

The logo for the Asian Development Bank (ADB), consisting of the letters 'ADB' in a white serif font inside a black square.

Technical Assistance Report

Project Number: 52335-001
Transaction Technical Assistance Facility (F-TRTA)
April 2019

Support for Human and Social Development in Southeast Asia

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
ASEAN	–	Association of Southeast Asian Nations
DMC	–	developing member country
GMS	–	Greater Mekong Subregion
HCI	–	Human Capital Index
HSD	–	human and social development
Lao PDR	–	Lao People’s Democratic Republic
SDG	–	sustainable development goals
TA	–	technical assistance
TVET	–	technical and vocational education and training

NOTE

In this report, “\$” refers to United States dollars.

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TRANSACTION TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 52335-001
Project Name	Support for Human and Social Development in Southeast Asia	Department/Division SERD/SEHS
Nature of Activity	Project Preparation, Capacity Development, Policy Advice	Executing Agency Asian Development Bank
Modality	Facility	
Country	REG (CAM, INO, LAO, MYA, PHI, THA, VIE)	
2. Sector	Subsector(s)	ADB Financing (\$ million)
✓ Education	Education sector development	1.22
	Education sector development - social protection initiatives	0.15
	Technical and vocational education and training	0.15
Health	Health insurance and subsidized health programs	0.10
	Health system development	1.28
Public sector management	Social protection initiatives	0.10
	Total	3.00
3. Strategic Agenda	Subcomponents	Climate Change Information
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive Pillar 3: Extreme deprivation prevented and effects of shocks reduced (Social Protection)	Climate Change impact on the Project Low
Regional integration (RCI)	Pillar 4: Other regional public goods	
4. Drivers of Change	Components	Gender Equity and Mainstreaming
Governance and capacity development (GCD)	Civil society participation	Effective gender mainstreaming (EGM) ✓
Knowledge solutions (KNS)	Knowledge sharing activities Pilot-testing innovation and learning	
Private sector development (PSD)	Promotion of private sector investment	
5. Poverty and SDG Targeting		Location Impact
Geographic Targeting	No	Regional High
Household Targeting	No	
General Intervention on Poverty	No	
SDG Targeting	Yes	
SDG Goals	SDG3, SDG4, SDG5, SDG8, SDG10	
6. Risk Categorization	Low	
7. Safeguard Categorization	Safeguard Policy Statement does not apply	
8. Financing		
Modality and Sources		Amount (\$ million)
ADB		3.00
Transaction technical assistance: Technical Assistance Special Fund		3.00
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		3.00
Currency of ADB Financing: USD		

I. THE TECHNICAL ASSISTANCE FACILITY

A. Justification

1. The transaction technical assistance (TA) facility will help the Asian Development Bank (ADB) Southeast Asia developing member countries (DMCs) in designing programs and projects in human and social development (HSD), including piloting innovations, and furthering institutional and policy reform. The initial focus will be on programs and projects included in the country operations business plans up to 2021 and assistance for ongoing project implementation.¹ The TA facility will also support demand-driven policy and technical advisory services, capacity building, and knowledge sharing. The list of programs and projects supported is in Appendix 2.

2. **Delivering solutions aligned with Strategy 2030.** The TA facility will support HSD priority projects of Southeast Asia DMCs and address critical common challenges across the region. It is aligned with ADB's Strategy 2030² and the key thrusts of operational priorities 1 (addressing remaining poverty and reducing inequalities) and 2 (accelerating progress in gender equality): generating quality jobs, strengthening human capital, achieving better health for all, and ensuring social protection for those in need. Cross-sectoral synergies and thematic concerns will be incorporated into the design of all projects, so that integrated solutions are offered to DMCs. The TA facility will foster gender mainstreaming, regional cooperation and integration, climate change risk mitigation and adaptation, innovative financing modalities, technological solutions, and private sector engagement across HSD operations. It will help mobilize financial resources including co-financing and promote knowledge partnerships. The TA facility will enable ADB to respond to demand for project preparatory activities in a timely and effective manner, provide oversight support, and address emerging capacity gaps for project implementation. By reducing the number of stand-alone TA projects and taking advantage of similar due diligence and consulting service requirements across projects, the TA facility will enhance efficiency in project preparation, improve readiness, and expedite implementation.³ Synergy with other TAs in the Southeast Asia Department and ADB departments will be ensured to address HSD priorities in a holistic manner, minimizing duplication.

3. **Generating quality jobs.** Ensuring equitable access to decent and productive jobs is critical for reducing inequalities and bringing prosperity. Rapid globalization, disruptive advances in technology, urbanization, and increased longevity are dramatically changing the nature of the jobs, forms of employment, and skills requirements. Improving the business environment for small and medium businesses, developing entrepreneurship skills, and strengthening the financial sector are essential for creating quality jobs in both urban and rural areas. Preparing the youth workers for non-routine, technology-driven job tasks will require transformative education and training institutions and enterprises. Providing lifelong learning, new job opportunities for all, including the elderly, and strengthening social protection by improving labor market programs, will

¹ ADB. 2017. *Country Operations Business Plan: Viet Nam, 2018–2020*. Hanoi; ADB. 2017. *Country Operations Business Plan: Indonesia, 2018–2020*. Jakarta; ADB. 2018. *Country Operations Business Plan: Lao People's Democratic Republic, 2019–2021*. Vientiane; ADB. 2018. *Country Operations Business Plan: Cambodia, 2019–2021*. Phnom Penh; ADB. 2018. *Country Operations Business Plan: Myanmar, 2019–2021*. Yangon; ADB. 2018. *Country Operations Business Plan: Philippines, 2019–2021*. Manila; and ADB. 2018. *Country Operations Business Plan: Thailand, 2019–2021*. Bangkok.

² ADB. [Strategy 2030 Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#).

³ ADB. [Technical Assistance Reforms—Improving the Speed, Relevance, and Quality of Technical Assistance Operations](#).

be essential for improved quality of life. The TA facility will support a multisectoral approach, especially on livable cities and health human resource development and aging.

4. **Human capital and social inclusion in Southeast Asia.** The Southeast Asian region has experienced impressive HSD progress in recent decades—people live longer, more children are in school, and more people have access to employment opportunities and basic social services. The Human Capital Index (HCI),⁴ quantifies this progress by showing the contribution of health and education to the productivity of the next generation of workers. While the worldwide average HCI is 0.57, most Southeast Asian countries rank below this (Lao People’s Democratic Republic [Lao PDR] 0.45, Myanmar 0.4, Cambodia 0.49, Indonesia 0.53, and Philippines 0.55). Thailand and Viet Nam score 0.6 and 0.67 respectively. With longer life expectancy and decreasing fertility, Southeast Asian countries are aging rapidly.⁵ While youthful populations offer potential demographic dividend, this relies on quality jobs and maximizing productivity of the working population. Further, income inequality remains challenging particularly in Indonesia, Philippines, Viet Nam, and Lao PDR.⁶ Disparities by gender also remain significant; according to the gender inequality index,⁷ Cambodia and Lao PDR rank 112 and 106, respectively, of 188 countries. Paras. 5–7 describe gaps in key sectors.

5. **Education and skills gaps.** Increasing competition in regional and global markets and the shift towards a knowledge- and technology-based economy call for significant reform and modernization of education and technical and vocational education and training (TVET) systems. Many Southeast Asian governments have launched “industry 4.0” policies to facilitate the growth of industries using new technologies. In parallel, education and TVET systems need to respond to the changing skills mix and competencies demanded by industry.⁸ As emphasized under Strategy 2030, ADB will assist DMCs in using technology solutions to improve the quality and delivery of education and skills development. It will help to strengthen students’ foundational skills, including digital literacy and soft skills, and familiarize them with emerging technologies. The focus on science, technology, engineering, and mathematics will be enhanced, especially for female students. ADB will promote stronger links with industry and support lifelong learning and re-skilling programs to ensure that mid-career and older workers can stay productively engaged. It will support DMCs in developing and operationalizing skills development plans and systems that meet the dynamic pace of change in industry needs at local, national, and regional levels.

5. **Health gaps.** Southeast Asian DMCs face several challenges as they try to move towards universal health coverage.⁹ On the demand side, many governments are now implementing health insurance schemes to improve affordability and predictability of health care expenditure. However, the range of benefits remains insufficient to respond to changes in demographic and disease profiles, including increasing numbers of non-communicable diseases and lifestyle-

⁴ The HCI consists of the knowledge, skills, experience and health that people accumulate throughout their lives and represents productivity relative to a benchmark of complete education and full health on a scale of 0 to 1. World Bank. [Human Capital Project](#).

⁵ The share of the total population in Asia and the Pacific aged over 65 will increase from 8.1% to 18.1% between 2016 and 2050. United Nations Department of Economic and Social Affairs, Population Division. 2017. *World Population Prospects: The 2017 Revision*. New York.

⁶ T. Brent. 2018. [How Southeast Asian Countries Compare on Growth and Development](#). Southeast Asia Globe. 2 February; and UNDP. 2015. [Human Development Report 2015](#).

⁷ A composite measure reflecting inequality in achievement between women and men in: reproductive health, empowerment and the labor market. UNDP. 2016. [Human Development Report 2016. Technical Notes](#).

⁸ ADB. [Supporting the Advanced Knowledge and Skills for Sustainable Growth Project](#); and ADB. [Support to the Association of Southeast Asian Nations Economic Community](#).

⁹ Access to good quality and affordable health care.

related illnesses. On the supply side, many DMCs suffer from poor quality health care services due to outdated infrastructure and equipment, and inadequately trained human resources.¹⁰ Weak standards for medical education, licensing, management, and systematic deployment of health professionals presents challenges for providing good quality, affordable health care including long-term care for the elderly. In the Greater Mekong Subregion, countries have made significant progress in improving information exchange on communicable diseases and regularly collaborate to solve regional issues jointly.¹¹ However, gaps remain. These include more effective referral systems, and harmonized policies and regulations governing different health systems. Further, portability of health insurance for vulnerable populations such as migrants will be important as the region becomes increasingly connected. Countries also need support to carry out health impact assessments especially in special economic zones and strengthen health information networks.¹² Demand and supply side interventions require policies which harness technological solutions, empower communities, and encourage social entrepreneurship. Examples of this include training of community health workers using e-training, telemedicine, and electronic medical records. Supporting the growth of technologies to support ‘aging in place’ present exciting opportunities for engagement.¹³ Green solutions for health infrastructure and climate change mitigation measures to promote livable cities will be prioritized.¹⁴

6. Social protection gaps. The 2013 Association of Southeast Asian Nations (ASEAN) Declaration on Strengthening Social Protection recognizes that integrated and functioning social protection systems are fundamental to reducing poverty and inequality, and promoting inclusive growth. Between 2009 and 2015, for the Asia region, social protection expenditure on each target beneficiary as a share of gross domestic product (GDP) per capita increased from 3.4% to 4.2% of GDP per capita. Social protection and social assistance coverage also improved in many Southeast Asian countries including Thailand, Cambodia, and Philippines, primarily due to progress in old-age protection through noncontributory social pensions and welfare assistance.¹⁵ Despite these achievements, more effort is needed to expand coverage and level of protection through new social assistance, social insurance, and labor market programs.¹⁶ This is particularly important because of the growing challenges posed by climate change, potential job losses owing to rapid technological advancement, the growing number of independent workers, and structural income inequality. Attention needs to be given to the most vulnerable populations (youth, elderly, women, and disabled) living in remote areas to address the needs of an aging population in an inter-generational, cross-sectoral, and inclusive manner.

B. Outputs and Activities

7. Output 1: Human and social development projects prepared. Output 1 will provide technical support to all Southeast Asian DMCs to prepare HSD investment projects and programs. This will include necessary due diligence covering technical, fiduciary, safeguards, social, and institutional dimensions; economic and financial analysis; and measures to strengthen project

¹⁰ ADB is supporting Lao PDR to improve health care quality through complementary TAs. ADB. [Lao People's Democratic Republic: Health Sector Governance Program](#); and ADB. [Strengthening Institutions for Localizing Agenda 2030 for Sustainable Development](#).

¹¹ ADB. [Strengthening Regional Health Cooperation in the Greater Mekong Subregion](#).

¹² Other regional challenges and goals are outlined in the GMS Health Cooperation Strategy 2019–2023.

¹³ This builds on work being carried out through TAs: ADB. [Strengthening Developing Member Countries' Capacity in Elderly Care](#); and ADB. [Socialist Republic of Viet Nam: Strengthening the Policy and Institutional Framework of Social Health Insurance](#).

¹⁴ ADB. [Strengthening Resilience to Climate Change in the Health Sector in the Greater Mekong Subregion](#).

¹⁵ ADB. Social Protection Indicator for Asia: Update (forthcoming).

¹⁶ For example, in Indonesia, ADB is supporting capacity building required to increase coverage of the conditional cash transfer program from 6 to 10 million people under ADB. [Republic of Indonesia: Building Inclusive Social Assistance](#).

readiness and implementation capacity. Specific activities include: (i) feasibility studies; (ii) economic analysis; (iii) financial management assessment, financial evaluation and analysis; (iv) procurement assessment; (v) gender action plans; (vi) risk assessment and management plans; (vii) safeguards documents on environment, involuntary resettlement and indigenous peoples; (viii) sector assessments and country diagnostics; and (ix) poverty and social analysis. Where high-level and green technology is planned, the feasibility of such technology will be assessed.

8. Output 2: Demand-driven policy advice and capacity building for project implementation supported. The TA facility will provide policy advice and support institutional reforms and capacity building to ensure sustainable project implementation. It will support research and build monitoring and evaluation capacity for evidence-based policymaking in areas including public health, education and TVET policy, labor market assessments, public-private partnerships, TVET regional partnership development, accreditation systems, social protection, entrepreneurship, and marketization of innovations. Capacity building activities including strengthening collaboration arrangements between government staff and national or regional institutions and industry will be supported. The TA facility will also assist DMCs to explore future investment opportunities.

9. Output 3: Knowledge development among countries in the Southeast Asian region promoted. Recognizing the value of knowledge sharing beyond Southeast Asian DMCs, the TA facility will support knowledge exchange to align systems and procedures with ASEAN standards, and support project development of proposed loans and administration of approved loans. Building upon ongoing initiatives like accreditation and mutual recognition, applied research, cross border information exchange, analysis on required skills and training towards industry 4.0 will be prioritized. Knowledge sharing and dissemination activities will be encouraged through trainings, workshops, and national and regional conferences between DMCs and across ADB thematic groups. All publications and knowledge products will be disseminated electronically by default.

C. Cost and Financing

10. The TA facility is estimated to cost \$3,000,000 which will be financed on a grant basis by ADB's Technical Assistance Special Fund (\$2,000,000 from TASF-6 and \$1,000,000 from TASF-other sources). The key expenditure items are listed in Appendix 1. The TA facility may be replenished as funds are required or cofinancing from trust funds become available.

11. The DMC governments will provide support in the form of counterpart staff, office space and supplies, secretarial assistance, and other in-kind contributions. Governments were informed that TA facility approval does not commit ADB to finance any ensuing project.

D. Implementation Arrangements

12. ADB will be the executing agency. The Human and Social Development Division of the Southeast Asia Department will administer the TA facility. Activities under Output 1 will commence after ADB concept paper approval of the ensuing projects. Output 2 and 3 activities may commence upon TA facility approval. In-country activities will start after obtaining no-objection from DMC governments.

13. ADB will be responsible for consultant recruitment in consultation with participating governments.¹⁷ Concurrence will be sought from participating governments for shortlisting

¹⁷ Output-based/lump sum contracts will be considered for consulting services where applicable and relevant.

consultants. Close coordination will be maintained with resident missions, other development partners, and relevant regional organizations during implementation. The implementation arrangements are summarized in Table 1.

Table 1: Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	April 2019–April 2021		
Executing agency	ADB		
Consultants	To be selected and engaged by ADB through quality- and cost-based selection with a ratio of 90:10		
	Firm: QCBS (Health)	70 person-months	\$886,100
	Firm: QCBS (Education and TVET)	50.5 person-months (19.5 international and 31 national)	\$736,835
	Individuals: Individual Consultant Selection (Health)	17 person-months	\$304,600
	Individuals: Individual Consultant Selection (Education and TVET)	27 person-months (18.5 international and 8.5 national)	\$507,585
Disbursement	The TA resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time).		
Asset turnover or disposal arrangement upon TA completion	All goods procured will be turned over to the concerned DMC or appropriately disposed by ADB based on its Administrative Order on Asset Management and Inventory Control.		

ADB = Asian Development Bank, DMC = developing member country, QCBS = quality- and cost-based selection, TA = technical assistance, TVET = technical and vocational education and training.

Sources: Asian Development Bank; ADB. 2016. Asset Management and Inventory Control. *Administrative Orders*. AO 4.02. Manila.

14. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions. In line with TA facility principles, some consultants will be engaged across multiple projects. Two firms will be initially engaged—one for education and TVET activities, and one to cover health projects. Individual consultants will also be engaged for specialized positions and where phased services are required prior to firm recruitment and/or to complement mobilization of experts under the firms.¹⁸

E. Governance

15. ADB is the executing agency, and thus the financial management, procurement, and integrity risks during implementation are assessed to be low. The TA facility will support financial management assessments, procurement capacity assessments, and risk assessment and management of ensuing projects.

II. THE PRESIDENT'S DECISION

16. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$3,000,000 on a grant basis for Support for Human and Social Development in Southeast Asia, and hereby reports this action to the Board.

¹⁸ See Appendix 2, Table A2.1 for indicative consultants' input allocation. Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

COST ESTIMATES AND FINANCING PLAN
(\$)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	1,536,488
ii. National consultants	558,950
b. Out-of-pocket expenditures	
i. International and local travel	332,432
ii. Reports and communications	7,250
2. Equipment ^b	20,000
3. Training, seminars, conferences	66,500
4. Surveys	65,000
5. Miscellaneous administration and support costs	45,000
6. Contingencies	368,380
Total	3,000,000

Note: The technical assistance facility is estimated to cost \$3 million, of which contributions from the Asian Development Bank are presented in the above table. The governments will provide counterpart support in the form of counterpart staff, office accommodation and supplies, secretarial assistance, and other in-kind contributions.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (\$2 million from TASF-6 and \$1 million from TASF-other sources).

^b For example: licensing, software, computers, and office furniture.

Source: Asian Development Bank estimates.

PROJECTS UNDER TECHNICAL ASSISTANCE FACILITY

Table A2.1: Indicative Consultants' Input Allocation
(person-month)

Item	Total	CAM ^a	INO ^a	LAO ^a	VIE ^a	REG ^a
EDUCATION						
International						
Post-secondary skills training specialist	5.0				5.0	
Labor economist	3.0				3.0	
Financial management specialist	2.0				2.0	
Procurement specialist	3.0				3.0	
Gender/Social development specialist	2.0				2.0	
Education specialist	3.0		3.0			
Architect	1.5		1.5			
Subtotal Firm (international experts)	19.5		4.5		15.0	
U-based training expert	2.0				2.0	
Industry engagement/PPP specialist	3.0				3.0	
Lead TVET specialist	4.5				4.5	
STEM education specialist	4.0	4.0				
Lead education specialist	5.0	5.0				
Subtotal Individuals (international)	18.5	9.0			9.5	
Total International	38.0					
National						
Vocational training specialist	4.0				4.0	
Labor economist	3.0				3.0	
Gender/Social Development specialist	4.0		2.0		2.0	
Financial management specialist	5.0		3.0		2.0	
U-based training expert	2.0				2.0	
Higher education specialist	4.0		4.0			
Engineering specialist	2.0		2.0			
Procurement specialist	4.0		4.0			
Environmental/safeguards specialist	3.0		3.0			
Subtotal Firm (national experts)	31.0		18.0		13.0	
Senior education specialist	4.0		4.0			
TVET specialist	4.5				4.5	
Subtotal Individuals (national)	8.5		4.0		4.5	
Total National	39.5		22.0		17.50	
TOTAL EDUCATION	77.5					
HEALTH						
International						
Public health specialist	12.0			6.0		6.0
Monitoring and evaluation specialist	4.0			2.0		2.0
Human resources for health specialist	4.0			4.0		
Health economist	8.0			4.0		4.0
Health system strengthening specialist	6.0			4.0		2.0
Health information systems specialist	4.0			3.0		1.0
Environmental/safeguards specialist	2.0			1.0		1.0
Resettlement specialist	2.0			1.0		1.0
Subtotal Firm (international experts)	42.0			25.0		17.0
Quality management specialist	6.0			6.0		
Health financing and private sector specialist	6.0					6.0
Public health specialist (migration)	4.0					4.0
Health facility design and management specialist	1.0					1.0
Subtotal Individuals (international)	17.0			6.0		11.0
Total International	59.0					
National—all firms						
Procurement specialist	8.0			4.0		4.0
Gender/social development specialist	8.0			4.0		4.0

Environmental/safeguards specialist	4.0			2.0		2.0
Financial management specialist	5.0			5.0		5.0
Resettlement specialist	3.0			1.0		2.0
Subtotal Firm (national experts)	28.0			16.0		17.0
Total National	28.0					
TOTAL HEALTH	87.0					

CAM = Cambodia, INO = Indonesia, LAO = Laos People's Democratic Republic, PHI = Philippines, PPP = public-private partnership, REG = regional, STEM = science, technology, engineering, and mathematics, TVET = technical and vocational education and training, VIE = Viet Nam.

^a See Table A2.3

^b To be engaged as individual consultants. The rest will be engaged through firms.

Source: Asian Development Bank.

Table A2.2: Indicative Technical Assistance Budget Allocation
(\$ million)

Item	Total	CAM ^a	INO ^a	LAO ^a	VIE ^a	REG ^a
Education						
Training, seminars, and conferences	0.037	0.004	0.004	0.004	0.025	-
Surveys	0.033	0.007	0.007	0.007	0.012	-
Miscellaneous administration and support costs	0.030	0.007	0.007	0.007	0.009	-
Contingencies	0.176	0.040	0.040	0.040	0.056	-
Health						
Equipment	0.02			0.01		0.01
Training, seminars, and conferences	0.03			0.01		0.02
Surveys	0.032			0.01		0.022
Miscellaneous administration and support costs	0.015			0.005		0.01
Contingencies	0.179			0.060		0.119

CAM = Cambodia, INO = Indonesia, LAO = Lao People's Democratic Republic, REG = regional, VIE = Viet Nam.

^a See Table A2.3.

Source: Asian Development Bank estimates. Rounding errors apply.

Table A2.3: Projects supported by the Technical Assistance Facility

Country	Title	Risk Categorization	Indicative Approval Year
Preparatory support			
Indonesia	Higher Education for Technology and Innovation	Low risk	2020
	Skills for Employability	Low risk	2022
Lao PDR	Quality Health Care	Low risk	2021
Viet Nam	Universal Health Coverage (focus on elderly care)	Low risk	2021
Viet Nam	Skill and Knowledge for Inclusive Economic Growth Project II	Low risk	2021
Regional	GMS Universal Health Coverage Project	Low risk	2021
Implementation support			
Cambodia	Skills for Competitiveness	Low risk	2019
	Second Upper Secondary Education SDP	Low risk	2018 ^a
Lao PDR	Education for Employment Sector Development Program	Low risk	2019
Viet Nam	Skill and Knowledge for Inclusive Economic Growth Project	Low risk	2018 ^b

GMS = Greater Mekong Subregion, Lao PDR = Lao People's Democratic Republic, SDP = sector development program. Notes:

1. Additional projects in the above or other countries may be supported. Any change in the composition of projects supported and/or scope of the TA facility will follow requirements in the relevant project administration instructions.
2. All projects listed here apart from Viet Nam Universal Health Coverage (UHC) are found in the latest version of country operations business plans. Viet Nam UHC is still under discussion with the government.

^a Q3 2018 actual approval.

^b Q4 2018 actual approval.

Source: Asian Development Bank.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=52335-001-TARreport>

1. Terms of Reference for Consultants