

## **TERMS OF REFERENCE FOR CONSULTANTS**

1. **Background.** The Asian Development Bank (ADB) will provide Southeast Asian developing member countries (DMCs) with policy advice and technical support for pipelined projects in human and social development (HSD). This transaction technical assistance (TA) facility is aligned with ADB Strategy 2030's operational priorities, in particular, operational priority 1 (addressing remaining poverty and reducing inequalities) and operational priority 2 (accelerating progress in gender equality). This TA facility has three outputs: Output 1: human and social development projects prepared; Output 2: demand-driven policy advice and capacity building for project implementation supported; and Output 3: knowledge development among countries in the Southeast Asian region promoted.

2. **Overview for consultancy terms of reference (TOR).** Under the TA facility, initially two firms (one specializing in health, one in education and technical vocational and education training [TVET]), will be engaged to support activities under output 1. Under the firm for health, there are 42 person-months of international consultants and 28 person-months of national consultants. Under the firm for education and TVET, there are 19.5 person-months of international consultants and 31 person-months of national consultants. For more specialized expertise, (i) the health sector will hire four additional individual consultants (international quality management specialist, 6 person-months; international health financing and private sector specialist, 6 person-months; international public health specialist with an expertise in migration, 4 person-months; and health facility design and management specialist, 1 person-month); and (ii) the education and TVET sector will hire seven additional individual consultants (national senior education specialist, 4 person-months; international science, technology, engineering, and mathematics (STEM) education specialist, 4 person-months; international lead education specialist, 5 person-months; international lead TVET specialist, 4.5 person-months, national TVET specialist, 4.5 person-months; international U-based training specialist, 2 person-months, and international industry engagement and public private partnerships (PPP) specialist 3 person-months. There is a possibility to increase scope and extend the consulting firms' contracts to cover additional projects as needs arise and if additional financing is secured, subject to the satisfactory performance of the consultants.

3. The individual consultants and consulting firms will be engaged following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. The firms will be selected based on simplified technical proposal in accordance with quality and cost-based selection procedures. A quality to cost ratio of 90:10 will be followed. All disbursements under the TA facility will follow ADB's Technical Assistance Disbursement Handbook (2010, as amended).

### **I. TERMS OF REFERENCE FOR HEALTH**

#### **A. Development Context**

4. The government of Lao People's Democratic Republic (Lao PDR) has requested ADB assistance in improving quality of health care (QHC). In recent years, the government has rapidly scaled up national health insurance which has improved the number of citizens covered under insurance, but the challenge of quality remains significant. Under the QHC project, it is proposed to target policy level actions (such as reform of guidelines and regulations on quality), as well as specific human resource capacity constraints at service delivery level. The second pipelined project is a regional project including Lao PDR, and further includes Myanmar, Cambodia and Thailand, and potentially Viet Nam. The project, Greater Mekong Subregion Universal Health

Coverage (GMS UHC), looks to increase health care access for the most vulnerable in society, particularly migrants who cross borders. The countries proposed to participate in the project recognize the importance of labor migration for the economy in their region and would like to strengthen collaboration to ensure good quality and affordable healthcare beyond their national boundaries. Lessons from the Philippines, a strong country catering for overseas foreign workers, will be drawn upon. The project builds upon previous and current regional projects on communicable disease control. In addition to these proposed projects, consultants will be engaged to develop knowledge and analysis for priority Southeast Asian countries. Once new projects are identified depending on findings of the studies and priorities of the government, preparation of additional projects can be added to the scope of the consulting assignments.

5. Under the TA facility, ADB will engage a firm (70 person-months in all, with 42 international and 28 national person-months) to help with the design and implementation of the identified projects. An additional four individual consultants (17 person-months international) will be added where necessary on specific expertise. The total cost for the four individual consultants to be engaged upfront is \$304,600, while that for the firm to be engaged subsequently is \$899,110 (including travel expenses and contingency, but excluding seminars, surveys, equipment, miscellaneous administrative cost). There is a possibility of increased scope and extension of the consulting firms' contract if additional financing is secured for the TA facility and subject to satisfactory performance of the consultants.

## **B. Firm for Health**

### **1. Public health specialist (international, 12 person-months)**

6. The public health specialist will advise countries on health strategies and their implementation. He/she will have a strong understanding of epidemiological profiles, health systems and key issues faced by populations, and find appropriate solutions. The specialist will have a degree in public health or policy, epidemiology, medicine or related social sciences and at least 15 years of relevant experience in Southeast Asia. Experience with working with national and local governments in Southeast Asia and with multilateral development banks is strongly preferred.

7. Expected tasks include:

- a. Assess challenge and gaps in the national health systems, then identify solutions with governments and ADB;
- b. Explore opportunities with Association of Southeast Asian Nations (ASEAN) countries for exchange visits that can strengthen capacities of the Ministry of Health (MOH) departments.
- c. Prepare training material (exercise material, presentations, invitation of participants etc.) and carry out capacity development workshops for province, district and facility staff as required;
- d. Coordinate with development partners and stakeholders as required;
- e. Undertake scoping studies, as required, to assess other areas of public health reforms where ADB can assist Southeast Asian governments; and
- f. Provide short knowledge briefs on implementation and policy advice

### **2. Monitoring and evaluation specialist (international, 4 person-months)**

8. The monitoring and evaluation (M&E) specialist will contribute to improving availability of information on health care processes and outcomes. The monitoring and evaluation specialist will have a degree in public health or policy, epidemiology, statistics, data management, social sciences, or related field and have at least 10 years of directly related work experience in monitoring and evaluation and health informatics. The specialist should have at least 7 years of related work experience in M&E. Experience with working with national and local governments in southeast Asia and with multilateral development banks is strongly preferred.

9. Expected tasks include:

- a. Collect and assess available national-, facility-, district- and province-level indicators measuring health care processes and outcomes, taking note of data availability, quality and gaps;
- b. Recommend additional required indicators or revisions for measurement at facility level;
- c. Recommend institutionalizing measures to improve monitoring and evaluation for better service delivery and health outcomes
- d. Prepare training material (exercise material, presentations, invitation of participants etc.) on M&E and carry out capacity development workshops for province, district and facility staff as required; and
- e. Coordinate with development partners and stakeholders as required.

### **3. Human resources for health specialist (international, 4 person-months)**

10. The human resources for health specialist will contribute to strengthening human resources for health by collating and analyzing information on the distribution and availability of health professionals in-country. He/she will assess available national-, facility-, district- and province-level gaps in human resources and recommend required measures to address gaps especially at facility and policy level. He/she will help to build capacity of health human resources. The human resource specialist will have a master's degree in business administration, human resource management or related field and have at least 7 years of related work experience in human resource management. Work experience in human resources for health, working with national and local governments and with multilateral development banks is strongly preferred.

11. Expected tasks include:

- a. Collate and translate documents on health human resources and make recommendations on how to improve distribution and availability of health professionals;
- b. Prepare training material (exercise material, presentations etc.) on human resource development;
- c. Carry out capacity development workshops for province, district and facility staff as required;
- d. Coordinate with development partners and stakeholders as required; and
- e. Provide short knowledge briefs on implementation and policy advice.

### **4. Health economist (international, 8 person-months)**

12. The health economist will identify issues related to efficiency, effectiveness, value and behavior in the production and consumption of health and healthcare. He/she will provide

technical support and build institutional capacity of the MOH in the formulation of plans, development and implementation of innovative approaches to health sector reforms. The expert will also provide leadership and engage in partnerships for the achievement of universal health coverage. The specialist should have a degree in Economics, Health Economics, Health Policy or Social Policy and demonstrated experience in Southeast Asia health sector.

13. Expected tasks include:

- a. Lead and advise in the planning process that supports MOH;
- b. Prepare health financing and health economics analyses, recommendations, briefing notes, and assessments;
- c. Prepare training material (exercise material, presentations etc.) on strategy implementation;
- d. Carry out capacity development workshops for province, district and facility staff as required;
- e. Coordinate with development partners and stakeholders as required;
- f. Undertake scoping studies, as required, to assess other areas of public health reforms where ADB can assist Southeast Asian governments; and
- g. Provide short knowledge briefs on implementation and policy advice.

#### **5. Health system strengthening specialist (international, 6 person-months)**

14. The health system strengthening specialist will assist countries to achieve universal health coverage by targeting six domains: human resources for health; health finance; health governance; health information; medical products, vaccines, and technologies; and service delivery, as defined by the World Health Organization (WHO). The specialist should have a degree in economics, health economics, health policy, or social policy and demonstrated experience in Southeast Asia health sector. Expected tasks include:

- a. Provide technical support in the implementation of health strategies supporting health system strengthening;
- b. Prepare training material (exercise material, presentations etc.) on health systems strengthening;
- c. Carry out capacity development workshops for province, district and facility staff as required;
- d. Coordinate with development partners and stakeholders as required;
- e. Undertake scoping studies, as required, to assess other areas of public health reforms where ADB can assist Southeast Asian governments; and
- f. Provide short knowledge briefs on implementation and policy advice.

#### **6. Health information systems specialist (international, 4 person-months)**

15. The health information systems (HIS) specialist will review existing health information system with regards its functionality, suitability, and value added to MOH goals. The specialist, in collaboration with designated counterparts, will carry out (i) systems assessment; (ii) systems integration/inter-operability assessment; and (iii) capacity building for health information systems. The specialist should have a degree in computing, information systems or information technology and experience in developing countries' information technology systems.

16. Expected tasks include:

- a. Review the MOH HIS to identify priority requirements to improve reliability and timely access to health information at all levels;
- b. Discuss with the information technology technical specialist support staff engaged in managing HIS and other eHealth systems to consider suitable software for use in MOH.
- c. Based on the assessment, develop an action plan and support the development of HIS system and capacity including:
  - i. Reorganization, refinement, and validation of existing information system in close consultation with employing agencies (cleaning of data, verification of accuracy);
  - ii. Production of routine and special reports to support management and inform policy; and
  - iii. Development of an online platform that enables authorized officials at all levels to access relevant information.
- d. Undertake scoping studies, as required, to assess other areas of public health reforms where ADB can assist Southeast Asian governments; and
- e. Provide short knowledge briefs on implementation and policy advice.

#### **7. Procurement specialist (national, 8 person-months).**

17. The specialist will assist ADB and government to assess procurement capabilities, develop a procurement plan and build capacity in procurement. He/she is expected to have a degree in health policy or medicine and a minimum of 10 years' experience years in procurement in the health sector and be familiar with procurement in line with ADB requirements.

18. Expected tasks include:

- a. Undertake and prepare the Project Procurement Risk Assessment including procurement capacity assessment;
- b. Develop suitable contract packaging and assist the executing agency to prepare a procurement plan covering the whole implementation period of procurement activities;
- c. Prepare Master Bidding Documents for each type of contract to be used;
- d. Provide reports on the assessment findings, gaps and capacity building programs for enhancing the country procurement capacity;
- e. Carry out the job training and workshops to develop staff capability on procurement management for executing and, implementing agencies, and relevant government agencies, particularly in the preparation of bidding documents and bidding procedures; and
- f. Support the selected projects' executing agency and ADB team in meeting project readiness criteria for project Board approval, guided by, and outputs prepared in accordance with the ADB Procurement Policy (2017, as amended from time to time).

#### **8. Gender and social development specialist (national, 8 person-months)**

19. The specialist should have a masters' degree in social sciences, gender studies, or public policy. He/she should have formal training in gender analysis and ethnic group/indigenous

peoples' group planning and demonstrated experience, skills, and expertise in mainstreaming gender in Southeast Asia.

20. Expected tasks include:

- a. Review ADB documents on the requirements for gender mainstreaming and indicative gender category of the concerned project;
- b. Review ADB documents on the requirements for ethnic group development plan and indicative ethnic group category of the concerned project;
- c. As part of the poverty and social analysis, conduct a detailed gender and ethnic group analysis to identify opportunities for women's and ethnic group's participation and risk mitigating measures;
- d. Identify the socioeconomic profile of key stakeholder groups in the target population and disaggregate data by sex and ethnic group and analyze the link between poverty, gender and ethnic group;
- e. Identify government agencies, nongovernment and community-based organizations, and women's and ethnic groups that can be utilized during project preparatory phase (and project implementation and assess their capacity);
- f. Review the related policy and legal framework, as necessary;
- g. Based on gender analysis, develop a gender action plan (GAP) for the concerned project that mirrors the design and monitoring framework (DMF) outputs and includes gender-inclusive design features, gender targets and indicators, time lines, assigned responsibilities, and implementation arrangements;
- h. Prepare TOR for gender specialist services to implement GAP or project gender features, including for any nongovernment organizations (NGOs) to be recruited for implementation;
- i. Prepare TOR for ethnic group specialist services to implement the Ethnic Group Development Plan (EGDP), including for any NGOs to be recruited for implementation; and
- j. Prepare other documentations related to gender and ethnic group required in the report and recommendation of the President (RRP).

**9. Environmental and safeguards specialist (national, 4 person-months, international, 2 person-months)**

21. The specialist will support the preparation of the project, specifically in updating the environmental safeguards documents as per ADB's and the Governments' requirements. The environmental and safeguards specialist is expected to have a degree in a relevant field, or an equivalent qualification, have at least 10 years working experience in environmental safeguards management, and preferably experience in working with ADB environmental safeguards. The consultant is expected to have thorough knowledge and experience of the environmental safeguards requirement of the Governments' projects.

22. Expected tasks include:

- a. Conduct and prepare Rapid Environmental Assessment Checklist, initial environmental examination (IEE) including environmental management plan for the project;
- b. Conduct an environmental audit of the project;
- c. Review safeguards documents produced by the executing agency and filling the gaps if any to ensure compliance with ADB Safeguard Policy Statement 2009;
- d. Revise the project administration manual safeguard sections as required;
- e. Support the executing agency in implementing safeguard plans by developing a detailed TOR and assisting the executing agency in implementing the plan and provide training and capacity building in dealing with environmental issues; and
- f. Support the projects' executing agency and ADB team in meeting project readiness criteria for project Board approval. The consultant is required to coordinate and cooperate with other specialists closely.

**10. Financial management specialist (national, 5 person-months)**

23. The consultant will provide strategic advice and assistance on financial management.

24. Expected tasks include:

- a. Update the financial management capacity assessment that was undertaken during the preparation of the projects, taking into account any recent assessments from ADB and other development partners;
- b. Draft the funds and document flow pertinent to the project interventions;
- c. Recommend ways of addressing any identified weaknesses, gaps and issues in financial management;
- d. Identify financial management actions to be included associated with the project activities;
- e. Provide inputs into the RRP, DMF, and other relevant documents; and
- f. Perform other TA-related tasks as may be reasonably requested by the ADB project officer and government.

**11. Resettlement specialist (national, 3 person-months, international 2 person-months)**

25. The specialist will have a degree in social science or related field and a minimum of 10 years' experience in working in areas of social resettlement and safeguards for multilateral development bank funded projects.

26. Expected tasks include:

- a. Review national and local laws and regulations, administrative arrangements and requirements, and budgetary processes relevant to land acquisition and resettlement (LAR) and indigenous peoples; analyze relevant laws and regulations vis-à-vis ADB's social safeguard requirements, as described in the

- ADB Safeguard Policy Statement and recommend gap-filling measures as needed;
- b. Review available reports and secondary data on relevant resettlement and indigenous people issues;
  - c. Identify potential LAR impacts of proposed project components and conduct the necessary preparatory surveys (inventory of loss, socioeconomic survey of project-affected households);
  - d. If any land acquisition or resettlement is needed for the project, help the executing and implementing agencies in preparing a resettlement plan consistent with ADB standards, including conducting meaningful consultations with affected households and other relevant stakeholders;
  - e. Confirm if there are potential social impacts associated with any associated facilities and prepare a due diligence report with a corrective action plan;
  - f. Determine the presence of indigenous peoples/ethnic minorities (as per definition of indigenous peoples in the ADB Safeguard Policy Statement) in the proposed project areas. If indigenous peoples are present, carry out surveys and field-based studies required to assess potential project impacts on them;
  - g. Determine whether indigenous peoples will be physically displaced and whether impacts, if any, are principally resettlement in nature. Based on the assessment, determine the need for a stand-alone EGDP, or combined resettlement and ethnic minorities development plan (REMDP) in line with ADB Safeguard Policy Statement requirements, including appropriate budget and implementation arrangements, and measures to ensure meaningful participation of the indigenous peoples and involvement of NGOs, where appropriate;
  - h. Ensure overall project compliance with ADB's indigenous people safeguard; work closely with other specialists to ensure indigenous people concerns, impacts, mitigation measures and required resources are reflected in the overall project design, cost estimates, and other relevant project documents;
  - i. Develop a project-specific grievance redress mechanism to handle complaints in an effective and culturally appropriate manner;
  - j. Advise the executing agency, participating local government(s), and implementing agencies on ADB Safeguard Policy Statement requirements and procedures;
  - k. Assess the capacity and commitment of responsible institutions to update and implement the resettlement plan/EGDP/REMDP. Recommend an institutional strengthening strategy, and/or formation and training of a social safeguards unit within the executing and implementing agencies, if required; and
  - l. Assist in preparing relevant appendices and sections of the RRP and other related draft documents.

### **C. Individuals for Health (4 positions)**

#### **1. Quality management specialist (international, 6 person-months)**

27. A quality management specialist will be engaged to advise on how to improve quality of care in public health systems. He/she will be expected to have at least a master's degree in public health, health policy, epidemiology, social sciences, or related field. The expert will have at least 10 years of directly related work experience in public health, and working in developing countries on health care quality policies and designing and implementing interventions to improve health care quality. A strong track record of multilateral development banks and Southeast Asian experience is preferred.



28. Expected tasks include:

- a. Review policies on quality, using both primary and secondary data, and make field visits to a sample of facilities with diverse situations;
- b. Make recommendations to streamline and align guidelines based on the visits and in close discussion with facility teams and the government;
- c. Identify a range of potential interventions to improve quality of care. Recommendations will be made within the context of widely accepted frameworks on quality, such as those defined by WHO;
- d. Make recommendations on the roles and responsibilities of provinces and districts in improving quality of care;
- e. Prepare training material (exercise material, presentations etc.) based on results and recommendation;
- f. Conduct capacity development workshops to province, district and facility staff to increase their responsiveness and accountability to deliver better service quality;
- g. Coordinate with development partners and other stakeholders as required; and
- h. Undertake scoping studies, as required, to assess other areas of public health reforms where ADB can assist Southeast Asian governments.

**2. Health financing and private sector specialist (international, 6 person-months)**

29. A health financing specialist will be engaged to advise on how to structure financing for ensuing health projects. This may include undertaking background analyses including pros and cons of different innovative financing options. The candidate should have a degree in finance or business administration, accountancy or equivalent and a minimum of 10 years' experience and have extensive experience in financial modelling and financial analysis in the health sector. Previous experience with ADB is highly desirable.

30. Expected tasks include:

- a. Assist project team leader to develop innovative financial solutions for projects in all Southeast Asian countries with private sector engagement potential;
- b. Produce presentation documents and partake in discussions with relevant stakeholders to design projects;
- c. Develop outreach materials tailored to relevant audience; and
- d. Provide short knowledge briefs on implementation and policy advice.

**3. Public health specialist with migration expertise (international, 4 person-months)**

31. A public health specialist with expertise in migration will be engaged to advise on how to improve inter-regional collaboration on migrant health. The expert will undertake background analysis on the strengths and weaknesses of the Philippines experience in sending overseas foreign workers. Aspects such as health financing, health service delivery, quality of health services, and exploring ways to improve universal health coverage both at home and abroad will be prioritized, in addition to assessing occupational and environmental hazards for migrants who work special economic zones. Potential green and climate mitigation measures and solutions will

be prioritized. The candidate should have a degree in public health and migration, design, environmental health and a minimum of 10 years' experience and a track record in working with disaster prone areas in Southeast Asia. Previous experience with ADB is highly desirable.

32. Expected tasks include:

- a. Assist project team leader to develop recommendations for universal health coverage for migrant workers both at home and abroad with an emphasis on occupational and environmental hazards in special economic zones; and
- b. Produce presentation documents and partake in discussions with relevant stakeholders to design projects;
- c. Undertake scoping studies, as required, to assess other areas of public health and migration policies where ADB can assist Southeast Asian governments;
- d. Provide short knowledge briefs on implementation and policy advice.

**4. Health facility design and management specialist (international, 1 person-month)**

33. A health facility design and management specialist will be engaged to advise on (i) designing a patient-centered public health facility system (such as zoning and patient flow management, mechanism to ensure continuity of care), which will contribute to improving quality and efficiency of care; and (ii) climate-smart green health facility designs and energy management, which will contribute to reducing the carbon footprint of health facilities and improving resilience of health facilities in the context of climate change and disasters. Priority for countries particularly facing adverse events (for example Philippines, Thailand and Indonesia) will be given. The ideal candidate is expected to have at least 10 years' of experience in the general management of medium-to-large scale hospitals including experience in clinical supervision, and knowledge of the industry standards of green health facilities as demonstrated by designing and implementing relevant projects.

34. Expected tasks include:

- a. Develop a general guideline and/or toolkit for designing a patient-centered green public health facility, including case studies; and
- b. Produce presentation documents and partake in discussions with relevant stakeholders to design projects;
- c. Undertake scoping studies, as required, to assess other areas of public health reforms where ADB can assist Southeast Asian governments; and
- d. Provide short knowledge briefs on implementation and policy advice.

**II. TERMS OF REFERENCE FOR EDUCATION AND TECHNICAL VOCATIONAL AND EDUCATION TRAINING PROJECTS**

35. Under the proposed TRTA facility, ADB will engage 7 individual consultants (18.5 person-months international and 8.5 person-months national) to (i) support the design of the Higher Education for Technology and Innovation (HETI) project in Indonesia and the Skills and Knowledge for Inclusive Economic Growth Project II (SKIEG II) in Viet Nam, (ii) undertake scoping studies, as required, to assess other areas of post-secondary reforms where ADB can assist the government of Indonesia, Cambodia, Lao PDR, and Viet Nam, and (iii) support implementation of selected projects. ADB will also engage a firm under the TA facility to support the preparation of identified projects. The current TOR for the firm include consultant support (50.5 person-months

in all, with 19.5 international and 31 national) to help prepare two projects, the HETI and the SKIEG II projects. Once new projects are identified depending on the findings of the scoping studies and the priorities of the government, preparation of additional projects can be added to the scope of the consulting assignments. The total cost for the seven individual consultants to be engaged upfront is estimated at \$517,085 (excluding contingency), while that for the firm to be engaged subsequently is about \$826,835 (including travel expenses, seminars, surveys, equipment, miscellaneous administrative cost, excluding contingency). There is a possibility of increased scope and extension of the consulting firms' contract in case if additional financing is secured for the TA facility and subject to satisfactory performance of the consultants

36. The consulting firm will be engaged following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. It will be selected based on simplified technical proposal in accordance with quality and cost-based selection procedures. A quality to cost ratio of 90:10 will be followed. All disbursements under the TA will be done following ADB's Technical Assistance Disbursement Handbook (2010, as amended). The major outputs/tasks of the entire firm are listed below. They should be read in the context of the specific TORs laid down for the different consultants who have to be hired.

37. The following consulting support will be provided in a phased manner as below:

**1. Phase I: Overall Sector Analysis and Scoping (to be undertaken by individual consultants)**

- a. Review the Government Socio-Economic development plan, 2016–2020, and other relevant government reports and development literature focusing on human capital development and poverty reduction in Indonesia and Viet Nam.
- b. Review the higher education and TVET policies, system, national skills qualification framework, institutional coordination mechanism between government, industry, and institutions of Indonesia and Viet Nam.
- c. Review the progress made under on-going project, and private sector involvements in training program development, apprenticeship programs to identify potential public-private partnership (PPP) opportunities.
- d. Study existing reports on skills-gap analysis to understand the future needs and priorities of the countries. Prepare reports on the types of TVET training being imparted (funded by the government, donors, and the private sector), and highlight the target trainees: trades; delivery mode (public or private training); competency levels; and training facilities.
- e. Based on the above, prepare reports summarizing which programs are working well, and which are not. Identify areas for possible ADB support. Please see section III for details.

**2. Phase II: Design of identified projects (to be undertaken by the firm)**

38. Please see section III for details. The firm will be mobilized when there is clarity on the design of the proposed project, and agreement from the respective Government for inclusion in the Country Operations Business Plan.

**A. Firm for Education and Technical Vocational and Education Training Projects**

## 1. Objective and Purpose of the Assignment

39. The objective of the assignment is to support the government of Indonesia, Cambodia, Lao PDR, and Viet Nam to design the Skills for Employability (S4E) project, the Higher Education for Technology and Innovation (HETI) in Indonesia, Third Upper Secondary Education Sector Development Program 3 (USESDP 3) in Cambodia, the Education for Employment Sector Development Program (E4ESDP) in Lao PDR, and Skills and Knowledge for Inclusive Economic Growth Project II (SKIEG II) in Viet Nam.

## 2. Scope of Work and Deliverables

40. The firm will field a team of consultants to provide the following results for each of the projects:

- a. Support the Government of Indonesia, Cambodia, or Lao PDR, Viet Nam in finalizing the draft project proposal for the HETI, S4E project, USESDP II, E4ESDP, and SKIEG II;
- b. Support the government to complete the due diligence on the HETI, S4E project, USESDP 3, E4ESDP project in line with Government of Indonesia, Cambodia, or Lao PDR, Viet Nam requirements and ADB requirements; and
- c. Complete project documentation for the HETI, S4E project, USESDP 3, E4ESDP, SKIEG II, Government of Indonesia, Cambodia, Lao PDR, Viet Nam and ADB requirements.

41. While details for each project differ, the following generic activities can be identified for each phase:

42. Phase 1: Scope and coverage of the proposed projects finalized. The first output of the support to preparation of the projects will be to finalize the scope and coverage of each projects, based on a careful review of the available draft proposals from the respective agencies, the agreed concept, and other relevant project documents, informed by labor market analysis, economic analysis, a sector analysis, a gender analysis, and any other assessments agreed. This involves adjusting and strengthening the draft proposals to maximize development impact.

43. The draft proposal will include a detailed description of the physical activities to be supported, including finalization of architectural and preliminary designs and costing, support development of TOR for detailed engineering design, including determination of suitability for procurement advance action, and if applicable supporting advance contracting and management of the firms developing the detailed engineering design firm, and assist in finalizing the procurement plan and the appropriate (master) bidding documents. To support the design activities, design principles, lessons learned document, sample TORs and other resources will be made available and are expected to be strengthened during implementation.

44. Where applicable, the TA team will advise ADB during preparation if the more advanced institutions in the HETI project are interested in using public private partnership modality for financing infrastructure in this project.

45. During these design activities and consultations, all relevant stakeholders are to be included: Higher Education Institution (HEI), TVET institution, and or secondary schools' management, staff and students, local industry, industry associations, and vocational subject teachers, among others. While finalizing the scope, the firm is expected to assess the feasibility

of the proposals and propose mitigating actions in case more capacity would be needed. The TA will ensure that the final scope is one project to be managed by a project management unit (PMU) in the central ministry, with certain activities delegated to the identified project implementation units (PIUs). This will result in identifying which activities are to be managed by the PMU and which by the PIUs, including allocating roles and responsibilities to PIUs and the PMU. For the PMU, this is expected to include progress reporting, monitoring and evaluation, knowledge management and quality assurance, managing external relations and other sector policy issues, backstopping for procurement and other relevant topics, like audit.

46. These activities will lead to the finalized scope of the project. Implementation arrangement and first results framework with indicators and targets will be part of the draft scope.

47. Phase 2: Due diligence requirements for the proposed project component conducted. The firm will conduct the following due diligence assessments: (i) financial management and procurement capacity of the executing and implementing agencies; (ii) economic and financial analysis; (iii) development partner coordination and sector assessment; (iv) social and environmental safeguards, especially of the infrastructure components; (v) poverty, social and gender analysis; (vi) climate change risk assessment, if applicable; and (vii) risk assessment, including recommendations for mitigating actions.

48. Phase 3: Complete project documentation. The firm will prepare the cost estimates and financing plan and prepare the project administration manual, including detailed specific project components, detailed implementation arrangement and planning (including proposed sequencing of consultant recruitment and procurement bidding and awarding for each implementing agency, relevant bidding documents, advance procurement action, if any, and TOR for consultants), costing, procurement and financial management arrangements, procurement plan with suggested level of priority or, if applicable, post review based on executing agency and implementing agency capacity assessment, results framework and monitoring and evaluation plan, technical assistance arrangements and TOR, the gender action plan and other gender inputs required in the project documentation package, specific details on implementation of environmental and social safeguards plans or framework, climate change risks assessment, and risk management plan. After completion of the ADB required documentation, the firm will also assist in preparing the readiness criteria documents as per the requirements from the Government of Indonesia, Cambodia, Lao PDR and Viet Nam, as applicable.

49. The firm is expected to be fielded from June 2019 onwards, with the work on preparation of the HETI project to be the first activity and the preparation of the SKIEG II, the second activity. Two contracts (one for the HETI and the other for the SKIEG II) will be prepared for the selected firm. Preparation of the SE, USESDP 3 and E4ESDP, will be included later. An estimated schedule of deliverables for each project will be developed. At the time of starting the preparation of a project, the concept and draft scope of each project is expected to be available. The assignment is expected to be completed in June 2021.

### 3. Consultant Requirement

50. **Education specialist/team leader (international [Indonesia], 3 person-months).** The international team leader (ITL) will be responsible for managing all the phases 1–3, in preparation of the HETI project. In particular, he/she will (i) prepare the final scope/design of the project; (ii) oversee the preparation of due diligence assessments, including economic analysis, financial management and procurement capacity of project universities, poverty, social and gender analysis, social and environmental safeguards as well as climate change risk assessment; (iii)

prepare sector assessment, development partner coordination and risk assessment; (iv) finalize the detailed design—RRP, PAM, including, scope, cost, financing plan, implementation arrangements, capacity development needs, etc. and all relevant documents according to ADB templates and ensure that the final report complies with the Government of Indonesia and ADB requirements; as well as (v) support the national higher education specialist to develop the M&E framework for the project.

51. **Preferred qualifications and experience:** The expert should have at least 10 years' professional experience in education, preferably higher education, developing strategies and plans for the government and managing complex higher education projects in both emerging and developed economies. He/she should have at least a master's or a doctor of philosophy (PhD) degree in education, or a comparable qualification. An understanding of the government processes, social and cultural environment in Indonesia. would be an advantage. Knowledge of ADB and/or official development assistance agencies is preferred.

52. The ITL will report to the executing/implementing agency and the ADB project officer. Assignment will be in Jakarta, Indonesia, on an intermittent basis over an 8-month period.

53. **Post-secondary skills training specialist (international [Viet Nam]; 5 person-months intermittent).** Expected tasks include: (i) help to expand on the project concept agreed between ADB and Government of Viet Nam; (ii) based on the strengths and weaknesses of ongoing public and private post-secondary skills training programs in Viet Nam, suggest ways in which the design and delivery of the proposed project can be strengthened; (iii) build on existing skills-gap studies by conducting additional surveys for selected sectors with growth/more employment potential; (iv) undertake consultations with relevant government departments, industry associations, academicians, and civil society representatives to get a holistic understanding of the needs and priorities, and strengthen project design; (v) undertake background due diligence and other studies to strengthen the project design; and (vi) help in designing the project's DMF. The specialist will guide the work of the other consultants and coordinate their work. He/she will ensure that the required inputs are provided to the ADB project officer in the specified formats and on time.

54. **Preferred qualifications and experience:** The consultant will have a masters' degree or higher in post-secondary skills training, Economics, or other relevant discipline, with preferably more than 12 years' experience of working on skill development projects. Candidates with previous work experience in Southeast Asia plus experience with ADB/World Bank projects will be given preference.

55. **Architect (international [Indonesia], 1.5 person-months).** The architect will support and provide technical advice on the proposed building and campus design approach from the participating institutions by introducing innovative international best practices in design with a focus on climate-change responsiveness, cost-efficiency, usability, inclusiveness, gender responsiveness, safety, and overall conducive academic atmosphere, for female and male students, female and male staff, and the general public. He will, based upon a review of the proposed campus design plans and the global designs for the buildings, and using a framework incorporating national standards and appropriate international best practices for design campus and academic buildings, provide suggestions for improving the campus designs, and for improving the global designs. In addition, he will contribute to the TOR for the detailed engineering designs to ensure that standards and best practices are achieved. He will work closely with the engineering specialists as well as the education specialist to ensure that both engineering as well as conducive academic climate elements are incorporated in the design.

56. **Preferred qualifications and experience.** The Architect will have a relevant design degree and at least 5 years of relevant experience, preferably in designing education buildings, climate-change responsive designs, human-centered designs, and or in designing of university or other campus. Experience with working in a development context, especially in Indonesia, and being able to speak Bahasa are an added advantage. The consultant needs to be fluent in English.

57. **Higher education specialist/deputy team leader (national [Indonesia], 4 person-months).** The national team leader (NTL) will assist the ITL to design the new HETI project. He/she will also support ITL in managing all the consultants. Specific tasks include the following: (i) support ITL to prepare the design of the HETI project and oversee the finalization of all documents in compliance with ADB and GOI requirements; (ii) develop M&E framework for the HETI project; (iii) identify, engage and maintain networks with national and local HE and TVET experts, DPs and knowledge providers; (iv) prepare reports/documents, oversee organization of meetings/workshops; and (v) attend relevant meetings and undertake any other activity in support of ITL, the TA and as requested by ADB.

58. **Preferred qualifications and experience:** Degree in Education or related field, with experience in developing and managing projects on higher education. At least 8 years of in-country experience in Indonesia. The NTL will be based in Jakarta. Excellent verbal and written English skills are required.

59. **Engineering specialist (national [Indonesia], 2 person-months).** The specialist will provide engineering advice on all aspects of project preparation related to construction in the HETI project. The purpose of the assignment is to ensure that the physical parts of the project proposal will be of adequate quality and timely meet the readiness criteria. The main task of the engineer is to work with the HEIs to finalize the proposed physical plans, the architectural and other preliminary design, to finalize the TOR for the detailed engineering design, and assist in developing the procurement plan. He/she will also assist in the final costing, the capacity development plan, climate change risk assessment, and the IEE and Environmental Management Plan (EMP) development, and risk management plan, based on assessment of available capacity in the universities and with the Ministry of Research, Technology, and Higher Education (MORTHE). The civil engineer will work closely with the ADB education team, the ADB procurement officer, the environment specialist, the architect, and the procurement specialist to ensure that the designs and specifications will be finetuned, in an iterative process and meet all requirements. The consultant will visit the relevant universities and work closely with the counterpart team in each university as well with MORTHE project team.

60. **Preferred qualifications:** The engineering specialist will have an advanced degree in civil engineering. He/she will have long-term and experience in advising and or reviewing on complex engineering projects, including at least 5 years' experience in infrastructure development projects for universities in Indonesia or for comparable projects, preferably supported by international development agencies. This includes involvement in design, procurement, management, and implementation of infrastructure projects. The consultant will have a good knowledge of the capacity of the construction sector in Indonesia. In addition, the consultant will have experience with the higher education sector in Indonesia. This is required for being able to analyze and discuss if the specifications for infrastructure and equipment are indeed supporting the objectives of the project. Excellent verbal and written English skills are required.

61. **Gender/social development specialists (national [Indonesia], 2 person-months, national [Viet Nam] 2 person-months, and international [Viet Nam] 2 person-months intermittent inputs).** The gender specialists will:

- a. Review ADB documents on (i) the requirements for poverty and social analysis as described in the ADB Handbook on Poverty and Social Analysis (2012); and (ii) on gender mainstreaming, including the Policy on Gender and Development (1998), Operations Manual C2 on Gender and Development in ADB Operations (2010), Guidelines for Gender Mainstreaming Categories (2012), Gender Tipsheet No.1 on Understanding and Applying Gender Mainstreaming Categories (2013), and Gender Tipsheet No. 2 on Preparing a Project Gender Action Plan (2013);
- b. (a) Study and analyze the various factors determining the education and workforce participation behavior of females and males, including barriers to entry of females in HE and TVET courses and careers; (b) Identify trades of interest for women and design appropriate counselling modules for these; (c) Coordinate with other specialists to collect and analyze gender-focused data; (d) Prepare a gender action plan with clear baseline data and targets; (e) Conduct gender sensitization workshops for the implementing agencies and other stakeholders including training service providers; and (f) work with Communication and Counseling consultant to design appropriate communication strategies on gender and livelihood development issues.
- c. Conduct a detailed gender analysis for the proposed projects and prepare draft and final reports, guided by ADB's [gender checklists and toolkits](#). To prepare the gender analysis, the specialist will:
  - i. Identify the socio-economic profile of the target population and disaggregate data by sex.
  - ii. Assess the potential gender-differentiated impacts of the project.
  - iii. Collect sex-disaggregated baseline data for all possible gender indicators to be included in the project's DMF and the GAP. The data will be used to set gender targets and monitor the gender benefits and impacts of HE and TVET programs.
  - iv. Identify government agencies and civil society groups that may support project implementation. Assess their capacity.
- d. Based on the gender analysis develop a GAP that mirrors the DMF outputs and outcome. GAPs include clear targets, quotas, gender design features and quantifiable performance indicators to ensure women's participation and benefits. Key aspects of the GAP are incorporated into project assurances to encourage buy-in from executing agencies and other project partners. The GAP presents:
  - i. preparatory work undertaken to address gender issues in the project
  - ii. quotas, targets, design features included in the project to address gender inclusion and facilitate women's involvement and/or ensure tangible benefits to women
  - iii. mechanisms to ensure implementation of the gender design elements
  - iv. gender monitoring and evaluation indicators
- e. Working with the social policy expert, prepare technical inputs to the *Summary Poverty Reduction and Social Strategy* linked document and to other project



design documents including the RRP, the sector assessment, the project administration manual, and the loan agreement.

62. **Preferred qualifications:** The gender specialist should preferably have at least a master's degree in gender studies, development studies, economics, or a related social science and 8 years of professional experience in social development, gender and development, or related areas. The consultant will have experience conducting primary gender research and will be familiar with gender analysis tools and methodologies in the social sectors. Past experience of undertaking gender-related work on government and donor-funded programs will be given preference.

63. **Environmental/safeguards specialist (national [Indonesia], 3 person-months).** The specialist will (i) be familiar with application of ADB safeguard policies as elaborated in ADB's Safeguard Policy Statement; (ii) obtain quantified baseline information for relevant environmental indicators, undertake an assessment of possible environmental impacts, identify mitigating actions for the HETI project, incorporating international good practice per the general IFC EHS Guidelines, (iii) assist with meaningful consultations; (iv) conduct capacity development workshops with the executing/implementing agency; (v) prepare relevant reports: these include an IEE and Environmental Management Plans (EMPs), as may be required, in close consultation with ADB officers, for use during construction of the facilities and environmental management thereafter; (vi) carry out a climate change risk assessment for HETI in collaboration with the engineer and the architect; and (vii) prepare any other report/documentation as may be required by ADB, and the government of Indonesia. The specialist will work closely together with the architect and the engineer to ensure designs appropriately address mitigating actions.

64. **Preferred qualifications and experience:** Degree in environmental management, science or engineering or equivalent environmental discipline and have at least ten years of experience in conducting IEE and preparation of IEE reports/EMP for ADB and/or official development assistance projects as well as knowledge of the environmental impact assessment system in Indonesia. The ability to write clearly in English language is required.

65. **Economist/Labor market specialists (national [Viet Nam] 3 person-months, and international [Viet Nam], 3 person-months intermittent).** The experts will undertake the following: (i) design and conduct skill-gap surveys for selected sectors with growth/more employment potential at the national and provincial levels. In the relatively backward provinces, the skill-gap surveys should focus on identifying community-based livelihood generation opportunities and the backward-forward linkages within the local economy or with that of nearby towns and cities; (ii) review and refine the existing skill-gap studies; and (iii) undertake consultations with industry associations to understand their priorities; The experts will also (a) conduct an appropriate economic analysis of the projects; and (b) ensure that the economic analyses are conducted in accordance with ADB's Guidelines for the Economic Analysis of Projects (2017) and also comply with the requirements of the Government.

66. **Preferred qualifications and experience:** The labor market specialists should preferably hold a master's degree in Economics, Statistics, or other related discipline from a reputed university, with preferably more than 10 years of experience in labor market analysis, manpower planning, and skill-gap analysis. The economist should have a relevant degree in economics or a related discipline from a reputed university, with experience in economic and financial analysis of ADB or WB supported projects, preferably in the social sector.

**67. Vocational training specialist (national [Viet Nam], 4.0 person-months intermittent).**

The expert will (i) review the existing course curricula for popular training programs and help to update in line with latest industry needs; (ii) help to improve the pedagogical structure and content of selected training programs; (iii) identify ways of strengthening the engagement between government, industry, and academia to improve the relevance and quality of training programs; and (iv) help in designing more advanced vocational courses for higher level qualifications which will be required under the 4th Industrial Revolution.

**68. Preferred qualifications and experience:** The vocational training specialist will have a degree in Technical Education or equivalent, and preferably have more than 10 years relevant industry experience in developing technical and vocational education and training curriculum and course material, and training of trainers in modern pedagogic practices.

**69. U-based training expert (national [Viet Nam], 2 person-months, intermittent).** The expert will (i) review the existing training curricula and courses; (ii) help design and adopt existing courses to mobile app bases with close discussion with selected school managers and teachers; (iii) conduct pilot testing by using devices; (iv) provide training on U-based training approach to TVET teachers; and (v) run some test training/tests by using U-based approach.

**70. Preferred qualifications and experience:** The U-based training expert will have a degree in IT related or social science and preferably have more than 5 years' relevant experience in developing U-based training in Asia.

**71. Financial management specialist (national [Indonesia] 3 person-months, national [Viet Nam] 2 person-months and international [Viet Nam] 2 person-months intermittent).**

The expert will conduct financial due diligence in accordance with ADB's requirements, including: (i) financial management assessment (FMA); (ii) preparation of cost estimates and financing plans; (iii) financial cost-benefit analysis of the proposed investment projects, or an assessment of the capacity of the executing or implementing agency to fund incremental recurrent costs; and (iv) financial analysis and projections of the executing and/or implementing agencies. [Financial management resources and guidance notes](#) are available on the ADB website. Detailed tasks include:

- a. Conduct a detailed FMA of the proposed executing and implementing agencies;<sup>1</sup>
- b. Assess capacity for planning and budgeting, management and financial accounting, reporting, auditing, internal controls, and information systems;
- c. Review the findings of past audits and progress made in addressing these;
- d. Assess the strength and weaknesses in project financial management practices and capacity from the perspective of (a) organizational and staff capacity; (b) information management; (c) financial management practices including internal controls, audit arrangements, budgetary framework, accounting and financial reporting; (d) effectiveness; and (e) accountability measures;
- e. Propose suitable risk mitigation and management strategies, along with measures for institutional strengthening and capacity building;
- f. Identify and recommend appropriate funds flow mechanism, financial reporting, and audit arrangement;
- g. Coordinate with the procurement specialist and help to prepare project cost estimates in line with ADB's requirements, referring to *Preparation and Presentation of Cost Estimates* (revised 2014). Include financial projections as

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<sup>1</sup> The FMA questionnaire should be completed for each executing and implementing agency.

- required, and estimate incremental recurrent costs to determine financial and/or fiscal sustainability;
- h. Support reaching agreement on the project's financial reporting, auditing, and public disclosure arrangements;
- i. Report on findings in a Financial Management and Internal Control Assessment. Based on this assessment, prepare the Risk Assessment and Risk Management Action Plan (a required linked document); and
- j. Provide required inputs to the project administration manual (PAM) (if applicable) and the RRP.

72. **Preferred qualifications and experience:** The financial management specialist will preferably have at least a master's degree in accounting, finance, or a related field, and or a recognized professional accountancy qualification. He/she should have at least 10 years' of experience undertaking financial due diligence of government and/or donor-funded programs in Southeast Asian countries.

73. **Procurement specialist (national [Indonesia] 4 person-months; international [Viet Nam] 3 person-months).** The procurement specialist will support all aspects of the project design and due diligence related to procurement (including procurement of goods, works, and consulting services). This includes conducting capacity and risk assessments, supporting the preparation of the procurement plan, providing capacity development for the counterpart agencies, and preparing bidding documents and other procurement-related support to ensure rapid implementation. The specialist will:

- a. Review (a) ADB policies and requirements for project processing and procurement, including the new [ADB Procurement Policy](#) (2017), Procurement Regulations for ADB Borrowers (2017), and related guidance notes, and (b) taxes and other factors that may affect project costing.
- b. Conduct due diligence on procurement policies and practices of the relevant countries, and the proposed executing and implementing agencies.
- c. Address capacity gaps, propose capacity building interventions to be delivered as part of the project preparatory phase as well as follow-on support.
- d. Develop lists of any civil works, goods, and services to be procured under Viet Nam projects, along with estimated unit costs. Based on the agreed lists, prepare a draft project procurement plan (for discussion and finalization during the loan fact-finding mission) including proposed procurement packages and the most suitable methods of procurement.
- e. Prepare detailed and disaggregated cost estimates for project components and update the cost estimates as the project design evolves.
- f. Prepare cost tables in Excel worksheets with cells appropriately linked to facilitate later revisions. Provide a detailed reference note capturing assumptions and serving as a guide to support use and possible revision and updating of project costs.
- g. Provide detailed inputs to sections of the project administration manual (coordinated by the social policy expert)
- h. Prepare draft master bidding documents for each type of contract expected to be used under the project.

74. **Preferred qualifications and experience:** The procurement specialist will have relevant academic qualifications, preferably at least at the master's degree level, and will have demonstrated experience and expertise in procurement and costing for the preparation of

development projects financed by ADB or similar international organizations. He/she should have at least 10 years' experience of undertaking procurement work for government and/or donor-funded programs in Southeast Asia countries. The national specialist should be fluent in English.

75. **Management and reporting requirements.** The firm is expected to closely collaborate with ADB and the respective executing agencies and will be recruited using quality- and cost-based selection (90:10) method and using simplified technical proposals.

76. Expected reports per project:

- a. inception report;
- b. draft scope and coverage of each project;
- c. main due diligence reports:
  - i. financial management and procurement capacity of the executing and implementing agency; economic and financial analysis;
  - ii. development partner coordination and sector assessment;
  - iii. social and environmental safeguards, especially of the infrastructure components, if applicable;
  - iv. poverty, social and gender analysis;
  - v. climate change risk assessment, if applicable; and
  - vi. risk assessment, including recommendations for mitigating actions.
- d. project documentation:
  - i. draft PAM
  - ii. readiness criteria for Indonesia projects

## **B. Individuals for Education and Technical Vocational and Education Training Projects**

77. **Senior education specialist (national [Indonesia], 4 person-months, intermittent).** The consultant will have more than 15 years' experience in education policy design, analysis and or implementation in Indonesia, with a focus on TVET and or higher education. The consultant will have a proven network in TVET and higher education. Experience with ADB project preparation and implementation is an added advantage. The consultant will be fluent in English. The consultant will (a) assist in scoping of higher education and TVET projects in Indonesia based on requests from the government. The consultant will support concept development, manage relationships with the relevant government agencies, and support executing and implementing agencies and ADB in ensuring alignment with national policies and requirements; (b) assist in implementation of ongoing higher education projects, especially in matters related to policy development at the national level; (c) provide policy advise on the higher education and TVET sector, and (d) provide short knowledge briefs on implementation and policy advice.

78. **Lead TVET specialist (international; 4.5 person-months intermittent).** The consultant will have a degree in TVET, Economics, or other relevant discipline, with preferably more than 10 years' experience of working on skills development projects. Candidates with work experience in South East Asia and South Asia, plus experience with ADB/World Bank projects will be given preference. The specialist should be fluent in English; knowledge of Vietnamese is an added advantage. He/she will: (a) update TVET assessment conducted in 2017 to identify critical constraints in the sector; (b) assess labor demand changed as expected by the 4th industrial revolution in selected sectors (such as labor intensive agriculture and advanced skills automation, automotive, electronics and mechatronics etc.); (c) assess demand on upgrading learning and teaching environment in selected semi-autonomous; (d) draw lessons from PPP in TVET in other countries, identify potential partners in private sectors and TVET institutions; (e) undertake

consultations with relevant government ministries, development partners, TVET institutions, and other stakeholders to get a holistic understanding of the needs and priorities for TVET system strengthening; (f) scope out priority areas where ADB can provide support to Viet Nam for furthering TVET reforms; and (g) and document relevant lessons learned in knowledge briefs.

79. **Technical and vocational education training (TVET) specialist (national (Viet Nam); 4.5 person-months intermittent).** The consultant will have a degree in TVET, Economics, or other relevant discipline, with preferably more than 8 years' experience of working on skill development projects in Viet Nam. The consultant should be fluent in English. Experience with ADB/World Bank projects will be given preference. He/she will work under the guidance of the ADB project officer and the international consultant, and help in research, data analysis, and consultation and coordination with local stakeholders.

80. **STEM education specialist (international, 4 person-months).** The specialist will have a minimum of 15 years of relevant experience in STEM education. International experience is required, experience in Southeast Asia is strongly preferred. The specialist will have an advanced degree in education, science, engineering or related courses. The specialist should be fluent in English, and knowledge of Khmer is an added advantage. The specialist will support the Ministry of Education, Youth and Sport (MoEYS) in Cambodia in the design of STEM education programs and initiatives in upper secondary schools to support implementation of ongoing ADB supported programs in Cambodia, this includes ensuring that new programs are equally suitable for boys and girls. The specialist will support scoping of new secondary education projects for future ADB investment. The specialist will provide policy advice on STEM related topics based on the request from the government and or ADB, and document advise in relevant knowledge briefs.

81. **Lead education specialist (international, 5 person-months, intermittent).** The specialist will have a master's degree in education, social sciences, economics, or related fields. He/she should have experience in working with national and local governments in developing countries in the education sector, preferably in Southeast Asia. The specialist should be fluent in English, and knowledge of Khmer is an added advantage. The specialist will provide overall technical support to the MoEYS of Cambodia for the effective implementation of USESDP2. This includes support the project and program management, monitoring, and reporting, based on regular analyses of policy, program and sector constraints. The specialist will support scoping of new secondary education projects for future ADB investment. The specialist will provide policy advice on education issues based on requests from the government and or ADB and document advice in relevant knowledge briefs.

82. **U-based training specialist (international, 2 person-months, intermittent).** The U-based training expert will have a degree in information technology-related or social science, or a comparable qualification, and preferably have more than 10 years relevant experience in developing U-based training in Viet Nam or Asia. The specialist will be fluent in English. Knowledge of Vietnamese is an added advantage. He/she will (i) review the existing training curricula and courses; (ii) help design and adopt existing courses to mobile app bases with close discussion with selected school managers and teachers; (iii) conduct pilot testing by using devices; (iv) provide training on U-based training approach to TVET teachers; and (v) run some test training/tests by using U-based approach. He will document his experience in a relevant knowledge brief.

83. **Industry engagement/public-private partnership specialist (international, 3 person-months intermittent).** The industry engagement specialist will have a master's degree in business administration from a reputed university or a comparable qualification, with preferably

10 years or more experience of working with Business Chambers and/or industry associations. The specialist will have experience and or knowledge of working in developing countries. The specialist will be fluent in English. Knowledge of Vietnamese is an added advantage. He/she will (i) facilitate consultations between the government, industry, and academic/TVET institutions; (ii) identify key growth sectors and work with industry associations to understand their needs in terms of the skills required; (iii) assist TVET institutions in improving the quality of their placement and counselling services; (iv) advise on the design of a job portal for TVET institutions which would act as a platform of interaction and engagement between potential employers and trained workers; (v) work with the communications specialist to prepare the required brochures and marketing material to help match trainees to potential employers; and (vi) where applicable document his advice and lessons learned in a relevant knowledge brief.