



Technical Assistance Report

Project Number: 48183-001
Capacity Development Technical Assistance (CDTA)
December 2014

Socialist Republic of Viet Nam: Improving Portfolio Performance and Aid Management

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 6 November 2014)

Currency unit	–	dong (D)
D1.00	=	\$0.000047
\$1.00	=	D21,304

ABBREVIATIONS

ADB	–	Asian Development Bank
JPPR	–	joint portfolio performance review
MPI	–	Ministry of Planning and Investment
NSC	–	National Steering Committee
ODA	–	official development assistance
PMU	–	project management unit
TA	–	technical assistance

NOTE

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

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 48183-001	
Project Name	Improving Portfolio Performance and Aid Management	Department /Division	SERD/VRM
Country Borrower	Viet Nam, Socialist Republic of Viet Nam, Socialist Republic of	Executing Agency	Ministry of Planning and Investment
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Public sector management	Economic affairs management		0.60
		Total	0.60
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	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Implementation International finance institutions (IFI)		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Nation-wide	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.60	
Sovereign Capacity development technical assistance: Technical Assistance Special Fund		0.60	
Cofinancing		0.00	
None		0.00	
Counterpart		0.15	
Government		0.15	
Total		0.75	
9. Effective Development Cooperation			
Use of country procurement systems			No
Use of country public financial management systems			No

I. INTRODUCTION

1. During an Asian Development Bank (ADB) country programming mission in 2013, the Government of Viet Nam requested that ADB continue its support for improving the performance of the country's official development assistance (ODA) portfolio in general and the ADB portfolio in particular by providing this technical assistance (TA).¹ ADB consulted with the Ministry of Planning and Investment (MPI), which will be the TA executing agency, on the scope of the assistance and the financing arrangements in June and July 2014. During a fact-finding mission in August 2014, ADB and the government officially agreed on the objectives, scope, implementation arrangements, cost, financing arrangements, and terms of reference for consultants. The design and monitoring framework is in Appendix 1.²

II. ISSUES

2. ODA has played an important role in supporting Viet Nam's socioeconomic development. From 1993 to 2013, development partners committed to provide nearly \$80 billion of ODA. Out of the \$51 billion of which the financing agreements were signed, \$37.6 billion were disbursed. ODA had accounted for about 15% of public investments in the country. Because Viet Nam is moving toward lower middle-income country status, the share of ODA provided on less concessional terms is increasing.³ Viet Nam has also been facing an ever-tighter budget situation since 2011. However, the ODA disbursements do not catch up with the increasing ODA approvals.⁴ These developments require the government to make more effective use of ODA in carrying out its public investment plans.

3. Viet Nam's portfolio financial performance fell well short of the ADB average until 2013. The portfolio's loan disbursement ratio was 12.33% in 2010, compared with the ADB average ratio of 25.15%; 16.14% in 2011, compared with the 22.84% ADB average; and 11.52% in 2012, compared with 22.30% for ADB's overall portfolio and 15.9% for the World Bank portfolio in Viet Nam.⁵ As the result of slow disbursements, the proportion of the delayed project loans and grants in the total Viet Nam portfolio in terms of monetary value has increased in recent years. The ratio was 17% in 2011, 29% in 2012 and 26% in 2013. As of November 2013, out of 78 active project loans and grants, 22 were extended with the average extended time of 22 months.⁶ In 2013, the ratio improved sharply and matched the ADB average of 21.00%. As of September, it was on track to do so again in 2014. Viet Nam must still overcome challenges if it is to improve its contract awards performance and sustain a comparable level of disbursements in 2015–2017. The first challenge is weak staff capacity in executing agencies and project management units (PMUs) of ADB-financed projects. Since 2007, the Six Bank and the government implemented Joint Action Plans to improve the country systems for project preparation, procurement, financial management, social safeguards, environment safeguards, monitoring and evaluation. However, the country systems particularly procurement,

¹ The TA is included in ADB. 2014. *Country Operations Business Plan: Viet Nam, 2014–2016*. Manila.

² The TA first appeared in the business opportunities section of ADB's website on 12 September 2014.

³ The share of less concessional lending commitment of the Six Banks group (ADB, Agence Française de Développement, the Japan International Cooperation Agency, German development cooperation through KfW, Korea Eximbank, and the World Bank) increased from 20% in 2008 to 32% in 2011.

⁴ The undisbursed amount of the Six Banks portfolio (which accounts for more than 80% of ODA portfolio in Viet Nam) increased from \$7.6 billion in 2006 to \$20 billion in 2012.

⁵ Following the definition of disbursement ratio of the World Bank, the 2012 disbursement ratio of the ADB portfolio in Viet Nam is 14.1% (the amount of the newly effective loans during the year is added to the total loan balance for disbursement ratio in the ADB disbursement ratio formula while it is not in the World Bank formula).

⁶ Source: TA 8034: Support to Improve Portfolio Performance and Aid Effectiveness. 2014. *Study on Cost of Project Implementation Delays*. Hanoi.

disbursement and social safeguards are yet to be in line with best international practices. Therefore, the application of both the government's and development partners' procedures is the fact in Six Banks' projects. As of 31 May 2014, 48 central PMUs and 383 provincial PMUs were involved in the overall ongoing ADB portfolio in all of the country's 63 cities and provinces. The staff members of many executing agencies and PMUs are not familiar with ADB policies and procedures. This leads to delays in ADB approval of project documents that do not meet requirements when they are submitted and must be returned for the necessary revisions. Approvals by executing agencies of project documents are also delayed due to the delays in the appraisal of project documents since their appraisal departments often do not know ADB policies and procedures. This has created the need for a well-structured, well-sequenced capacity building program in the executing agencies and PMUs and this need is being partly met by the ongoing ADB TA approved in 2011 to improve portfolio performance and aid effectiveness.⁷

4. A second challenge is that the use of advance actions is still subject to some confusion and resistance in executing agencies due to institutional reluctance to change.⁸ Government decree 38 of April 2013 on the use and management of ODA and concessional lending from development partners and an MPI circular in January 2014 officially allow advance actions.⁹ However, neither document provided clear and specific guidance on the time lines that need to be followed for advance action to have the desired impact. To transform advance actions into a common practice in the Viet Nam portfolio, it is crucial that ADB raise the awareness of the leaders of executing agencies of the need and the feasibility of advance actions and reach a consensus with them on the timing of each advance action. ADB also needs to provide extensive technical support to PMUs to help them prepare for and implement advance actions.

5. The third challenge relates to the government's ODA monitoring and supervision, which has changed under a new ODA structure. As a result of a decentralization policy in ODA management (footnote 9) and increase in the share of some sectors in total ODA, line ministries are playing a bigger role in managing ODA portfolios in their areas of responsibility. In 2013, the government established an ODA national steering committee (NSC) that is chaired by a deputy prime minister and comprises vice ministers of line agencies. The NSC wants to organize portfolio reviews with development partners on a regular basis. ADB's Viet Nam Resident Mission initiated sector portfolio reviews in 2013. Because these reviews were based on focused discussions and chaired by vice ministers of line ministries with the authority to make decisions, they have been very effective in addressing sector portfolio performance issues. It is important to institutionalize these effective portfolio management mechanisms and help ADB's government counterparts implement the actions agreed at the review meetings.

6. During 2012 and 2013, a lack of adequate and timely provision of counterpart funds has caused serious delays in several ADB-funded projects. The government's policy is to give priority to allocation of state budget for counterpart funding of ODA projects. However, central government allocates counterpart funds at the start of the year to each line ministry and province in lump sums, leaving them to allocate these resources to the ODA projects they have responsibility for at their own discretion. In addition, this lump allocation is always less than the amount requested, and counterpart funding for many ODA projects falls short of what is

⁷ ADB. 2011. *Technical Assistance to the Socialist Republic of Viet Nam for Support to Improve Portfolio Performance and Aid Effectiveness*. Manila (TA 8034-VIE).

⁸ Advance actions include (i) advance contracting, (ii) early establishment of a PMU, and (iii) preparation and submission for approval of a resettlement policy framework during preparation of the government's feasibility study and before loan negotiations.

⁹ Decree 38/2013/ND-CP and Circular 01/2014/TT-BKHDT

required and/or is delayed as a result. The broader issue of counterpart fund shortages can be addressed only by strengthening the state budget and prioritizing public investments better, but a more transparent allocation mechanism would help development partners plan ongoing ODA projects more effectively. It would also enable ADB to make timely interventions with line agency management to secure the required counterpart funding when necessary.

7. A successfully delivered output of ADB's 2011 TA project for improving portfolio performance and aid effectiveness in Viet Nam was the institutionalization of advance actions through government decree 38 in 2013 (footnote 9 and para. 4). The decree legally enabled ODA projects to implement advance contracting to reduce start-up delays. Under ADB's 2011 TA project, staff members of the executing agencies and PMUs of ADB financed-projects were provided training in project management. This was the first time that staff had been trained in a structured way through an annual training calendar, or that such training had included staff members at the subnational levels. About 1,800 staff members of central and subnational government PMUs and executing agencies were trained under the 2013 and 2014 training calendars, and this helped achieve the remarkable improvements in the disbursement ratios in the ADB portfolio in 2013 and the first half of 2014 (para. 3). The 2011 TA will be completed in November 2014, but more support is needed to enable advance action implementation in ADB projects and to meet the substantial training needs that remain.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact will be effective aid management by the Government of Viet Nam. The impact target is for disbursements of ODA to reach \$18.0 billion during 2016–2020, up from \$13.8 billion during 2006–2010. The outcome will be an improved performance by ADB's Viet Nam portfolio. This will be reflected by the stabilization of the loan disbursement ratio at 20% or better by 2017 as compared with 16.14% in 2011; and a project loan contract awards ratio of 20.0% in the same year, up from 15.6% in 2013.

B. Methodology and Key Activities

9. The TA will have the following outputs: (i) capacity for ADB project implementation and supervision improved, (ii) ADB project implementation readiness improved, (iii) coordination between the government and its development partners in portfolio management strengthened, and (iv) provision of institutional reform support for effective ODA management.

10. **Output 1: Capacity for ADB project implementation and supervision improved.** Capacity-building activities under the TA will result in faster compliance with ADB procedures. These activities will build on, replicate, and refine the successful training programs under ADB's TA for improving portfolio performance and aid effectiveness in Viet Nam (footnote 7). To support the immediate need for better performance in awarding contracts and disbursing funds, the TA will employ annual demand-driven training calendars and provide mainly classroom training workshops tailored to the learning needs of different groups of participants. Training topics will include but not be limited to advance actions, project planning, contract management, disbursement and audit, and the introduction of portfolio performance indicators. The training programs will use training modules developed under the 2011 TA, as well as new training modules that will be developed to cover emerging portfolio performance improvement needs. Priority in the training will be given to executing agencies and PMUs involved in big ADB-financed projects with large packages. The target participants will include not only staff

members of PMUs but also those of executing agency departments that are responsible for project document appraisal and play an important role in accelerating the approval process in the line ministries. Most of the training workshops will be conducted in Vietnamese by ADB resident mission staff to facilitate better understanding and interaction. Awareness-raising workshops on ADB policies and procedures and the differences between ADB and government systems will be conducted for relevant government oversight bodies, including Viet Nam's state and provincial treasuries and the inspectorates. Better understanding of ADB procedures by these oversight bodies will enhance PMU confidence in complying with ADB procedures. This outreach beyond PMU staff to officials of line ministries and other government agencies will lead to institutional capacity improvements in the longer term.

11. **Output 2: ADB project implementation readiness improved.** The TA will provide extensive support to help the executing agencies and PMUs of ADB-financed projects prepare and implement advance actions for projects in the pipeline for ADB funding. This will include reaching out to executing agency management and appraisal departments to clarify the need and feasibility of advance actions; assisting PMUs in developing advance action implementation schedules to maximize the benefit of advance actions; and reviewing bidding documents and bid evaluation reports for advance procurement packages to improve the quality of those documents before submission to ADB.¹⁰

12. **Output 3: Coordination between the government and its development partners in portfolio management strengthened.** Portfolio performance reviews will be more effective when government ownership of the review process and follow-up actions is ensured. TA support for portfolio reviews will include support for the ODA NSC and provincial governments to prepare issues papers for joint ADB and ODA NSC portfolio reviews, provincial portfolio reviews, government and the Six Banks joint portfolio performance reviews (JPPRs). Mechanisms for tracking counterpart fund allocation and the actual provision and disbursement of these funds under ADB-funded projects will be explored.

13. **Output 4: Provision of institutional reform support for effective ODA management.** ADB, individually and jointly with the Six Banks group, will continue to conduct policy dialogue with the government on necessary changes to the legal framework and institutional arrangements for ODA management. The TA will support thematic studies to provide inputs for various government–development partner forums, including the Vietnam Development Partnership Forum, the Aid Effectiveness Forum, and JPPRs. A study on PMUs, building on previous PMU studies undertaken by other development partners, will be conducted to provide inputs for a planned MPI circular on PMU professionalization and a planned government-led PMU certification program. This will support the development of a legal framework for PMU professionalization,¹¹ enhance the sustainability of capacity-building efforts, and supplement the improvement of capacity for ADB project implementation and supervision under output 1. The topic of another thematic study will be identified during TA implementation to respond to emerging portfolio performance issues.

¹⁰ Support to improve project implementation readiness in safeguards criteria will be provided by proposed ADB TA for capacity building for project management unit professionalization.

¹¹ Implementation of the regulations to be issued on PMU professionalization will be supported by the proposed ADB TA for capacity building for project management unit professionalization.

C. Cost and Financing

14. The TA is estimated to cost \$750,000, of which \$600,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The government will provide \$146,000 in counterpart funds to finance (i) miscellaneous administration and support costs for office rental, utility charges, value-added tax, banking charges, stationary, and other office management needs; (ii) additional responsibility allowance for counterpart staff; (iii) office equipment; (iv) travel costs of counterpart staff; and (v) contingencies. The counterpart funds will be administered by the executing agency. The government will also provide counterpart support in the form of counterpart staff and other in-kind contributions.

D. Implementation Arrangements

15. The MPI will be the executing agency. A PMU will be set up under the MPI's Foreign Economic Relations Department to manage day-to-day activities of the TA. The PMU will be supported by a group of international and local consultants.

16. The TA will provide a total of 38 person-months of consultancy on portfolio management and project implementation and economics, comprising 4 person-months of services from international consultants and 34 person-months from national consultants. A maximum of three international and three national individual consultants will be recruited. The consultants will be engaged by ADB in accordance with ADB procedures for recruitment of individual consultants. Two administrative assistants and interpreters for a total of 60 person-months will be recruited to support the consultant team. ADB's resident mission staff members will be resource persons for training and workshops. ADB will contract non-ADB staff resource persons for a total of 1.5 person-months to deliver training on the topics for which ADB's resident mission in-house expertise is not available.

17. The TA proceeds will be disbursed in line with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). An advance payment facility will be used for training workshops and seminars organized by the MPI. Procurement using TA proceeds will include shopping for workshop, seminar, and printing services and will follow ADB's Procurement Guidelines (2013, as amended from time to time).

18. The TA will be implemented from 1 January 2015 to 31 December 2017. The ADB resident mission, the MPI, and the consultant team will review implementation progress, inputs, and outputs quarterly. The TA outputs and outcome will be evaluated during TA inception, midterm, and final review missions based on portfolio performance indicators. The TA impact will be assessed as part of the technical assistance completion report.

19. Analytical outputs of the TA will be shared through awareness-raising and dissemination workshops. Lessons learned from the TA will be shared with other stakeholders through JPPR workshops.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$600,000 on a grant basis to the Government of Viet Nam for Improving Portfolio Performance and Aid Management, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact The Government of Viet Nam manages aid effectively.</p>	<p>Total ODA disbursements to Viet Nam increased from \$13.8 billion during 2006–2010 to \$18.0 billion during 2016–2020</p>	<p>Government's strategy for ODA mobilization</p>	<p>Assumption The government continues to give priority to improving ODA performance and disbursements by elevating discussions and policy dialogue on ODA portfolio management to the deputy prime minister and executing agency leaders</p> <p>Risk Changes in the development context lead to changes in ODA commitments by development partners.</p>
<p>Outcome Performance of ADB portfolio in Viet Nam improved</p>	<p>Loan disbursement ratio stabilized at 20% or more by 2017 as compared with 16.14% in 2011.</p> <p>Project loan contract awards ratio increased from 15.6% in 2013 to 20% by 2017.</p>	<p>ADB's Operations Services and Financial Management Department data</p>	<p>Assumption Efforts to improve disbursement performance at the policy-making level are transferred to the implementation level.</p> <p>Risk Implementation of new ODA management regulations is delayed.</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Capacity for ADB project implementation and supervision improved 2. ADB project implementation readiness improved 3. Coordination between the government and its development partners in portfolio management strengthened 	<p>Annual training calendars developed</p> <p>30 trainings workshops and awareness-raising workshops conducted by November 2017</p> <p>Time elapsed from loan approval to first quality- and cost-based selection contract reduced from 21.1 months for loans approved in 2010 to 15.0 months for loans approved in 2016</p> <p>10 sector portfolio reviews and provincial portfolio reviews conducted by September 2017</p> <p>Two joint ADB–ODA national steering committee portfolio reviews conducted every year</p> <p>Joint government–ADB counterpart fund tracking mechanism developed by May 2015</p>		<p>Assumption Relevant executing agency and PMU staff actively participate in training programs.</p> <p>Risks High turnover rate of PMU staff reduces sustainability of capacity-building activities.</p> <p>Pressure on both ADB project team leaders and the executing agencies to approve new projects by the year-end undermines efforts to ensure project implementation readiness.</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
4. Provision of institutional reform support for effective ODA management	<p>Two thematic studies conducted by March 2016</p> <p>Proposal on PMU professionalization and PMU certification program prepared by June 2015</p> <p>Recommendations on PMU structure and authority sent to the Ministry of Planning and Investment by July 2015</p> <p>Three economic reports presented at the 2015, 2016, and 2017 Vietnam Development Partnership Forums</p>		

<p>Activities with Milestones</p> <p>1. Capacity for ADB project implementation and supervision improved</p> <p>1.1 Conduct TNAs by January 2015, November 2015, and November 2016 as the basis for the development of the following year's training calendar. The TNA findings will help select the existing training modules for specific groups of participants and identify whether new training modules are to be developed to cover emerging portfolio performance issues.</p> <p>1.2 Develop training calendars for key areas of project management by February each year in 2015, 2016, and 2017</p> <p>1.3 Conduct tailored training workshops and awareness-raising workshops from February each year</p> <p>1.4 Assess training programs by January each year to identify any modifications needed in the training modules and the delivery methodology needed for the next training calendar</p> <p>1.5 Sensitize PMUs to persistent deficiencies in contract management, and recommend mitigation measures by June 2015</p> <p>2. ADB project implementation readiness improved</p> <p>2.1 Meet with executing agencies of ADB projects in the pipeline to raise awareness on the needs for advance contracting in improving project implementation readiness and for ADB's Viet Nam Resident Mission support for implementation from January 2015.</p> <p>2.2 Provide technical support by TA consultant to implement advance contracting in ADB projects from January 2015.</p> <p>3. Coordination between the government and its development partners in portfolio management strengthened</p> <p>3.1 Conduct sector and provincial ADB portfolio performance reviews from March 2015</p> <p>3.2 Conduct joint ADB–ODA national steering committee portfolio performance reviews from March 2015</p> <p>3.3 Conduct joint portfolio performance reviews in 2015 and 2017</p> <p>3.4 Develop joint ADB and Government counterpart fund tracking mechanism by May 2015.</p> <p>3.5 Monitor allocation and disbursement of counterpart funds from May 2015</p> <p>4. Provision of institutional reform support for effective ODA management</p> <p>4.1 Conduct a study on PMUs from March 2015</p> <p>4.2 Prepare a proposal on PMU professionalization and PMU certification program by June 2015 to support policy dialogue with the government on PMU organization and management</p> <p>4.3 Identify and conduct a second thematic study by March 2016</p> <p>4.4 Prepare reports for Vietnam Development Partnership Forum in November each year in 2015, 2016, and 2017</p>	<p>Inputs ADB: \$600,000</p> <p>Consulting services: \$295,000 Training/seminars/conferences: \$290,000 Contingencies: \$15,000</p> <p>Government: \$146,000 Miscellaneous administration and support costs: \$94,000 Additional responsibility allowance for counterpart staff: \$25,000 Office equipment: \$5,000 Travel costs of counterpart staff: \$14,000 Contingencies: \$8,000</p> <p>Note: The government will also provide counterpart support in the form of counterpart staff and other in-kind contributions</p>
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ADB = Asian Development Bank; ODA = official development assistance; PMU = project management unit; TNA = training needs assessment.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	70.0
ii. National consultants	120.0
iii. Administration support staff ^b	70.0
b. International and local travel	35.0
2. Training, seminars, and conferences	
a. Facilitators ^c	60.0
b. Training program	225.0
c. Publications, reports, and training materials	5.0
3. Contingencies	15.0
Subtotal (A)	600.0
B. External Sources (Government)	
1. Miscellaneous administration and support cost	94.0
2. Additional responsibility allowance for counterpart staff	25.0
3. Office equipment ^d	5.0
4. Travel of counterpart staff	14.0
5. Contingencies	8.0
Subtotal (B)	146.0
Total	746.0

Note: The technical assistance (TA) is estimated to cost \$750,000, of which contributions from the Asian Development Bank (ADB) and the government are presented in the table above. The government will provide \$146,000 in counterpart funds to finance (i) administration and support cost (office rental, utility charges, value-added tax, banking charges, stationary, and other office management charges); (ii) additional responsibility allowance for counterpart staff; (iii) office equipment; (iv) travel costs of counterpart staff; and (v) contingencies. The counterpart funds will be administered by the executing agency. The government will also provide counterpart support in the form of counterpart staff and other in-kind contributions. The value of government in-kind contribution is estimated to account for 0.5% of the total TA cost.

^a Financed by ADB's Technical Assistance Special Fund (TASF-V). The TA's outcome and outputs are not eligible for external resources financing.

^b Includes administration assistants and interpreters.

^c Includes travel costs of ADB staff who act as resource persons for training workshops/seminars in accordance with the memo on Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget, dated 26 June 2013.

^d One laptop, one projector and screen, and one laser pointer. Procurement of office equipment using government counterpart funds shall follow government systems. As the project management unit of the TA is also the project management unit for ADB. 2011. *Technical Assistance to the Socialist Republic of Viet Nam for Support to Improve Portfolio Performance and Aid Effectiveness*. Manila (TA 8034-VIE), office equipment procured under that TA will be transferred to this TA.

Sources: ADB and Ministry of Planning and Investment estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. International Consultants

1. **Portfolio Management and Project Implementation Specialists** (maximum 3 positions, totaling 4 person-months, intermittent)¹

1. This assignment includes but is not limited to the following tasks:

- (i) The specialists will assess sector and country portfolio performance.
- (ii) The specialists will identify portfolio performance issues that are systemic—i.e., that apply across most projects in the portfolio—and those that are project-specific to support various portfolio reviews. These will include sector portfolio reviews, portfolio reviews with the official development assistance (ODA) national steering committee, the joint portfolio performance reviews of six development partners, and a spring-cleaning exercise. The specialists will provide suggestions on the actions to be taken.
- (iii) The specialists will review the current regulations and mechanism for ODA project processing and implementation and provide recommendations for improvements to address the project processing and implementation bottlenecks.
- (iv) The specialists will design and take lead in the conduct of the thematic studies on ODA management and report the findings.
- (v) The specialists will sensitize project management units (PMUs) to persistent deficiencies in contract management and recommend possible mitigation measures.
- (vi) The specialists will develop and deliver selected project management training programs, such as programs on contract management.

2. The specialists will preferably have a postgraduate degree in public sector management, project management, or engineering, or the equivalent, as well as at least 10 years of experience in managing ODA projects. Project implementation experience in Viet Nam will be preferred.

B. National Consultants

1. **Project Implementation and Portfolio Management Specialists** (maximum 3 positions, totaling 30 person-months, intermittent)

3. This assignment includes but is not limited to the following tasks:

- (i) The specialists will conduct training needs assessment and develop annual training calendars.
- (ii) The specialists will participate as resource persons in selected training programs.

¹ Although the total inputs are small (4 person-months), up to three consultants will be recruited rather than only one. The inputs of the international portfolio management specialists will be required for certain activities that the technical assistance (TA) will be implementing at different times during the TA project's life. It is difficult for one consultant to commit to work for 4 person-months intermittently over 3 years. Setting a maximum number of positions will allow some flexibility during TA implementation to meet the possible need for consultancy support to address new portfolio performance issues that could emerge.

- (iii) The specialists will provide support to help the executing agencies and PMUs of Asian Development Bank (ADB) projects in the pipeline to prepare for and implement advance actions.
- (iv) The specialists will collect and analyze data for the thematic studies undertaken under the technical assistance (TA).
- (v) The specialists will sensitize PMUs to persistent deficiencies in contract management and recommend possible mitigation measures.
- (vi) The specialists will update Viet Nam Resident Mission – Ministry of Planning and Investment handbook on harmonized procedures for processing and implementing ADB-financed projects to reflect any revisions to ADB business process and the government’s legal documents governing ODA projects.
- (vii) The specialists will undertake other activities assigned by the ADB TA project officer to ensure that the TA outputs will be achieved.
- (viii) The specialists will prepare a final TA report containing an assessment of key issues and progress made on the above tasks, as well as recommendations for improvement.

4. The specialists will preferably have a postgraduate degree in public sector management, project management, or engineering, or the equivalent, and at least 7 years of experience in managing ODA projects (preferably with prior project implementation experience in ADB or World Bank projects).

2. Economist (4 person-months, intermittent)

5. This assignment includes but is not limited to

- (i) reviewing the country’s general economic development situation and specific progress and achievements of the socioeconomic development plans.
- (ii) collecting information on ongoing and planned ODA projects and programs by various development partners.
- (iii) identifying potential financing gaps in public investments for Viet Nam within the next 5–10 years.
- (iv) assessing the contribution of ODA programs and projects to the country’s economic development, using an output-based approach.
- (v) preparing recommendations on how to utilize ODA resources more efficiently and effectively to improve aid effectiveness and to accelerate economic development; and
- (vi) consolidating the findings from these efforts in reports and other inputs for important meetings—e.g., the Vietnam Development Partnership Forum and the Aid Effectiveness Forum.

6. The economist will have a postgraduate degree in economics or the equivalent and at least 7 years of relevant professional experience.

3. Administrative Assistants and Interpreters (2 positions, totaling 60 person-months, continuous)

7. This assignment includes but is not limited to

- (i) supporting the organization of project meetings, workshops, and training programs;

- (ii) translating project-related documents and providing interpretation at project meetings;
- (iii) providing assistance in recording summaries of participants' evaluation of all training workshops and conferences, and maintaining a backup of all data for future reference;
- (iv) assisting in routine clerical work, such as word processing, managing facsimiles, photocopying, and any other activities that may be requested;
- (v) receiving and dispatching all documents and correspondence related to the PMU program and logging all activities accordingly; and
- (vi) undertaking any other tasks, as directed by the ADB TA project officer and the Ministry of Planning and Investment PMU director to ensure the success of the project.

8. The administrative assistants and interpreters will each have a bachelor's degree and at least 5 years of relevant experience.