Strategy for Growth, Employment, Equity and Efficiency, Phase III; the National Strategic Development Plan (NSDP, 2014–2018);⁵ and the Industrial Development Policy, 2015–2025 emphasize skills development for higher technology skills training to grow the economy.⁶

3. Since 2009, with ADB assistance, the government has been modernizing the TVET system. The Strengthening Technical and Vocational Education and Training Project⁷ (STVET 2010–2015) has made significant achievements, including (i) preparation of the TVET Strategic Plan, 2014–2018, endorsed by DGTVE in April 2015; (ii) development of the draft study report on MLVT TVET Medium Term Expenditure Framework, 2015–2018, which is expected to be endorsed in quarter 3, 2015; (iii) introduction of TVET management information and labor market information systems; (iv) capacity-building training for TVET instructors to pilot a competency-based training system; and (v) development of skills standards for priority sectors.⁸

¹ Sub-decree # 52 (2005) on Organization and Functioning of MLVT.

² Government of Cambodia, National Institute of Statistics, Ministry of Planning, 2013, *Cambodia Labor Force and Child Labor Survey 2012*, (Phnom Penh).

³ The concept paper for the proposed TA was approved on 6 February 2015. Major capacity and policy gaps are summarized in paragraph 3 of the TA report.

⁴ The TA first appeared in the business opportunities section of ADB's website on 24 April 2015.

⁵ Government of Cambodia. 2013. *Rectangular Strategy for Growth, Employment, Equity, and Efficiency, Phase III*; Government of Cambodia. 2013. *National Strategic Development Plan 2014–2018*. Phnom Penh.

⁶ The Industrial Policy Development, 2015–2025, was endorsed by the government in March 2015.

⁷ ADB, 2009. *Report and Recommendation of the President to the Board of Directors: Proposed Asian Development Fund Grant to the Kingdom of Cambodia: Strengthening Technical Vocational Education and Training Project*. Manila. The project was approved in November 2009.

⁸ Priority sectors include: construction, auto mechanics, and information communication technology and business.

To further support reforms, the TVET Sector Development Program (TVETSDP)⁹ supports (i) developing and implementing policies that enable the TVET system to be more accessible and relevant to labor market needs; (ii) increasing engagement of employers in TVET—through the introduction of apprenticeship, internship, and stipend programs for middle-level training—and of sector skills councils and centers of excellence; and (iii) enhancing capacity of TVET institutions to implement and monitor the Cambodian Qualification Framework.¹⁰ Despite the achievements, there is still intense pressure on DGTVET to develop and implement results-based planning and budgeting for TVET programs. The TA will address several major capacity and policy gaps, including:

- (i) A lack of understanding of results-based planning and budgeting that exists among staff at DGTVET and training institutes. This capacity gap is one important reason for low national budget allocation for the sector.¹¹ The TA will develop capacity of MLVT's DGTVET to link key result indicators of the TVET Strategic Plan, 2014-2018 with budget formulation, implementation, and monitoring. The government's public financial management reform (PFMR) program underlines the importance of improving financial accountability and budget-policy linkages toward performance accountability.¹²
- (ii) The limited capacity of DGTVET, which also serves as the secretariat of the National Training Board (NTB) in TVET policy formulation and implementation, has also been a critical constraint in TVET reforms.¹³ The TA will build capacity of DGTVET and relevant agencies under NTB to develop a national TVET policy, which will guide skills development strategies and facilitate coordination amongst stakeholders.
- (iii) Employer collaboration in TVET policy and program development is at an initial stage, and focuses mainly on developing skills standards and learning materials. The government views public-private sector partnerships as imperative to skills development—driven by the government's need to leverage additional financing and expertise from the private sector. To facilitate systematic dialogue with, and promote engagement of, the private sector in TVET development and service delivery, the TA will assist DGTVET to conduct a feasibility study exploring different training fund options.
- (iv) Women's enrollment in formal training programs, compared with the female labor force participation rate of 62.0%, has decreased from 27.5% in 2008–2009 to 23.0% in 2012–2013. To expand women's opportunities and promote their access to the full range of occupational choices, especially in nontraditional courses and TVET management positions, the TA will build DGTVET's capacity to develop and implement a DGTVET gender-responsive policy and action plan.

⁹ ADB. 2014. *Report and Recommendation of the President to the Board of Directors: Proposed Loans to the Kingdom of Cambodia for Technical Vocational Education and Training Sector Development Program*. Manila. The program was approved in September 2014.

¹⁰ A sub-decree was issued by the government on 28 March 2014 to promulgate the implementation of the Cambodian Qualification Framework, which has eight qualification levels.

¹¹ The national recurrent budget allocated to MLVT has been low and fluctuated from \$25 million in 2013 to \$22 million in 2014, and to an estimated \$29 million or 1.3% of total government recurrent expenditure in 2015. DGTVET budget for 2015 is estimated at \$9.2 million.

¹² The PFRM program is the 21-year program framework (2004–2025). MLVT is one of 10 ministries piloted on program budgeting.

¹³ NTB is the apex body for TVET policy formulation. NTB is chaired by a deputy prime minister.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

4. TA is aligned with the findings and recommendations of ADB's Midterm Review of Strategy 2020 that, among others, aims to assist developing member countries under rapid economic and social changes in increasing investment in education, which is essential in tackling widening inequalities, expanding the human capital base for higher productivity, and ensuring inclusive economic growth.¹⁴ The TA is aligned with ADB's Cambodia country partnership strategy, 2014–2018, which emphasizes the importance of human and social development through improved quality of education and training systems that are linked closely with labor market demands and development needs. The country partnership strategy also aims to support the government in public sector management, including improving budget preparation and execution, accounting, and financial management.

A. Impact and Outcome

5. The impact of the TA is aligned with the government's NSDP objective for development of high quality and capable human resource to support economic growth and competitiveness of Cambodia.

6. The outcome of the TA will be improved capacity of DGTVET technical departments and technical training institutes (TTIs) to develop and implement results-based planning and budgeting, and TVET policies.¹⁵ By 2018, it is expected that (i) six technical departments and 24 TTIs of DGTVET will implement results-based planning and budgeting and (ii) TVET recurrent spending will increase from about \$9.2 million in 2015 to about \$12.2 million.

B. Methodology and Key Activities

7. The TA seeks to provide long-term capacity development of DGTVET for national skills development, and will have three outputs:

8. **Output 1: Strengthened results-based planning and budgeting for technical and vocational education and training.** The TA aims to equip officials responsible for planning and budgeting from the six technical departments and 24 TTIs under DGTVET and MLVT Department of Finance with the necessary knowledge and skills in results-based planning and budgeting through a phased training program. Activities will include (i) a review of DGTVET's budgeting and planning process; (ii) an assessment of staff knowledge of results-based TVET planning and budgeting, including examining their capacity-building needs; (iii) the development of training materials and tools, and a program for capacity-building workshops, including on-the-job training; and (iv) an impact assessment on capacity building for technical departments and TTIs. Guidelines issued by the Ministry of Economy and Finance and MLVT, as well as training materials and tools to be designed by the TA consultant, will be followed and used. TVET and labor market information systems, as well as the draft MLVT TVET medium-term expenditure framework, developed under the STVET project, will be important inputs for results-based planning and budgeting.

¹⁴ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

¹⁵ TTIs, in this project paper, include polytechnic institutes and regional and provincial training centers. They are line institutions of MLVT.

9. **Output 2: Strengthened capacity of the DGTVET for development of national technical vocational education and training policy and completion of a feasibility study on training funds.** Through training programs, the TA will enhance the capacity of DGTVET staff, especially those in policy and strategy departments, and members of an interagency working group (IWG). Activities will include (i) establishing an IWG to review relevant national policies and draw on experience from other countries in drafting national TVET policy; (ii) developing time-bound capacity-building and consultation workshop programs, including specific inputs from each IWG member; and (iii) drafting a national TVET policy to be endorsed by the government.¹⁶ In addition, the TA consultant and assigned staff from relevant departments will conduct a feasibility study on training funds. The findings will help the government, especially MLVT, in preparing a skills development fund system.

10. **Output 3: Strengthened capacity of the DGTVET for development and implementation of DGTVET gender policy and action plan.** The TA will increase women's access to certificate-level training programs and participation in TVET system management positions. Under this output, MLVT will develop a DGTVET gender policy and action plan. Activities include (i) assessing capacity building needs of staff from gender secretariat, gender office, technical departments, and selected TTIs; (ii) developing training materials and program consultation workshops; (iii) drafting DGTVET gender policy and action plan to be endorsed by MLVT; and (iv) developing terms of reference for social equity staff position of DGTVET's gender office. Gender focal persons and staff from MLVT's gender secretariat and gender office, as well as from six technical departments and 24 TTIs, will organize and participate in consultation workshops to develop and implement DGTVET's gender policy and action plan.

11. The TA has several innovative features. Development of a national TVET policy through IWG under NTB will increase government ownership and private sector engagement during implementation. The TVET policy and feasibility study on training funds will be important knowledge products for implementing the Industrial Policy Development, 2015–2025, and for exploring public–private partnerships in Cambodia's education and training sector.

12. The TA design assumes that (i) the government continues to prioritize skills development and commits to increase the budget allocation for TVET, (ii) the PFMR program continues to be implemented and results-based planning and budgeting continues to be promoted, (iii) DGTVET operations comply with requirements of the government-led PFMR program and MEF's annual budget preparation, and (iv) gender-inclusive skills development continues to be a priority for national skills development. The only critical risk is staff capacity continues to be weak in coordinating policy and budget discussions and applying knowledge.

C. Cost and Financing

13. The TA is estimated to cost \$1,100,000, of which \$1,000,000 will be financed on a grant basis by the Japan Fund for Poverty Reduction and administered by ADB. The government will provide counterpart staff, office space, furniture, equipment for minor printing or photocopying, logistical and administrative assistance, and other in-kind contributions. The cost estimates and financing plan are in Appendix 2.

¹⁶ The IWG will comprise at least 20 members from NTB. Representatives from the Ministry of Women's Affairs, MLVT's gender secretariat, and DGTVET's gender office will also be IWG members. The TVET national policy is one of five policy actions under TVETSDP.

D. Implementation Arrangements

14. The TA will be implemented over 2 years, from 1 August 2015 to 31 July 2017. MLVT will be the TA executing agency and MLVT's DGTVET will be the implementing agency. The project steering committee for TVETSDP will oversee TA implementation. The project coordination unit, once established and with TVETSDP staff assigned, will be tasked to (i) ensure TA outcomes and outputs are achieved within the agreed schedule and budget, (ii) work with consultants in carrying out TA activities, and (iii) coordinate with other stakeholders.

15. TA implementation will be supported by about 54 person-months of consulting services (32 person-months of international and 22 person-months of national consulting services). ADB will engage the consultants on an individual basis following the Guidelines on the Use of Consultants (2013, as amended from time to time).¹⁷ The required qualifications and outline terms of reference for consultants are provided in Appendix 3.

16. The implementing agency will manage expenses related to workshops, local trainings and seminars, and administrative support. The Implementing Agency will open a bank account endorsed by the Ministry of Economy and Finance for advance payment facility for small expenditures on workshops, local trainings and seminars.¹⁸ The implementing agency will be responsible to (i) submit the estimated costs of expenditures for the first 6 months for ADB's prior approval, and (ii) submit the required supporting documents for liquidation of eligible expenditures following ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). The implementing agency will submit quarterly progress reports and a TA completion report within 3 months of completion to ADB. Progress will be monitored against the intended outcome and outputs in the design and monitoring framework (Appendix 1).

17. The ADB mission, in coordination with the executing and implementing agencies, will monitor TA implementation through periodic missions. Other sources that will support monitoring and evaluation include workshop reports and NTB's and/or project steering committee's meeting minutes; training materials; policy, planning, and budgeting documents; and consultants' study reports. The implementing agency will disseminate lessons and good practices, training materials and assessment tools, and study and impact assessment reports produced under the TA to relevant stakeholders and institutions through workshops and/or seminars and the NTB's and/or executing agency's websites.

IV. THE PRESIDENT'S DECISION

18. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$1,000,000 to the Government of Cambodia to be financed on a grant basis by the Japan Fund for Poverty Reduction for Strengthening Capacity Development for National Skills Development, and hereby reports this action to the Board.

¹⁷ Based on the experience of the Cambodia Resident Mission, it is extremely difficult to ensure firms deploy qualified individual consultants, especially when a TA such as this depends on specialist expertise and skills that will facilitate long-term capacity development. To reduce administrative burden and improve efficiency and value for money, ADB will engage all TA consulting services on output-based (lump-sum) contracts. The project coordination unit will work with the TA consultants in coordinating and carrying out activities with technical support from the international TVET specialist and team leader. ADB will develop reporting requirements (content and schedule) and payment milestones of each TA consultant before recruitment.

¹⁸ Direct payment through bank transfer to end-user and/or service provider will be made for large expenditures such as large consultation workshops and consulting services.

DESIGN AND MONITORING FRAMEWORK

<p>The impact of the TA is aligned with the government's NSDP objective for development of high quality and capable human resource to support economic growth and competitiveness of Cambodia.</p>				
Project Chain	Result	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome		By 2018: Six technical departments and 24 TTIs of DGTVET implemented results-based planning and budgeting (baseline will be determined in Q3 2015) TVET recurrent spending increased from about \$9.2 million in 2015 to about \$12.2 million	TA completion report Budget Law 2017	Risk Staff capacity continues to be weak in applying knowledge.
Outputs		By end of project year (2017) 92 officials (20% women) (18 officials from six technical departments, two officials from MLVT Department of Finance, and 72 officials from 24 TTIs of DGTVET) trained in results-based planning and budgeting from Q4 2015 AOP of DGTVET, including its technical departments, and 24 TTIs developed based on results-based principle by Q1 2016 (AOP 2016) and Q2 2017 (AOP 2017) DGTVET results-based BSPs developed and incorporated in MLVT BSP by Q2 2016 (BSP 2016–2018) and by Q2 2017 (BSP 2017–2019)	Training proceeding reports and TA report AOPs 2016 and TA report DGTVET's BSP 2016–2018	Insufficient number of staff with background in accounting and financing.
	2. Strengthened capacity of DGTVET for development of national TVET policy and completion of a feasibility study on training funds	IWG members (30% women) participated in TVET policy formulation and training workshop series from Q3 2015 to Q1 2017 Draft national TVET policy finalized by Q1 2017 and approved by the government by Q2 2017 Feasibility study on training funds, inclusive of recommendations, completed by Q4 2016	Training proceeding reports National TVET policy document Feasibility study report submitted to MLVT	Staff capacity continues to be weak in coordinating policy and budget discussions and applying knowledge.

<p>3. Strengthened capacity of DGTVET for development and implementation of DGTVET gender policy and action plan</p>	<p>40 officials (50% women) from MLVT gender secretariat, DGTVET's gender office, six technical departments, and selected TTIs participated in training workshop series from Q4 2015 to Q2 2016</p> <p>Terms of reference for social equity staff position of DGTVET's gender office endorsed by MLVT by Q4 2015</p> <p>DGTVET gender policy and action plan endorsed by MLVT in Q2 2016</p>	<p>Training proceeding reports and TA report</p> <p>Terms of reference submitted to DGTVET</p> <p>Gender policy and action plan document</p>	<p>Insufficient number of female staff in management position.</p>
<p>Activities with Milestones</p> <p>1. Strengthened results-based planning and budgeting for TVET</p> <p>1.1 Review current budgeting and planning process of DGTVET and assess knowledge and understanding of relevant staff of results-based TVET planning and budgeting, including determining baseline, by Q3 2015</p> <p>1.2 Develop training materials, tools, and programs for workshop series in results-based planning and budgeting by Q4 2015</p> <p>1.3 Start capacity building workshops from Q4 2015</p> <p>1.4 Trained staff, with technical assistance from consultant, develop DGTVET's BSP for 2016–2018 in Q1 2016 for approval by Q2 2016 and BSP for 2017–2019 in Q2 2017</p> <p>1.5 Trained staff, with technical assistance from consultant, develop AOPs of DGTVET, including its technical departments, and 24 TTIs by Q2 2016 (for AOPs 2016) and Q2 2017 (for AOPs 2017)</p> <p>1.6 Conduct an impact assessment on DGTVET capacity in results-based planning and budgeting implementation by Q4 2016</p> <p>2. Strengthened capacity of DGTVET for development of a national TVET policy and completion of a feasibility study on training funds</p> <p>2.1 Establish an IWG to review relevant TVET policies and strategies by Q3 2015</p> <p>2.2 Develop training materials and programs for workshop series on TVET policy formulation by Q3 2015</p> <p>2.3 Start capacity building and consultation workshop series on TVET policy formulation from Q4 2015 to Q1 2017</p> <p>2.4 Draft national TVET policy prepared by IWG, with technical assistance from consultant, by Q1 2017 for approval by the government in Q2 2017</p>		<p>Inputs</p> <p>Japan Fund for Poverty Reduction: \$1,000,000</p> <p>Note: The government will provide counterpart support in the form of counterpart staff, office space, furniture, equipment for minor printing or photocopying, logistical and administrative assistance, and other in-kind contributions.</p>	

<p>2.5 Consultant, with support from DGTVET staff, completes the feasibility study on training funds and presents the findings to DGTVET and MLVT by Q4 2016</p> <p>3. Strengthened capacity of DGTVET for development and implementation of DGTVET gender policy and action plan</p> <p>3.1 Assess capacity-building needs for gender secretariat, gender office, six technical departments, and selected TTIs by Q3 2015</p> <p>3.2 Develop training materials and programs for workshop series by Q3 2015</p> <p>3.3 Organize capacity-building and consultation workshop series on DGTVET gender policy and action plan formulation from Q4 2015 to Q2 2016</p> <p>3.4 Trained staff, with technical assistance from consultant, develop terms of reference for the social equity staff position in DGTVET's gender office by Q4 2015</p> <p>3.5 Trained staff, with technical assistance from consultant, develop draft DGTVET gender policy for approval by DGTVET by Q2 2016</p>	
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AOP = annual operational plan, BSP = budget strategic plan, DGTVET = directorate general of TVET, IWG = interagency working group, MEF = Ministry of Economy and Finance, MLVT = Ministry of Labor and Vocational Training, PFMR = public financial management reform, TA = technical assistance, TTI = technical training institute, TVET = technical and vocational education and training.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
Japan Fund for Poverty Reduction ^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	652.0
ii. National consultants	55.0
b. International and local travel	43.0
c. Reports and communications	8.0
2. Workshops, local trainings, and seminars	88.0
3. Miscellaneous administration and support costs	54.0
4. Contingencies	100.0
Total	1,000.0

Note: The technical assistance is estimated to cost \$1,100,000, of which contributions from the Japan Fund for Poverty Reduction are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office space, furniture, equipment for minor printing or photocopying, logistical and administrative assistance, and other in-kind contributions. The value of government contribution is estimated to account for 10% of the total technical assistance cost.

^a Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. General

1. The technical assistance (TA) will require inputs from four project implementation consultants (three international consultants and one national consultant): a public financial management specialist (international, 11 person-months); a technical and vocational education and training (TVET) policy specialist and team leader (international, 15 person-months); a gender and social equity specialist (international, 6 person-months); and a TVET policy and financing specialist (national, 22 person-months). The terms of reference for the project implementation consultants are detailed below.

B. Detailed Terms of Reference

2. **International public financial management specialist** (11 person-months). He or she will have a graduate degree in finance or a relevant discipline, and at least 7 years of financial and results-based management (planning, budgeting, and monitoring and evaluation) experience in education and technical training sectors, including capacity-building experience, in the country and/or region. He or she will work closely with the Ministry of Economy and Finance (MEF), the Ministry of Labor and Vocational Training (MLVT) and its Directorate General of TVET (DGTVET) and Directorate General for Finance and Administration, Finance and State Asset Department, and Department for Planning, including counterpart staff. The consultant will have the following tasks:

- (i) review DGTVET and MLVT's budgeting and planning processes, and assess understanding of relevant staff of DGTVET, including technical departments, and technical training institutes (TTIs) on results-based TVET planning and budgeting;
- (ii) develop training materials and programs for workshop series on results-based planning and budgeting, and carry out capacity-building trainings for staff;
- (iii) provide technical assistance to trained staff to develop annual operational plans (AOPs) for 2016 and, if needed, 2017, for their respective institutions and DGTVET, and a budget strategic plan (BSP) for 2016–2018, and, if needed, 2017–2019, for DGTVET;
- (iv) provide technical support to DGTVET in fostering policy dialogue as the secretariat of the National Training Board and chair of the TVET coordination working group;
- (v) with support of assigned DGTVET staff, conduct an impact assessment on results-based planning and budgeting development and implementation; and
- (vi) assist DGTVET and the Asian Development Bank (ADB) in any other assignments as may be reasonably expected within the scope of work.

3. The specialist will ensure the following deliverables:

- (i) Inception report, satisfactory to ADB, 4 weeks after commencement of services.
- (ii) Summary report on current budgeting and planning process and on capacity of DGTVET staff in results-based TVET planning and budgeting.
- (iii) DGTVET's BSP 2016–2018 and, if needed, BSP 2017–2019.
- (iv) AOPs for 2016 of DGTVET technical departments and selected TTIs.
- (v) DGTVET capacity-building assessment report.
- (vi) Summary consulting services completion report 1 month before contract end.

4. **International technical and vocational education and training policy specialist and team leader** (15 person-months). He or she will have a graduate degree in public policy or a relevant discipline, and at least 10 years of TVET experience, including TVET management and financing and public–private partnership experience, in the country and/or region. He or she will work closely with DGTVET, especially departments of policy and strategy and TVET institution management and IWG. He or she will be responsible for coordinating all TA inputs and activities, as well as report submissions to DGTVET and ADB. The consultant will have the following tasks:

- (i) review and analyze relevant policies, including education, technical training, employment, and industrial development, as well as national priorities and strategic directions;
- (ii) support DGTVET to establish an interagency working group (IWG) to develop a national TVET policy;
- (iii) develop training materials and conduct a capacity-building workshop series for IWG members, including DGTVET staff, on national TVET policy formulation and implementation;
- (iv) assist DGTVET to present the draft national TVET policy to stakeholders and the proposed national TVET policy for government endorsement;
- (v) work with assigned staff from DGTVET and relevant technical departments to conduct feasibility study on training funds and to present findings and recommendations to MLVT;
- (vi) coordinate team members' outputs and ensure outputs are effectively implemented and delivered;
- (vii) support DGTVET to prepare the TA progress and completion reports; and
- (viii) assist DGTVET and ADB in any other assignments as may be reasonably expected within the scope of work.

5. The specialist will ensure the following deliverables:

- (i) Inception report, satisfactory to ADB, 4 weeks after commencement of services.
- (ii) Approved outlines of draft national TVET policy by end of Q3 2015.
- (iii) Draft national TVET policy (first draft by Q4 2015; second draft by Q1 2016; third draft by Q2 2016).
- (iv) Final draft national TVET policy by Q1 2017.
- (v) Draft feasibility study report on training funds (first draft by Q4 2015; second draft by Q1 2016).
- (vi) Final feasibility study report presented to the government by Q4 2016.
- (vii) Summary consulting services completion report 1 month before contract closing.

6. **International gender and social equity specialist** (6 person-months). He or she will have a graduate degree in social sciences or a relevant discipline, and have at least 7 years of gender and social equity policy and planning experience, including capacity-building experience, with large multilateral projects and/or programs in the country and/or region. He or she will work with MLVT's gender secretariat, the gender office under DGTVET, and relevant technical departments and TTIs to collaborate with other government institutions, nongovernment organizations, and the private sector. The specialist will have the following tasks:

- (i) undertake an analysis on DGTVET's strategies for and approaches to (a) increasing women's access to technical and vocational training programs, (b) promoting women's roles in TVET system management, and (c) building

- institutional capacity and knowledge; and provide recommendations for incorporation in DGTVET gender policy and action plan;
- (ii) develop training materials and conduct a capacity-building workshop series for staff from MLVT gender secretariat, DGTVET gender office, six technical departments, and selected TTIs;
- (iii) assist trained staff to draft DGTVET gender policy and action plan with priority focus on gender-inclusive skills development and TVET system management;
- (iv) conduct discussion workshops and/or forums, including with the TVET CWG, to present the assessment findings and draft gender policy and action plan;
- (v) assist DGTVET to present the proposed gender policy and action plan for MLVT endorsement;
- (vi) assist trained staff to develop terms of reference for the social equity staff position in the newly established gender office; and
- (vii) assist DGTVET and ADB in any other assignments as may be reasonably expected within the scope of work.

7. The specialist will ensure the following deliverables:

- (i) Inception report, satisfactory to ADB, 4 weeks after commencement of services.
- (ii) Summary report on gender capacity-building needs within DGTVET by Q3 2015.
- (iii) Approved outlines of draft DGTVET gender policy and action plan by Q3 2015.
- (iv) Draft DGTVET gender policy and action plan by January 2016, and final draft for approval by MLVT by February 2016.
- (v) Terms of reference for social equity staff position of gender office by Q4 2015.
- (vi) Summary consulting services completion report 1 month before contract closing.

8. **National technical and vocational education and training policy and financing specialist and deputy team leader** (22 person-months). He or she will have a graduate degree in social sciences or a relevant discipline, and at least 5 years' extensive experience in education, TVET policy and financing, and gender including capacity building, reporting, and private sector knowledge. He or she will serve as the focal person for the consulting team and will coordinate with DGTVET, technical departments, and TTIs to perform the following tasks:

- (i) organize consultations and training workshops to strengthen capacity for results-based TVET planning and budgeting, developing a national TVET policy, conducting a feasibility study on training funds, and developing a DGTVET gender policy and action plan;
- (ii) review and analyze: education and training policies; MLVT's budget, strategic plan, and AOP preparation processes; and DGTVET's strategies on and approaches to expanding women's access to technical and vocational training programs and participation in TVET system management;
- (iii) assist international specialists and DGTVET in organizing meetings and discussion workshops, as well as in presenting the proposed policy papers to CWG, MLVT, and the National Training Board;
- (iv) assist international specialists and DGTVET in conducting an impact assessment on results-based planning and budgeting development and implementation;
- (v) assist DGTVET to prepare TA progress and completion reports; and
- (vi) assist the executing and implementing agencies and ADB in any other assignments as may be reasonably expected within the scope of work.

9. The specialist will ensure the following deliverables:
- (i) Joint inception report, satisfactory to ADB, 4 weeks after commencement of services.
 - (ii) Quarterly TA implementation progress reports.
 - (iii) Joint summary reports with the three international specialists.
 - (iv) Joint feasibility study report with international TVET policy specialist.
 - (v) Joint DGTVET capacity-building assessment report with international public financial management specialist.
 - (vi) TA completion report.