

## ASIAN DEVELOPMENT BANK

### MEMORANDUM OF UNDERSTANDING OF THE FACT FINDING MISSION FOR

#### STRENGTHENING CAPACITY DEVELOPMENT FOR NATIONAL SKILLS DEVELOPMENT 9 – 13 March 2015

#### I. BACKGROUND

1. Foreign direct investment in Cambodia is playing an increasingly important role in the initial stage of industrial development. While new investments in automotive parts, electronics, light manufacturing and assembly of electrical appliances, and agro-industry are attracted to Cambodia by the availability of low-wages, this advantage will cease as investors view that the skills mismatch and shortage of skilled workforce pose major constraints to conducting business in the country<sup>1</sup> and the technical vocational education and training (TVET) system is inadequately financed and lack of industry participation.

2. The Ministry of Labor and Vocational Training (MLVT), over the past ten years since its establishment in 2005<sup>2</sup>, has made considerable progress in terms of improving access to formal technical and vocational training. In 2012-2013, more than 8,700 students (23% women) were enrolled in formal training courses (certificate level and above) compared to around 4,300 students (27.5% women) in 2008-2009. Despite this significant increase, it is estimated that 32% of the workforce is educated beyond primary school, of which less than 4% of Cambodia's employed population (7,197,416) has obtained technical and vocational certificates.<sup>3</sup>

3. Since 2009, MLVT has taken steps to modernize the country's TVET system with assistance from ADB. The Strengthening Technical and Vocational Education and Training (STVET) Project<sup>4</sup> has made significant contributions in initiating TVET reforms and in strengthening the institutional and management capacity of Directorate General of Technical and Vocational Education and Training (DGTVET). To further support reforms that increase access to demand-driven TVET system and are responsive to labor market demands, the TVET Sector Development Program (TVETSDP)<sup>5</sup>, supports (i) developing and implementing specific policies that enable the TVET system to be more accessible and relevant to the needs of the labor market; (ii) enhancing capacity of TVET institutions to implement and monitor the Cambodian Qualification Framework (CQF)<sup>6</sup>; (iii) increasing engagement of employers in TVET through the introduction of apprenticeship and internship programs and establishing sector skills councils and centers of excellence; and (iv) increasing access to TVET through development of

<sup>1</sup> ICA, 2014. Investment Climate Assessment.

<sup>2</sup> Sub-decree # 52 (2005) on Organization and Functioning of MLVT sets the mission of MLVT to lead and administer vocational training in Cambodia.

<sup>3</sup> National Institute of Statistics (NIS) (2013), *Cambodia Labor Force and Child Labor Survey 2012* (Ministry of Planning).

<sup>4</sup> ADB.2009.*Report and Recommendation of the President to the Board of Directors on Proposed Asian Development Grant to Kingdom of Cambodia for Strengthening Technical and Vocational Education and Training Project*. Manila.

<sup>5</sup> ADB.2014. *Report and Recommendation of the President to the Board of Directors on Proposed Asian Development Loans to Kingdom of Cambodia for Technical Vocational Education and Training Sector Development Program*. Manila.

<sup>6</sup> A sub-decree was issued by the government on 28 March 2014 to promulgate the implementation of the CQF, which has 8 qualification levels.



flexible pathways between different levels of CQF and provision of stipends for middle-level training.

4. Despite the achievement of significant progress through the various assistance and project and program mentioned above, there still exist intensified pressure on TVET's institutional management and planning capacity, governance and financing. Based on the education sector assessment in ADB's Country Partnership Strategy (CPS) 2014-2018, MLVT's policy study report, and discussions with senior officials of MLVT and Ministry of Economy and Finance (MEF), it is apparent that key issues and major capacity gaps remain. These include:

(i) a lack of understanding with regards to program-based planning and budgeting among staff at both DGTVET and training institute levels. The capacity gap in this area is one of the important reasons for low national budget allocation for the sector and quality training delivery that is not responsive to the labor market needs<sup>7</sup>.

(ii) a fragmented TVET system in Cambodia, with little coordination among agencies due to the lack of a comprehensive national TVET policy. The policy should guide skills development strategies and facilitate coordination of relevant elements of skills training and stakeholders. The limited capacity of DGTVET of MLVT, which also serves as the secretariat of the National Training Board (NTB)<sup>8</sup> in TVET policy formulation and implementation, has also been a critical constraint towards TVET reforms.

(iii) the lack of involvement of the industry in the TVET system. Collaboration with the industry is at the initial stage of TVET policy and program development, which mainly focuses on the development of skills standards and learning materials. The government views that partnerships between public and private sectors are imperative to skills development—driven by government's need to leverage additional financing and expertise from private sector and industry. To facilitate a systematic dialogue, which is critical for establishment of a formal partnership platform, a feasibility study exploring different training fund options is urgently needed.

(iv) the proportion of women enrolled in formal training programs is very low and has decreased from 27.5% in 2008-2009 to 23.0% in 2012-2013, especially when compared with the female labour force participation rate of 62.0%. One of the main barriers to women's access to formal TVET training programs is physical distance from training institutes and that cultural values do not encourage women to leave home. To expand women's opportunities and access to the full range of occupational choices, especially in non-traditional courses, and in TVET system management position is urgently needed through building capacity of DGTVET in development and implementation a DGTVET gender-responsive policy and action plan.

5. The Asian Development Bank (ADB) fielded a Fact Finding Mission (the Mission)<sup>9</sup> from 9 to 13 March 2015 to discuss and reach an agreement with the executing agency on the scope, objectives, outputs, implementation arrangements, consulting services, and the cost estimates

<sup>7</sup> The national recurrent budget allocated to MLVT has been low and fluctuated from \$25 million in 2013 to \$22 million in 2014, and to an estimated \$29 million or 1.3% of total government recurrent expenditure in 2015. DGTVET budget for 2015 is estimated at \$9.2 million.

<sup>8</sup> NTB is the apex body for TVET policy formulation. NTB chaired by a deputy prime minister.

<sup>9</sup> The ADB mission team comprised Sophea Mar, Senior Social Sector Officer/Mission Leader, Januar Hakim, Senior Portfolio Management Specialist, Sopheark Mith Chea, Project Analyst, Chandy Chea, Gender Specialist, Sokunthea Sok, Senior Procurement Specialist, and Dara Dy, Operation Assistant.



for the proposed CDTA/JFPR on Strengthening Capacity Development for National Skills Development. A wrap-up meeting, chaired by H.E. Pich Sophoan, Secretary of State, MLVT, was held on 13 March 2015 during which this Memorandum of Understanding (MoU) was discussed and agreed upon. The MoU summarizes the Mission's discussions, findings, and recommendations and is subject to endorsement by the higher authorities of the Royal Government of Cambodia and ADB.

## II. MISSION FINDINGS

6. The Mission held discussions with concerned officials in MLVT, Ministry of Economy and Finance (MEF), and two polytechnics institutes in Phnom Penh.<sup>10</sup> The Mission has also shared the approved concept paper of the proposed CDTA/JFPR with officials of the Embassy of Japan and Japan International Cooperation Agency (JICA).<sup>11</sup> On the basis of the Mission's findings the detailed designs, scopes, costing and implementation arrangements were prepared for the Technical Assistance Report. A list of persons met is in Appendix 1.

### A. CDTA Design

7. **Impact and Outcome.** The impact of the TA will be increased national capacity for skills development. The outcome of the TA will be improved DGTVE role in skills development. Indicators and targets at the impact, outcome, and output levels have been identified and discussed with MLVT. The Design and Monitoring Framework (DMF) is Appendix 2.

8. **Outputs.** MLVT confirmed with the Mission three core outputs of the TA. The following detailed description of the TA interventions by output.

#### Output 1: Strengthened result-based TVET planning and budgeting

9. The aim is to ensure that officials of the 6 DGTVE technical departments and 24 selected TTIs, who are responsible for planning and budgeting, have acquired necessary knowledge and skills in result-based planning and budgeting through phased-approach training program. Guidelines issued by MEF, MLVT, and training materials that will be designed by the TA consultant will be used for the training. TVET and labor market information systems, developed under the STVE project and to be improved under the TVETSDP, will be used for results-based planning and budgeting.

#### Output 2: Strengthened capacity of DGTVE for development of National TVET Policy and completion of a feasibility study on training fund

10. This output will enhance capacity of DGTVE staff, especially those working in departments of policy and strategy, and institution management, through targeted training programs. An interagency working group will be established to review relevant national policies and to draw on experience from other countries in drafting national TVET policy. A feasibility study on training fund will also be conducted by the TA consultant and assigned DGTVE staff, which will help the government, especially MLVT, in preparing skills development fund system.

<sup>10</sup> Cambodia-India Entrepreneurship Development Institute (CIEDI) and Industrial Technical Institute (ITI)

<sup>11</sup> The approved concept paper was shared with JICA and Embassy of Japan. They were supportive to the proposed TA.



**Output 3: Strengthened capacity of DGTVET, especially gender office, six technical departments and selected TTIs for development and implementation of DGTVET gender policy and action plan**

11. The aim is to increase women's access to certificate level training programs (non-traditional training courses) and women's participation in TVET system management positions. Training workshop series will be organized and participated by gender focal persons and staff from MLVT's gender secretariat, DGTVET's gender office, and selected staff from six technical departments and 24 TTIs to enable them to develop and implement DGTVET gender policy and action plan.

**B. TA Administration and Implementation Arrangements**

12. **TA Management.** MLVT will be the Executing Agency (EA). Project Steering Committee (PSC) for TVETSDP, led by a MLVT Secretary of State in charge of TVET, comprising representatives of relevant agencies and institutions will oversee the TA implementation in order to ensure close synergy with ongoing ADB and other development partners' projects and programs. The DGTVET of MLVT will be the Implementing Agency (IA) for the TA. The IA has the overall responsibilities for the implementation of the TA, including administering the TA implementation consultants, under the overall guidance of the EA and under the established guidelines and procedures. The IA will ensure participation and cooperation from all technical departments and TTIs. The EA and IA will provide in-kind contribution in the form of counterpart staff, office space, and office furniture and equipment to coordinate the TA implementation activities.

13. The TA will be implemented over 24 months from 1 June 2015 to 31 May 2017. The Project Coordination Unit (PCU), established and qualified staff assigned for the TVETSDP, will also be used for ensuring the following: (i) the TA outcomes and outputs are achieved as planned and within the agreed schedule and budget; (ii) work with the TA consultants in carrying the TA activities; (iii) coordination with other concerned stakeholders under MLVT, NTB, and private sector and development partners; and (iv) the TA implementation progress and other reports and information generated by the TA are submitted to PSC, the EA, and ADB in a timely manner.

14. **Consultant Inputs.** TA implementation will be supported by approximately 54 person-months of consulting services (32 person-months of international and 22 person-months of national consulting services). Consulting services will be designed to provide technical support for ensuring long-term institutional capacity for planning, budgeting, and policy development and implementation. The consultants will be recruited by ADB on an individual basis in accordance with ADB's *Guidelines on the Use of Consultants (2013, as amended from time to time)*<sup>12</sup>. The required consultant qualifications and person-months are provided in Appendix 3 (outline terms of reference for consultants).

15. **Monitoring and Evaluation.** TA implementation activities will be monitored using intended outcomes and outputs described in the DMF. The ADB mission team, in coordination with the EA/IA, will monitor the implementation of the TA through periodic missions which will be fielded to review progress of implementation in close consultation with MLVT/DGTVET and its technical departments and training institutions, consultants, and concerned stakeholders. Other

<sup>12</sup> To reduce administrative burden and improve economy and efficient and value for money, all consulting services under the TA will be engaged on output-based (lump-sum) contracts.

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sources that will support monitoring and evaluation effort include training materials; workshop reports and NTB's/PSC's minutes of meetings; policy, planning and budgeting documents; and consultants' study reports.

16. Lessons learned and good practices, training materials and assessment tools, study and impact assessment reports produced under the TA will be disseminated to relevant stakeholders and institutions through workshops/seminars and the NTB's/EA's websites.

17. **Financial Management and Funds Flow.** Advance payment facility will be established at a bank endorsed by the MEF. DGT VET will be responsible to (i) submit the estimated costs of expenditures for the first 6 months for ADB's prior approval, and (ii) submit the required supporting documents for liquidation of eligible expenditures in accordance with *ADB's Technical Assistance Disbursement Handbook (2010 as amended from time to time)*<sup>13</sup>. The procurement of goods is not anticipated as the project will use the available office furniture and equipment procured under the ADB-financed STVET project and TVETSDP program.

18. **Gender and Development.** TA implementation will ensure: Output 1, at least 20% of the total 90 officials from 6 technical departments and 24 TTIs trained in results-based planning and budgeting, will be women; Output 2, representatives from Ministry of Women's Affairs, MLVT's gender secretariat and DGT VET's gender office will be the member of the IWG; and Output 3, 50% of the total 40 participants from MLVT's gender secretariat, DGT VET's gender office, six technical departments and selected TTIs participated in training workshop series are women.

### C. Cost and Financing

19. The total cost of the project is estimated at \$1,100,000, of which \$1,000,000 will be financed on a grant basis and administered by ADB. The Government counterpart funds will comprise 10% of the total project cost in the form of counterpart staff, office space, furniture and equipment for minor printing or photocopying, logistical and administrative assistance, and other in-kind contributions. The financing plan is given in Table 1. Detailed cost estimates is in Appendix 4.

**Table 1: Financing Plan (US\$)**

Financier	Amount
JFPR	1,000,000
Government	100,000
<b>Total</b>	<b>1,100,000</b>

### III. Conclusions and Next Steps

20. The Government and the Mission reached general understanding on the background, impact and outcomes, outputs and key activities, and indicative financing amount, as well as implementation arrangements as highlighted in this MoU. Subject to ADB management review, the proposed processing schedule is as follows:

**Draft Technical Assistance Report for staff review meeting:** 1 – 3 April 2015

**Staff Review Meeting:** 20 April 2015

<sup>13</sup> To reduce administrative burden and improve economy and efficient and value for money, all consulting services under the TA will be engaged on output-based (lump-sum) contracts.

**Submit Technical Assistance Report for ADB Management  
and President Approval:**

15 May 2015

**Signing of Letter of Agreement:**

29 May 2015

21. The Mission would like to express its sincere appreciation to MLVT, MEF, polytechnics institutes, and JICA for support, solid dialogues and cooperation throughout the Mission, which provides a solid foundation for final processing and implementation of CDTA/JFPR for Strengthening Capacity Development for National Skills Development.



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H.E. Pich Sophoan  
Secretary of State, MLVT  
Royal Government of Cambodia



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Sophea Mar  
Senior Social Sector Officer  
Mission Leader  
Asian Development Bank

Dated: 13 March 2015



## List of Persons met by the Mission

**Ministry of Labor and Vocational Training (MLVT)**

1. H.E. Dr. Pich Sophoan, Secretary of State
2. H.E. Pok Pann, Under Secretary of State
3. H.E. Laov Him, Director General, TVET
4. Mr. Tep Oeun, Deputy Director General, TVET
5. Mrs. Tung Sopheap, Deputy Director General, TVET
6. Mr. Khin Chantha, Director Dept. of TVETM
7. Mr. Hing Sideth, Deputy Director Dept. of TVETM
8. Mrs. Nong Kanika, Deputy Director Dept. of TVETM
9. Mrs. Sau Sokunkethya, Chief Office, Dept. of TVETM
10. Mrs. Hou Sokunveary, Chief Office, Dept. of Training
11. Mr. Chin Virak, Chief of Office, Dept. of Training
12. Mr. Heng Sokhorn, Deputy Chief of Officer, Dept. of Institute Management
13. Mr. Sao Pisey, Chief Office, Dept. of Institute Management
14. Mr. Khat Prumsopheaktra, Deputy Chief Office, Dept. of Training
15. Mr. Sokkhon David, Director Dept. of Labour Market Information
16. Mr. Thorng Samon, Deputy Director Dept. of Labour Market Information
17. Mr. Phuong Viseth, Deputy Director Dept. Policy and Strategy
18. Mr. Ken Saroeun, Deputy Director Dept. of Policy and Strategy
19. Mr. Sa Kennvidy, Deputy Director Dept. Policy and Strategy
20. Mrs. Long Voeun, Deputy Director Dept. of Policy and Strategy
21. Mr. Long Paulett, Deputy Director Dept. of Training
22. Mr. Chan Vichet, Deputy Director Dept. of Training
23. Mr. Tong Meng Ang, Deputy Director Dept. of Training
24. Mr. Chhay Sophea, Deputy Director Dept. of Institution Management
25. Mr. Tann Sambath, Deputy Director Dept. of Institution Management
26. Mr. Rath Vongsey, Deputy Director Dept. of Institution Management
27. Mr. Kheng Khemara, Deputy Director Dept. of Institution Management
28. Mr. An Thaisocheat, Deputy Director of Standards and Curriculum
29. Ms. Ngoun Sorina, Deputy Director Dept. of Quality Assurance
30. Mr. Koun Phymalen, Deputy Director Dept. of Quality Assurance
31. Mr. San Seng, Deputy Director Dept. of Quality Assurance
32. Mr. Reoun Rady, Deputy Director Dept. of Planning and Statistic
33. Ms. Yuk Kim Leang, Inspector

**Ministry of Economy and Finance (MEF)**

34. Ms. Siv Sinyda, Officer, MEF

**MLVT-DGTVET's Polytechnics Institutes****CIEDI**

35. Mr. Tann Kosal, Director
36. Mr. Teang Sak, Deputy Director
37. Mr. Kong Samnang
38. Mr. Phoun Virak
39. Mrs. Thu Thavy
40. Mr. San Sovandy

**ITI**

41. Mr. Moan Sam Oeurn, Director
42. Mr. Oak Virak

- 43. Mr. Thouk Sam Noeurn
- 44. Mr. Leng Lino
- 45. Mr. Soy Sok Kheang

**Development Partners** (the approved concept paper was shared through e-mail for comment)

- 46. Ms. Ide Naoko, Project Formulation Advisor, JICA
- 47. Mr. Naoki Mitori, First Secretary, Embassy of Japan



## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<b>Impact</b> Increased national capacity for skills development	Government targets to increase the labor force with TVET qualifications to 30% (25% for female) by 2025 from less than 4% in 2012.  TVET recurrent spending is increased from around \$9.2 million in 2015 to around \$17 million by 2020.	Labor force data of Ministry of Planning  Budget Law	<b>Assumptions</b> Government continues to prioritize skills development and commits to increase budget allocation for TVET  <b>Risks</b> Staff capacity continues to be weak in coordinating policy and budget discussions and applying knowledge
<b>Outcome</b> Improved DGTVE role in skills development in Cambodia	By 2017:  6 Technical Departments and 24 TTIs of DGTVE implemented results-based planning and budgeting (baseline will be determined in Q3 of 2015).  TVET policy and strategic directions, inclusive of gender aspect, are reflected in MLVT and National Planning documents.	CDTA Completion report  CDTA Completion report and background papers	<b>Assumptions</b> Public Financial Management (PFM) reform program continues to be implemented and results-based planning and budgeting continued to be promoted  <b>Risks</b> Staff capacity continues to be weak in applying knowledge
<b>Outputs</b> 1.Strengthened capacity of DGTVE technical departments and selected TTIs for development and implementation of results-based TVET planning and budgeting	90 officials, at least 20% of whom are women, (18 officials from 6 Technical Departments and 72 officials from 24 TTIs of DGTVE) trained in results-based planning and budgeting by Q4, 2015.  Annual Operational Plan (AOP) for 2016 of DGTVE, including its Technical Departments, and 24 TTIs developed based on result-based principle by Q1, 2016.  DGTVE results-based Budget Strategic Plan (BSP) for 2016-2018 developed and incorporated in MLVT BSP by Q2, 2016.	Training proceeding reports and CDTA report  AOPs 2016 and CDTA report  DGTVE's BSP 2016-2018	<b>Assumptions</b> DGTVE operations and apply to requirements of the government-led PFMR program and MEF's annual budget preparation.
2.Strengthened capacity of DGTVE for development of National TVET	Members of Interagency Working Group (IWG) (30% women) participated in TVET policy formulation and training workshop series by Q3, 2015.	Training proceeding reports	<b>Assumptions</b> Government continues to prioritize skills development

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Policy and completion of a feasibility study on training fund	Draft national TVET policy finalized by Q4, 2016 and approved by the government by Q1, 2017.  Feasibility study on training fund, inclusive of recommendations, completed by Q2, 2016.	National TVET Policy document Feasibility study report submitted to MLVT	
3. Strengthened capacity of DGTVE, especially gender secretariat and office, technical departments, and selected TTIs for development and implementation of DGTVE gender policy and action plan	40 officials, 50% of whom are women, from MLVT gender secretariat, DGTVE's gender office and six technical departments selected TTIs participated in training workshop series by Q4, 2015.  Terms of Reference for social equity staff position of DGTVE's gender office endorsed by MLVT by Q4, 2015.  DGTVE gender policy and action plan endorsed by MLVT in Q2, 2016	Training proceeding reports and CDTA report  Terms of Reference is submitted to DGTVE  Gender Policy and Action Plan document	<b>Assumptions</b>  Gender inclusive skills development continues to be a priority for national skills development
Activities with Milestones		Inputs	
<b>1. Strengthened capacity of DGTVE technical departments and selected TTIs for development and implementation of results-based TVET planning and budgeting</b>		<b>ADB: \$1.0 million</b>	
		<b>Item</b>	<b>Amount (\$ million)</b>
1.1 Review the current budgeting and planning process of DGTVE and assess knowledge and understanding of relevant staff on result-based TVET planning and budgeting, including determining baseline, by Q3, 2015.		Consultants	.707
		International and local travel	.043
		Reports and communications	.008
		Workshops	.088
1.2 Develop training materials and programs for workshop series in results-based planning and budgeting by Q4, 2015.		Misc. administration and support costs	.054
1.3 Start capacity building workshop series in Q4, 2015.		Contingencies	.100
1.4 Trained staff, with technical assistance from consultant, develop DGTVE's BSP for 2016-2018 in Q1 2016 for approval by Q2, 2016.			
1.5 Trained staff, with technical assistance from consultant, develop AOPs for 2016 of DGTVE and selected TTIs in Q1, 2016.			
1.6 Conduct an impact assessment on DGTVE capacity in result-based planning and budgeting implementation by Q3, 2016.			



Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<b>2. Strengthened capacity of DGTNET for development of a National TVET Policy and completion of a feasibility study on training fund</b>  2.1 Establish an Interagency Working Group (IWG) to review relevant TVET policies and strategies by Q3, 2015.  2.2 Develop training materials and programs for workshop series on TVET policy formulation by Q3, 2015.  2.3 Start capacity building and consultation workshop series on TVET policy formulation by Q4, 2015.  2.4 Draft national TVET policy prepared by IWG, with technical assistance from consultant, by Q4, 2016 for endorsement by the government in Q1, 2017.  2.5 Consultant, with support from DGTNET staff, completes the feasibility study on training fund and presents the findings to DGTNET and MLVT by Q2, 2016.		<b>Government: \$0.1 million (in-kind contribution)</b>	
		Office accommodation and transport	.040
		Remuneration and per diem of counterpart staff	.040
		Others	.020
<b>3. Strengthened capacity of DGTNET, especially gender secretariat and office, six technical department and selected TTIs for development and implementation of DGTNET gender policy and action plan</b>  3.1 Assess capacity building needs for gender secretariat, gender office, six technical departments and selected TTIs by Q3, 2015.  3.2 Develop training materials and programs for workshop series by Q3, 2015.  3.3 Start capacity building and consultation workshop series on DGTNET gender policy and action plan formulation in Q4, 2015.  3.4 Trained staff, with technical assistance from consultant, develop Terms of Reference for the social equity staff position in DGTNET's Gender Office by Q4, 2015.  3.5 Trained staff, with technical assistance from consultant, develop draft DGTNET's Gender Policy for approval by DGTNET by Q2, 2016.			

ADB = Asian Development Bank, AOP = annual operational plan, BSP = budget strategic plan, CDTA= Capacity Development Technical Assistance, CWG = coordination working group, DGTNET= Directorate General for Technical Vocational Education and Training, IWG = interagency working group, MLTV= Ministry of Labor and Vocational Training, NSDP= National Strategic Development Plan, NTB= National Training Board, PFMR = public Financial management reform, TTI = technical training institution; TVET= Technical and Vocational Education and Training  
Source: Asian Development Bank

## TERMS OF REFERENCE: PROJECT IMPLEMENTATION CONSULTANTS

### A. General

1 The TA will require consultancy inputs of 3 international and 1 national project implementation consultant(s): TVET Policy Specialist/Team Leader (international consultant, 15 person-months); Public Financial Management Specialist (international consultant, 11 person-months); Gender and Social Equity Specialist (international consultant, 6 person-months); and TVET Policy and Financing Specialist (national consultant, 22 person-months). The Terms of Reference for the project implementation consultants, including their specific tasks and deliverable are detailed below.

### B. Detailed Terms of Reference

2. **International Public Financial Management Specialist (11 months).** S/he shall have a graduate degree in finance or a relevant discipline, and have at least 7 years of financial and result-based management (planning, budgeting, monitoring and evaluation) in education and technical training sectors, including capacity building experience, in the country and/or in the region. S/he is to work closely with Ministry of Economy and Finance (MEF), MLVT's DGTNET and DG for Finance and Administration, Finance and State Asset Department, and Department for Planning, including counterpart staff. Specific tasks and deliverables include:

- (i) review the current budgeting and planning processes of DGTNET and MLVT, and assess knowledge and understanding of relevant staff of DGTNET, including technical departments, and technical training institutes on result-based TVET planning and budgeting;
- (ii) develop training materials and programs for workshop series in result-based planning and budgeting, and carry out capacity building trainings for relevant staff;
- (iii) provide technical assistance to trained staff to develop Annual Operational Plan (AOP) for 2016 for their respective institutions and for DGTNET, and Budget Strategic Plan (BSP) for 2016-2018 for DGTNET;
- (iv) provide hands-on technical support to DGTNET in fostering policy dialogue as the secretariat of NTB and chair of TVET Coordination Working Group (CWG);
- (v) with support of assigned DGTNET staff conduct an impact assessment on result-based planning and budgeting development and implementation; and
- (vi) assist DGTNET and ADB in any other assignments as may be reasonably expected within the scope of work.

3. **International TVET Policy Specialist/Team Leader (15 months).** S/he shall possess a graduate degree in public policy or a relevant discipline, and have at least 10 years of technical vocational education and training (TVET) including TVET management and financing and Public-Private Partnerships (PPP) experience in the country and/or in the region. S/he is to work closely with DGTNET, especially departments of policy and strategy and TVET institution management and IAW, and to collaborate with relevant institutions and stakeholders including counterpart staff and private sector. S/he is responsible for coordinating all inputs and activities of the TA and submission of reports to DGTNET and ADB. Specific tasks and deliverables include:




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

4. **International Gender and Social Equity Specialist (6 months).** S/he shall have a graduate degree in social sciences or a relevant discipline, and have at least 7 years of gender and social equity policy and planning, including capacity building experience, with large multilateral projects/programs in the country and/or in the region. S/he is to work closely with gender secretariat of MLVT and gender office under DGTVET and relevant technical departments and training institutions and to collaborate with other government institutions, NGOs and private sector. Specific tasks and deliverables include:

- (i) undertake an analysis on DGTVET's strategies and approaches on (a) increasing women's access to technical and vocational training programs, (b) promoting women roles in TVET system management, and (c) institutional capacity and knowledge, and provide recommendations for incorporation in DGTVET gender policy and action plan;
- (ii) develop training materials and conduct capacity building workshop series for relevant staff from MLVT gender secretariat, DGTVET gender office, six technical departments and selected TTIs;
- (iii) provide technical assistance to trained staff to draft DGTVET gender policy and action plan with priority focus on gender inclusive skills development and TVET system management;
- (iv) conduct discussion workshops/forums to present the assessment findings and draft gender policy and action plan, including discussion with TVET Coordination Working Group;
- (v) assist DGTVET to present the proposed gender policy and action plan for endorsement by MLVT;
- (vi) provide technical assistance to trained staff to develop Terms of Reference for the Social Equity staff position in the newly established gender office; and
- (vii) assist DGTVET and ADB in any other assignments as may be reasonably expected within the scope of work.

**5. National TVET Policy and Financing Specialist/Deputy Team Leader (22 months).**

S/he will have a graduate degree in social sciences or a relevant discipline, and have at least 5 years of extensive experience in education and TVET policy and financing and gender including capacity building, reporting, and private sector knowledge. Along with the three international specialists, s/he will serve as focal person for the consulting team and coordinate with DGTNET and relevant technical departments and training institutions to perform and deliver the following specific tasks and results:

- (i) organize consultations and training workshops for strengthening capacity for result-based TVET planning and budgeting, for development a national TVET policy, for conducting a feasibility study on training fund, and for development DGTNET gender policy and action plan;
- (ii) review and analyze relevant education and training policies, MLVT's budget strategic plan and annual operational plan preparation processes, and DGTNET's strategies and approaches on expanding women's access to technical and vocational training program and women's participation in TVET system management;
- (iii) assist international specialists and DGTNET in organizing meetings and discussions workshops as well as in presenting the proposed policy papers to CWG, MLVT and NTB;
- (iv) assist international specialists and DGTNET in conducting an impact assessment on result-based planning and budgeting development and implementation;
- (v) assist DGTNET to prepare TA implementation progress and completion reports; and
- (vi) assist the EA/IA and ADB in any other assignments as may be reasonably expected within the scope of work. 



**COST ESTIMATES AND FINANCING PLAN**  
**(\$ 000)**

Item	Total Cost
A. Japan Fund for Poverty Reduction <sup>a</sup>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	0.652
ii. National consultants	0.055
b. International and local travel	0.043
c. Reports and communications	0.008
2. Workshops, local trainings and seminars	0.088
3. Misc. Admin and Support Costs (office stationery, internet and telephone bills)	0.054
4. Contingency	0.100
<b>Subtotal A</b>	<b>1.000</b>
B. Government Financing <sup>b</sup>	
1. Office accommodation and transport	0.040
2. Remuneration and per diem for counterpart staff	0.040
3. Others	0.020
<b>Subtotal B</b>	<b>0.100</b>
<b>Total</b>	<b>1.100</b>

<sup>a</sup> Administered by ADB.

<sup>b</sup> Government's contribution in-kind in form of provisions for counterpart staff, office space, equipment and furniture, local transport.