



Technical Assistance Report

Project Number: 48279-001
Capacity Development Technical Assistance (CDTA)
May 2015

Socialist Republic of Viet Nam: Capacity Building for Project Management Unit Professionalization (Financed by the Japan Fund for Poverty Reduction)

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 7 April 2015)

Currency unit	–	dong (D)
D1.00	=	\$0.0000464
\$1.00	=	D21,520

ABBREVIATIONS

ADB	–	Asian Development Bank
FIDIC	–	Fédération Internationale Des Ingénieurs-Conseils (International Federation of Consulting Engineers)
MPI	–	Ministry of Planning and Investment
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: 48279-001	
Project Name	Capacity Building for Project Management Unit Professionalization	Department /Division	SERD/VRM
Country Borrower	Viet Nam, Socialist Republic of N/A	Executing Agency	Ministry of Planning and Investment
2. Sector	Subsector(s)	Financing (\$ million)	
✓ Public sector management	Decentralization	0.00	
	Public administration	1.50	
Agriculture, natural resources and rural development	Land-based natural resources management	0.00	
Water and other urban infrastructure and services	Urban policy, institutional and capacity development	0.00	
		Total	1.50
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
Environmentally sustainable growth (ESG)	Environmental policy and legislation Urban environmental improvement		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change Civil society participation Institutional development Organizational development Public financial governance	Effective gender mainstreaming (EGM)	✓
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Pilot-testing innovation and learning		
Partnerships (PAR)	Bilateral institutions (not client government) Implementation		
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		1.50	
Japan Fund for Poverty Reduction		1.50	
Counterpart		0.10	
Government		0.10	
Total		1.60	
9. Effective Development Cooperation			
Use of country procurement systems		Yes	
Use of country public financial management systems		Yes	

I. INTRODUCTION

1. During the multi-donor coordination meeting in April 2014, the Government of Viet Nam requested support for improving the effectiveness in the preparation and implementation of official development assistance (ODA) in the country. The technical assistance (TA) will support the professionalization of project management unit (PMU) staff in target provinces on a pilot basis, and complement the government's action plan to improve performance of programs and projects under ODA. The TA will help provincial level PMU staff meet the performance standards or core skills requirements for project management through on-the-job training and capacity building activities.

2. The Asian Development Bank (ADB) conducted several discussions with the Ministry of Planning and Investment (MPI) from June 2014 to February 2015 to agree on the impact, outcome, outputs, cost estimates, draft terms of reference, implementation arrangements, and key activities of the TA.

3. The TA concept paper was approved on 7 November 2014. The design and monitoring framework of the TA is in Appendix 1.¹

II. ISSUES

4. Development projects in Viet Nam are implemented through PMUs. Improving the effectiveness of these projects is hindered by the weak skills of PMU staff, particularly at the provincial level. Many provincial level PMUs face difficulties in recruiting and retaining well-qualified and competent mid-level managers and technical specialists in the core functions of project management (i.e., procurement, social and environmental safeguards, project financial management, contract management, and monitoring and evaluation). Moreover, capacity built in PMUs normally dissipates when the project ends due to lack of institutional responsibility within PMUs to handle such core functions. Approaches and standards across development projects, especially those covering wide geographical areas and multiple provinces, tend to be fragmented, inefficient, and uneven. These weaknesses and challenges often affect project readiness, and result in delays in project processing and approval.

5. These weaknesses and challenges also increase the risk of misprocurement and noncompliance with safeguards and financial management requirements of donors, impacting project implementation and effectiveness. Additionally, inadequate analysis of gender issues and gender mainstreaming measures results in missed opportunities for reducing gender disparities and supporting the empowerment of women. Insufficient involvement and consultation with key stakeholders also limits the results, relevance, and sustainability of projects.

6. During project preparation, project-specific assessment of institutional capacity, policy environment, and risks related to procurement, contract management, financial management, safeguards, civil society participation, and gender is usually insufficient and limited to the executing agency and central project unit. Provincial units that play a crucial role in project implementation, including safeguards, procurement, and monitoring, are usually not sufficiently covered in the assessment. Furthermore, the assessment does not build on previous

¹ The TA first appeared in the business opportunities section of ADB's website on 5 May 2015.

assessments since there is no mechanism to capture knowledge gained from completed and ongoing projects.

7. The weak capacity of PMUs, particularly in disadvantaged provinces or those lagging behind, requires urgent remedial measures, as it causes concern on the disbursement of ODA-financed projects and hinders public investment planning and implementation. These challenges must be addressed by augmenting the provincial PMU staff basic project management skills using available resources and by strengthening and maintaining the provincial PMU in-house capacity through professionalization of the PMUs, which includes improving the regulatory and institutional environment, standardizing procedures, and developing staff capacity.

8. On 23 April 2013, the Prime Minister of Viet Nam issued Decree 38/2013/ND-CP on the Management and Utilization of ODA and Concessional Loans, and on 25 July 2014, he approved the 2014–2015 action plan to improve the performance of ODA programs and projects. The TA will complement the implementation of this action plan.²

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impact will be improved effectiveness in preparing and implementing ODA-financed projects in Viet Nam. The outcome will be improved professionalization of PMUs in the target sectors and provinces.

B. Methodology and Key Activities

10. The main outputs of the TA are (i) project design and readiness of ODA-funded projects in target provinces enhanced, (ii) provincial level PMU institutional arrangements and procedures on core project management functions in the target sectors and provinces improved, (iii) provincial level PMU staff skills on core project management functions developed and sustained, and (iv) knowledge on provincial level PMU professionalization assessments and experience shared.

11. The TA will primarily provide (i) field-based, hands-on, step-by-step support and coaching to provincial level PMUs on project design and implementation; and (ii) training of trainers for provinces and line ministries on procurement, financial management, contract management, poverty assessment and social analysis, safeguards, and gender and stakeholder engagement. Within the overall framework of the Government of Viet Nam action plan for improving performance of ODA programs and projects (footnote 2), the TA will help (i) improve the systems, structures, procedures, and staff skills on core project management functions in participating poor and weak provinces; (ii) pilot a mechanism for developing a certification system for PMU staff on specific core management skills; and (iii) disseminate lessons to other provinces. External experts will be engaged to work closely with provincial level PMUs to ensure timely and quality project processing and administration. The TA team may participate in the review and fact-finding missions (or initiate separate field visits) to assist in due diligence reviews and analyses. Such reviews will be used to troubleshoot and advise PMUs to address bottlenecks and emerging issues that affect project preparation and management. These

² Prime Minister Decision 1257/QĐ-TTg approving the action plan of the Government of Viet Nam for improving performance of ODA programs, projects, and concessional loans during 2014–2015.

experts will also help conduct capacity assessments and diagnostic analyses to propose guidelines and procedures on PMU professionalization.

12. The TA will carry out document and field-based reviews of provincial level PMU capacity in ODA-financed projects to (i) assess PMU staff skills and knowledge; and (ii) identify common implementation concerns, safeguards compliance status, key areas for improvement, practices, and short to long-term human resources needs. Results of the reviews will be summarized in a diagnostic report, including practical recommendations for provincial level PMU capacity building and improvements in project preparation and implementation procedures, staffing, and institutional set-up. Action plans for medium-term institutional and human resource development to support PMU professionalization in the target provinces will be developed. Provinces in regions that are lagging behind in ongoing and pipeline ODA-financed projects (i.e., northern mountains, central highlands, and coastal areas) will be targeted. The same provinces will be targeted for all the TA outputs to ensure that support is provided in an integrated manner based on detailed and clear selection criteria to be developed at the start of the TA.

13. Based on an assessment of provincial level PMU staff skills, the TA team will develop (i) training modules, draft and print supplementary guidance notes, and templates; and (ii) the work plan for targeted selection, coaching, and training of trainers for provincial level PMUs. A system for certification will also be explored and piloted for specific subject areas following the government's action plan (footnote 2). A peer or technical review involving development partners will be conducted to ensure that the modules and templates to be developed under the TA complement and do not contradict the various policies and requirements of each institution.

14. Knowledge generated from the project will be disseminated through workshops including development partners and stakeholders. Regional stakeholders' workshops will be conducted to share the results of the diagnostic report and capacity development approach in the target provinces. Regional workshops will also be conducted to share the results and lessons learned from the project. Web disclosure of tools, guidance notes, templates, and e-learning modules produced under the TA and other relevant references produced under the Technical Assistance for Enhancing Government Capacity for Effective Project Design and Management will also be done.³ To the extent possible, knowledge materials for web disclosure will be made in both English and Vietnamese to facilitate wider use in Viet Nam. Opportunities for integrating lessons from the TA into ADB operations and future projects will be explored.

15. The success of the TA relies on active participation of the sector agencies and provinces, particularly with on-the-job coaching and training, in line with the government's goal of improving effectiveness in preparing and implementing ODA-assisted projects. The TA assumes that the government will remain committed to improve capacity and institutional set-up on project management, particularly at the provincial level. The TA will help identify feasible options to ensure the retention and application of project management knowledge and skills within PMUs in the long term (taking staff turnover into account) through developing mechanisms for certifying PMU staff for specific skills, and linking with ongoing civil service reform activities and pipeline ODA projects.

³ ADB. 2011. Technical Assistance for Enhancing Government Capacity for Effective Project Design and Implementation. Manila.

C. Cost and Financing

16. The TA is estimated to cost \$1,600,000, of which \$1,500,000 will be financed on a grant basis by the Japan Fund for Poverty Reduction and administered by ADB. The government will provide \$100,000 in counterpart funds to finance miscellaneous administration and support costs, including allowances for counterpart staff, contingencies, and in-kind contributions.

D. Implementation Arrangements

17. 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, with support from a group of international and national consultants. The PMU will coordinate with the target provinces, which will assign focal persons from the provincial PMU to link with other relevant units and staff at the province for the TA, and nominate staff to be trained under the TA based on agreed selection criteria. The TA has a multi sector focus involving two or more ministries, several provinces and cities, and other key stakeholders (including development partners through the Six Banks Group).⁴

18. The TA will be implemented over 24 months, from 1 June 2015 to 31 May 2017. It will engage approximately 244 person-months of consulting services (15.5 person-months of international consultants and 228.5 person-months of national consultants). Advance actions on consultant recruitment will be done to facilitate TA implementation. The international consultants will comprise a capacity development specialist, and an infrastructure and contracts specialist. The national consultants will comprise a coordinator and institutional capacity development specialist, environment and climate change specialists, social safeguards specialists, social development and gender specialists, infrastructure and contracts specialists, a financial management specialist, a stakeholder consultation specialist, a PMU professionalization and an outreach liaison specialist. Resource persons will be engaged to provide input on specific topics and review training modules and tool kits prepared under the TA. The surveys, training, and workshops will be administered by the consultants. Appendix 3 shows the draft terms of reference of the consultants to be engaged.

19. Technical supervision on procurement, safeguards, social development and gender will be provided by the staff of the ADB Viet Nam Resident Mission to the TA consultants to ensure the quality of TA outputs and alignment with ADB policies. A regional coordinator for TA activities (initially targeting the northern mountain provinces and the central highlands) will also be designated from the TA consultant team to consolidate outputs from the TA thematic experts and explore possibilities for interprovincial regional coordination. A similar regional coordinator will be designated from among the staff of ADB and the resident mission to provide information on regional issues and developments, as well as review and provide advice on the TA activities in the region.

20. All experts shall be recruited by ADB through the individual consultant selection method and they will be engaged by ADB in accordance with the Guidelines on the Use of Consultants (2013, as amended from time to time). The TA proceeds will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Individual consultant recruitment is preferred to ensure better selection of the required diverse specializations, which may not all be available in a single firm. The possibility of using output-

⁴ The Six Banks Group is comprised of ADB, the World Bank, Japan International Cooperation Agency, German development cooperation through KfW, Agence Française de Développement, and the Korea Eximbank.

based contracts for consulting services will be explored. Administrative assistants and interpreters, with a total input of 60 person-months, will be recruited to support the consultant team. 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).

21. The TA activities and outputs will be monitored and evaluated during the midterm and final review missions. TA implementation progress will be reviewed quarterly through meetings with key partners and development partners (particularly from the Six Banks Group). Results from the semiannual surveys and focus discussions with the targeted provincial level PMUs by the consulting team will also be used to obtain feedback on the TA progress. TA outputs will be shared with the Six Banks Group for necessary joint action.

22. Good practices and lessons learned will be disseminated through a stakeholders' forum to be organized following the midterm and final review missions. Brochures will be developed and disseminated to present key lessons and case studies. Case studies and lessons will also be uploaded to the ADB website for public disclosure. Outreach and orientation sessions will be organized with other provinces for possible replication.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$1,500,000 to the Government of Viet Nam to be financed on a grant basis by the Japan Fund for Poverty Reduction for Capacity Building for Project Management Unit Professionalization, 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</p> <p>Improved effectiveness in preparing and implementing ODA-financed projects in Viet Nam</p>	<p>Total ODA disbursements to Viet Nam increase from \$13.8 billion during 2006–2010 to \$18 billion during 2015–2020 with a disbursement ratio maintained at 20%–25%</p>	<p>MPI, MOF, sector ministries and provinces annual reports</p>	<p>Assumption</p> <p>Other provinces in Viet Nam will adopt recommended institutional improvements</p>
<p>Outcome</p> <p>Improved professionalization of provincial level PMUs in the target sectors and provinces</p>	<p>At least 10 provincial level PMUs in the target sectors and provinces have improved systems and procedures on core project management functions by May 2018</p> <p>At least 80% of targeted provincial level PMU staff trained and coached able to meet core project management performance standards by May 2018</p>	<p>Sector ministries and provinces reports</p> <p>Consultants' progress reports</p> <p>Semiannual feedback surveys of trained and assisted provincial level PMUs</p>	<p>Assumption</p> <p>The government is committed to improve capacity and institutional set-up on project management, particularly at the provincial level</p> <p>Risk</p> <p>High staff turnover</p>
<p>Outputs</p> <p>1. Project design and readiness of ODA-funded projects in the target provinces enhanced</p> <p>2. Provincial level PMU institutional arrangements and procedures in core project management functions (i.e., procurement, contract management, financial management, safeguards, stakeholder engagement, and gender) improved</p>	<p>Improved quality and timely preparation of procurement, safeguards, and other core project preparation documents in ODA projects of assisted PMUs in target provinces by May 2017</p> <p>Manuals, guidelines, institutional arrangements, and procedures on core project management functions developed and agreed with target provinces and sectors by October 2016</p>	<p>Consultants' diagnostic report, action plans</p>	<p>Assumption</p> <p>Circular on the establishment and standards for PMUs issued and professional project management training system established</p> <p>Risk</p> <p>Delay in designation of staff and approval of organizational and procedural changes by the target provinces</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
3. Provincial level PMU staff skills on core project management functions developed and sustained	<p>At least 10 provincial level PMUs trained and coached in preparing and implementing projects and subprojects by May 2017</p> <p>Training modules for specific topics developed by April 2016</p> <p>Training pool formed, with training completed by September 2016</p> <p>At least 300 province-level PMU staff trained on core management functions by May 2017.</p> <p>Arrangement for certification of PMU staff in the pilot provinces established.</p>	<p>Consultants' reports, guidance notes, templates, work plans developed, trainers' training modules</p> <p>Semiannual feedback surveys of assisted province-level PMUs</p> <p>Government records on certified PMU staff</p>	
4. Knowledge on provincial level PMU professionalization assessments and experience shared	<p>At least 240 key stakeholder representatives (from ministries and provinces) become aware through workshops of the assessments and experience generated during the TA</p> <p>Key documents and learning tools developed in the TA disclosed on the web</p>	<p>Consultants' reports, including (i) workshop reports; and (ii) tools, guidance notes, templates, and e-learning modules disclosed on the web</p>	

Activities with Milestones	Inputs
<p>1. Project design and readiness of ODA-funded projects in the target provinces enhanced</p> <p>1.1 Hands-on training and coaching provided to target provinces on conduct of ODA-required assessments and documentation for project appraisal from October 2015–May 2017</p> <p>2. Provincial level PMU institutional arrangements and procedures in core project management functions improved</p> <p>2.1 Diagnostic report prepared by September 2015</p> <p>2.2 Recommendations for improving provincial level PMU procedures and institutional set-up presented to sector ministries and provinces by October 2015</p>	<p>Japan Fund for Poverty Reduction: \$1.5 million</p> <p>consultants equipment training, workshops and meetings, miscellaneous administrative costs, contingency</p>

Activities with Milestones	Inputs
<p>2.3 Action plans on agreed medium-term institutional and procedural improvements in core project management functions prepared by January 2016</p> <p>2.4 Guidance on establishing improved institutional set-up and procedures provided to target provinces by September 2016.</p> <p>3. Provincial level PMU staff skills on core project management functions developed and sustained</p> <p>3.1 Provincial level PMU staff skills on core project management functions assessed by September 2015</p> <p>3.2 Training modules for PMUs, guidance notes, and templates for provincial level PMUs on core project management functions prepared and agreed with sector ministries and development partners by January 2016</p> <p>3.3 Work plan for targeted selection, coaching, and training of trainers prepared by January 2016</p> <p>3.4 Training of trainers on core project management functions conducted by March 2016</p> <p>3.5 Pilot mechanism for PMU staff certification in the participating provinces established by March 2016</p> <p>3.6 Field-based support and coaching of PMU staff conducted from October 2015 until May 2017</p> <p>4. Knowledge on provincial level PMU professionalization assessments and experience shared</p> <p>4.1 Stakeholder workshops on the capacity assessment and strategy for provincial level PMU professionalization held by November 2015</p> <p>4.2 Stakeholder workshops on the results and lessons learned from the capacity building for provincial level PMU professionalization held by May 2017</p> <p>4.3 Web disclosure of tools, guidance notes, templates, and e-learning modules prepared under the capacity development TA by March 2017</p>	<p>Government: \$100,000</p> <p>Miscellaneous administration and support costs (including allowance and travel costs for counterpart staff)</p>

ADB = Asian Development Bank, JFPR = Japan Fund for Poverty Reduction, MOF = Ministry of Finance, MPI = Ministry of Planning and Investment, ODA = official development assistance, PMU = project management unit, TA = technical assistance.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
A. Japan Fund for Poverty Reduction^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	349.1
ii. National consultants	869.8
b. International and local travel	100.5
c. Reports and communications	12.0
2. Training, seminars, and conferences	80.0
3. Surveys	16.0
4. Miscellaneous administration and support costs ^b	65.6
5. Vehicle rent and land transportation	7.0
Subtotal (A)	1,500.0
B. External Sources (Government)	
1. Miscellaneous administration and support costs	50.0
2. Additional responsibility allowance for counterpart staff	40.0
3. Contingencies	10.0
Subtotal (B)	100.0
Total	1,600.0

Note: The total cost of the technical assistance (TA) is estimated to cost \$1,600,000, of which contributions from the Japan Fund for Poverty Reduction and the government are presented in the table above. The government will provide \$100,000 in counterpart fund to finance (i) administration and support costs (office rental, stationery, and other office management charges); (ii) additional responsibility allowance for counterpart staff; and (iii) contingencies. The counterpart fund will be administered by the executing agency. The government will also provide counterpart staff and other in-kind contributions. The value of government cash contribution is estimated to account for 6.25% of the total TA cost.

^a Administered by the Asian Development Bank.

^b Includes remuneration for administration assistants, interpreters, translators, printing, photocopying, and miscellaneous office support.

Source: Asian Development Bank and Ministry of Planning and Investment estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Capacity Development Specialist (international, intermittent, 4 person-months)

1. The international specialist will perform the following tasks:
 - (i) prepare the overall design and detailed work plan for the technical assistance (TA) and advise on institutional and organizational arrangements for the TA;
 - (ii) develop the strategy and approach for the formation, selection, and training of trainers;
 - (iii) ensure the quality and timely submission of the required reports and other documents produced under the TA;
 - (iv) advise the Ministry of Planning and Investment (MPI) and target sector ministries on emerging issues;
 - (v) link the capacity development TA activities with other ongoing capacity development; and
 - (vi) advise on the design of the knowledge sharing activities under the TA.
2. **Qualifications.** The specialist must have the following qualifications: (i) preferably a master's degree in development management, public administration, or an equivalent discipline; (ii) at least 15 years of work experience in institutional capacity development; (iii) relevant experience in projects financed by official development assistance (ODA) in Asia (preferably in Viet Nam); (iv) knowledge and experience of the guidelines on project implementation of the Asian Development Bank (ADB) or the World Bank; and (v) preferably knowledge of the Viet Nam administration system.

B. Infrastructure and Contracts Specialist (international, intermittent, 9.5 person-months)

3. The specialist will perform the following tasks:
 - (i) lead the review and capacity building on procurement and contracts management;
 - (ii) lead the procurement post review for selected ongoing ODA-assisted projects;
 - (iii) lead the construction quality audit, and produce assessment reports;
 - (iv) develop templates and methodology for monitoring, evaluating, and reporting subproject construction quality and progress;
 - (v) provide timely advice to provincial level project management units (PMUs) on procurement, contract management, and civil works quality issues in the target sectors;
 - (vi) recommend appropriate organizational and institutional set-up for effective and decentralized procurement and contract management in ODA projects; and
 - (vii) lead the development of the training modules and materials on procurement and contract management.
4. **Qualifications.** The specialist must have the following qualifications: (i) preferably a master's degree in engineering; (ii) at least 15 years of relevant experience in project management, with substantive experience in procurement and contract management; (iii) familiarity with ADB's or the World Bank's public procurement policies, guidelines, procedures, and anticorruption policies; (iv) strong knowledge of the stages of the project cycle; (v)

preferably relevant experience in implementing ADB or World Bank-funded projects; (vi) familiarity with International Federation of Consulting Engineers (FIDIC) contracts; and (vii) preferably experience in designing capacity development activities related to procurement and contract management.

C. Technical Assistance Coordinator and National Capacity Development Specialist (national, full-time, 22 person-months)

5. The specialist will perform the following tasks:

- (i) coordinate with the international capacity development specialist in the overall design of the TA;
- (ii) coordinate the overall TA implementation;
- (iii) lead the surveys, and collect information in the target sectors and provinces;
- (iv) handle the overall administration of the surveys, workshops, and training;
- (v) manage the formation and selection of trainers;
- (vi) lead in assessing and advising on short-term options for project preparation and PMU establishment and staffing;
- (vii) link the TA activities with other ongoing capacity development within ADB and other development partners;
- (viii) develop and monitor effectiveness of the training conducted; and
- (ix) coordinate the knowledge and information sharing activities under the TA.

6. **Qualifications.** The specialist must have the following qualifications: (i) preferably a master's degree in development management, public administration, or an equivalent discipline; (ii) at least 12 years of work experience in institutional capacity development in Viet Nam; (iii) deep understanding of the government's administration structure at the provincial levels; (iv) good knowledge and experience in ODA-financed projects in Viet Nam; (v) good knowledge of ADB or World Bank guidelines; and (vi) good oral and written communication skills in English.

D. Infrastructure and Contracts Specialists (maximum 2 positions, national, full-time, 38 person-months)

7. Under the general guidance of the international infrastructure and contracts specialist, the consultants will perform the following tasks:

- (i) conduct procurement post review for selected ongoing ODA-assisted projects;
- (ii) conduct construction quality audit, and produce assessment reports;
- (iii) develop templates and methodology for monitoring, evaluating, and reporting;
- (iv) provide timely advice to provincial level PMUs;
- (v) recommend appropriate organizational and institutional set-up;
- (vi) contribute to the development of the training modules and materials; and,
- (vii) support the knowledge sharing activities under the TA.

8. **Qualifications.** The specialist must have the following qualifications: (i) preferably a master's degree in engineering; (ii) at least 12 years of relevant experience in project management, with substantive experience in procurement and contract management; (iii) familiarity with ADB or World Bank policies, guidelines, procedures, and anticorruption policies; (iv) sound knowledge of the government's administrative systems and procedures, particularly public procurement systems; (v) preferably relevant experience in implementing ADB or World

Bank-funded projects; (vi) familiarity with FIDIC contracts; and (vii) good oral and written communication skills in English.

E. Financial Management Specialist (national, full-time, 19 person-months)

9. The specialist will perform the following tasks:

- (i) conduct a financial management system and experience review;
- (ii) develop a manual on procedures for project financial management;
- (iii) assist in preparing a terms of reference template for independent external auditors;
- (iv) provide timely advice to provincial level PMUs;
- (v) advise and assist the provincial level PMUs in external and internal audits;
- (vi) recommend appropriate organizational and institutional set-up;
- (vii) lead in developing the training modules and materials on financial management;
- (viii) support the knowledge sharing activities under the TA; and
- (ix) recommend appropriate anticorruption measures in loan and fund management.

10. **Qualifications.** The specialist must have the following qualifications: (i) a degree and professional accounting certification (certified accountant or certified public accountant); (ii) at least 12 years of relevant experience in project management, with substantive experience in financial management; (iii) familiarity with ADB or World Bank policies, guidelines, and procedures; (iv) sound knowledge of the government's administrative systems and procedures; (v) preferably relevant experience in implementing ADB or World Bank-funded projects; (vi) preferably familiarity with FIDIC contracts; and (vii) good oral and written English communication skills.

F. Environment and Climate Change Specialists (maximum 2 positions, national, full-time, 38 person-months)

11. The specialists will perform the following tasks:

- (i) conduct an environmental safeguards portfolio review;
- (ii) identify implementation and capacity gaps in environmental management;
- (iii) provide advice in developing an effective environmental management and monitoring system;
- (iv) lead in developing the training modules and materials related to environmental safeguards and climate change risk mitigation for the training of trainers;
- (v) draft sector-specific environmental assessment and review framework and climate change risk management;
- (vi) assist in undertaking initial environmental examinations and preparing environment safeguards documents; and
- (vii) support the knowledge sharing activities under the TA.

12. **Qualifications.** The specialists must have the following qualifications: (i) preferably a master's degree in environment management or a related field; (ii) at least 12 years of relevant experience in environmental management and monitoring in development projects; (iii) familiarity with safeguards policies related to the environment by major donors in Viet Nam; (iv) sound knowledge of the government's legislation, regulations and procedures on environmental assessment, and related fields; (v) preferably relevant experience in implementing ADB or World Bank-funded projects; and (vi) good oral and written English communication skills.

G. Social Safeguards Specialists (maximum 2 positions, national, full-time, 38 person-months)

13. The specialists will perform the following tasks:

- (i) conduct a social safeguards (involuntary resettlement and indigenous peoples) portfolio review;
- (ii) identify implementation and capacity gaps in land acquisition, resettlement, and ethnic minority issues planning and management;
- (iii) recommend appropriate organizational and institutional set-up for effective land acquisition and resettlement and ethnic minority planning and management;
- (iv) lead in developing the training modules and materials on social safeguards;
- (v) develop guidance notes, templates for resettlement plan, a resettlement and ethnic minority development plan, an internal monitoring report, an external monitoring report, and terms of reference;
- (vi) draft a sector-specific resettlement framework, resettlement and ethnic minority development framework, and ethnic minority development framework for future ODA-assisted projects;
- (vii) assist target sector agencies in the preparation of resettlement plans, a resettlement and ethnic minority development framework, and an ethnic minority development framework; and
- (viii) support the knowledge sharing activities under the TA.

14. **Qualifications.** The specialists must have the following qualifications: (i) preferably a master's degree in sociology, anthropology, or a related field; (ii) at least 12 years of relevant experience in resettlement and issues related to indigenous peoples' management and planning in development projects; (iii) familiarity with social safeguards policies by major donors in Viet Nam; (iv) sound knowledge of the government's legislation, regulations, procedures on land acquisition and ethnic minorities; (v) preferably relevant experience in implementing ADB or World Bank-funded projects; and (vi) good oral and written English communication skills.

H. Social Development and Gender Specialists (maximum 2 positions, national, full-time, 38 person-months)

15. The specialists will perform the following tasks:

- (i) conduct a gender analysis and portfolio review;
- (ii) identify implementation and capacity gaps in gender mainstreaming;
- (iii) recommend appropriate organizational set-up for gender mainstreaming;
- (iv) develop training modules and materials, guidance notes, templates, and terms of reference for gender mainstreaming;
- (v) draft a sector-specific gender action plan template for future ODA-assisted projects;
- (vi) assist target sector agencies in preparing gender action plans and poverty assessments;
- (vii) participate in selected key review missions of ODA-assisted projects; and
- (viii) support the knowledge sharing activities under the TA.

16. **Qualifications.** The specialists must have the following qualifications (i) preferably a master's degree in sociology, anthropology, or a related field; (ii) at least 12 years of relevant

experience in gender mainstreaming and stakeholder engagement in development projects; (iii) familiarity with gender mainstreaming policies by major donors in Viet Nam; (iv) sound knowledge of the government's legislation, regulations, procedures and international commitments related to gender; (v) preferably relevant experience in implementing ADB or World Bank-funded projects; and (vi) good oral and written English communication skills.

I. Stakeholder Consultation Specialist (national, full-time, 20 person-months)

17. The specialist will perform the following tasks:

- (i) assist the TA team in ensuring quality and accuracy of the TA documents and reports;
- (ii) serve as the primary facilitator in major events and workshops;
- (iii) prepare and disseminate case studies and lessons on civil society engagement;
- (iv) conduct a review of stakeholder engagement of ongoing ODA-financed projects;
- (v) identify implementation and capacity gaps in stakeholder engagement;
- (vi) recommend appropriate organizational set-up for stakeholder engagement;
- (vii) lead in developing the training modules and materials on stakeholder engagement;
- (viii) assist target sector agencies in preparing a stakeholder participation plan; and
- (ix) support the knowledge sharing activities under the TA.

18. **Qualifications.** The specialist must have the following qualifications: (i) bachelor's degree in social sciences or a related field; (ii) at least 10 years of work experience in stakeholder engagement in Viet Nam; (iii) good knowledge and experience in ODA-financed projects in Viet Nam; (iv) solid knowledge of civil society in Viet Nam, including organizations such as professional associations, research institutes, religious organizations, labor unions, women's groups, student associations, etc.; (v) good knowledge of ADB or World Bank guidelines on civil society engagement; and (vi) excellent oral and written communication skills in English.

J. Project Management Unit Professionalization Outreach and Liaison Specialist (national, intermittent, 10 person-months)

19. The specialist will perform the following tasks:

- (i) support the MPI in its coordination activities on the overall government action plan for improving performance of ODA programs, projects, and concessional loans;
- (ii) facilitate the dissemination and replication of lessons and tools from the TA;
- (iii) support the TA team and the MPI in the knowledge sharing activities; and
- (iv) provide other relevant support to the MPI in improving the effectiveness of ODA projects.

20. **Qualifications.** The specialist must have the following qualifications: (i) a university degree, (ii) at least 6 years of work experience in project coordination and liaison work, (iii) a good understanding of the government's administration structure and general procedures, (iv) good knowledge of and experience in ODA-financed projects in Viet Nam, and (v) excellent oral and written communication skills in English.

K. Resource Persons (international, 2 person-months; national, 5.5 person-months)

21. Subject matter specialists will be tapped as resource persons to help with specific topics and review training modules and tool kits prepared under the TA. This will enable the introduction of international good practices in various aspects relevant to core project management functions. Specific needs and qualification requirements will be defined during project implementation on an as-needed basis subject to agreement with ADB and the MPI.

L. Administrative Assistants and Interpreters (national, 3 positions, full-time, 60 person-months total)

22. The administrative assistants and interpreters will perform the following tasks:

- (i) support the organization of meetings;
- (ii) translate project-related documents and provide interpretation at project meetings;
- (iii) assist in tabulating results of surveys and recording minutes of meetings, consultations, and discussions;
- (iv) receive and dispatch documents and correspondence related to the TA;
- (v) assist in routine clerical work as may be requested; and
- (vi) undertake any other tasks as directed by the TA team leader or TA deputy team leader.

23. Each administrative assistant and interpreter must have a bachelor's degree, excellent oral and written communication skills in English and Vietnamese, and at least 5 years of relevant experience.