

Required Consulting Services Terms of Reference

1. **TVET Policy and Planning Specialist/Team Leader** (international, 5 person-months). The TVET Policy and Planning Specialist and Team Leader (TL) shall have at least 15 years of relevant experience in developing, implementing TVET projects and policy advisory services in developing countries. The TVET Policy and Planning Specialist and Team Leader (TL) will be responsible for the overall coordination and implementation of the TA. The TL will plan and coordinate the activities of the other international and national consultants to ensure that the analyses and reports meet all the requirements. The TL will also ensure the quality of all the analyses and reports. The TL will organize appropriate consultations throughout the project design process with key stakeholders both within and outside the Government to reflect balanced views pertinent to the development of the TVET subsector. In addition, the consultant will (i) review the TVET subsector and prepare a subsector assessment by reflecting the latest developments in TVET and lessons learned from the ongoing and past projects as well as from international experiences; (ii) prepare situation and gap analysis; and (iii) put together the feasibility study and project design in the format agreed by the Government and ADB. The TL will also be responsible for ensuring sex-disaggregated data and gender analysis in all reports/outputs and ensure timely completion and submission of the following: (a) an inception report, including lessons learnt from ongoing and past projects and from international experiences ; (b) situation and gap analysis of the non-formal and formal TVET subsector; (c) a participatory developed problem-tree analysis and results framework; (d) preliminary project design; (e) a draft project design document; and (f) a final design document incorporating comments and feedback from Government and ADB.

2. **TVET Specialist / Deputy Team Leader** (national, 5 person-months). The TVET Specialist and Deputy Team Leader (DTL) shall have at least 7 years of relevant experience in developing, implementing skills development and / or education projects. The TVET Specialist and Deputy Team Leader (DTL) will work closely with the TL in coordinating and managing the overall TA team. In close collaboration with the TL, the DTL will (i) collect and systematically analyze relevant data (students, teachers, TVET formal courses, public TVET providers, data pertaining to internal and external effectiveness and efficiency, including status and results of placement, career guidance and counseling mechanisms, apprenticeships in the formal sector) for the TVET subsector to show trends, progress and challenges; (ii) help updating the map of the distribution of public TVET providers by skills area and geographic locations; (iii) help the international Public-Private Partnership (PPP) specialist and international labor market economist in the identification of economic sectors for strengthening demand-based TVET, in conducting the labor market analysis, and identifying PPP options; (iv) assist the international TVET management and institutional specialists on restructuring of DGTNET and its departments as well as existing RTCs and potential RTCs for better relevance and quality of formal programs offered as well as teacher training arrangements; (v) assist the TL in the review of progress made in recent years in TVET in Cambodia including implementation of reforms and challenges encountered; and (vi) assist the TL in preparing and finalizing the subsector analysis, gap analysis and project design.

3. **Public-Private Partnership Specialist** (international, 4 person-months). The consultant shall have at least 12 years of experience in public private partnerships in the social sector. Experience with Cambodia and TVET sector is an asset. The consultant will (i) prepare a detailed report on PPP in Cambodia focusing on PPP initiatives in TVET sector including secondary review of successful TVET PPP models in Cambodia and ASEAN region as a whole;

(ii) prepare a concept note on viable PPP options for skills development; (iii) convert these PPP options into mechanisms such as contracting; (iv) assist in the labor market analysis; (v) identify economic sectors most suitable for strengthening demand oriented approach; (vi) prepare a framework, including structure, roles and responsibilities of the proposed Sector Development Councils; (vii) review the implementation of the innovative skills investment assistance fund (ISIAF) and prepare a concept note on an improved ISIAF version to engage large enterprise; (viii) prepare a concept paper on generating contributions from the private sector to skills development fund; and (ix) design school to work scholarship program incorporating on-the-job and apprenticeship training for certificate and diploma holders in large enterprises. The consultant will use lessons from ongoing and past projects as well as use international examples. The consultant will work with the international labor market economist in the labor market analysis, with the TVET management and institution specialist in identifying PPP opportunities, with the procurement specialist in converting opportunities into structures, and with the DTL and TL in identifying economic sectors.

4. **TVET Management and Institutional Specialist** (international, 3 person-months). The consultants shall have at least 5 years of experience in demand-oriented skills development training design and implementation. Experience in Cambodia is an asset. The consultant will (i) assess the overall institutional arrangements and capacity existing in the formal TVET system in Cambodia building on existing work by other projects, including the extent and practice of on-the-job training and apprenticeships in formal TVET; (ii) develop overall concept for Centers of Excellence (CoEs) in public TVET institutions and the partnership mechanism with private sector; (iii) propose a framework, giving specific criteria and measures, for autonomy of select public TVET institutions that include CoEs; (iv) identify key reforms based on the existing projects that will help to enhance overall management of the TVET system; (v) identify the options for supporting on-the-job training and apprenticeship programs in formal TVET; (vi) identify specific arrangements like cost sharing approaches together with the PPP; (vii) assess the governance of TVET institutions (including RTCs) and the flexibility at the TVET provider level to ensure institutional response to various critical aspects (labor market needs, partnership with potential employers, ensuring quality of training, etc.); (viii) assess the current teacher training situation; and (ix) assist the TL and DTL in the project design with focus on institutional development and capacity development requirements.

5. **TVET Programs and Qualifications Specialist** (international, 3 person-months). The consultant shall have at least 10 years of experience in competency standards and competency based curriculum development, and in national qualifications framework. Experience in Cambodia is an asset. The consultant will (i) review all the work undertaken with regard to the development of Cambodia Qualifications Framework and based on best practices and international experiences, propose necessary measures and arrangements for its full adoption, including review of national qualifications frameworks in other similar developing countries; (iv) review the competency standards and related curricula and training materials already or being developed and propose a concept paper on further development of competency standards, competency based curricula and training materials, focusing on the emerging sectors for CQF levels 2 to 5; (v) prepare a concept paper on accreditation instruments suitable for Cambodia based on best practices and international experiences; (vi) prepare a concept paper on vertical and lateral pathways linking nonformal and formal TVET systems and with general education based on work already completed, giving a detailed review of how this has been done in other countries; (vii) assess the current curricular situation at the formal TVET program level; and (viii) assist the TL and DTL in the project design with focus on development of project activities related to access.

6. **Labor Market Economist** (international, 3 person-months). The consultant shall have a post-graduate degree in economics, labor economics or other related social science; expertise in economic analysis in the education and/or training sectors; and at least 15 years of relevant experience. The consultant will (i) review the existing mechanisms, including the labor market information system under MLVT, used by the TVET system to monitor and report labor market trends and demands to see how TVET providers are using the information to respond to emerging labor market needs; (ii) review the available tracer studies and their use; (iii) undertake a labor market survey in close consultation with the TVET providers and large enterprises to identify skills most in demand, how TVET providers are preparing and advising their students, how employers perceive the quality of the TVET graduates and what is their role in providing training to meet their requirements; (iv) prepare an action plan to strengthen the labor market information system (LMIS) so that TVET providers and employers are able to use the information effectively; (v) analyze recent and projected budgets and expenditures for the TVET sub-sector, with a detailed analysis of the lower secondary subsector; (vi) assess related policies and strategies and implications for access, quality and relevance, and overall efficiency of the TVET subsector; (vii) assess the magnitude of investments required to implement and sustain key project interventions proposed under STVET II; (viii) review existing analytical work and assess supply- and demand-side constraints to formal TVET access and outcomes, as well as the projected poverty impact of the proposed Project; (ix) lead or guide economic and financial analyses for the proposed Project, including sustainability aspects; (x) develop a monitoring and evaluation (M&E) framework and assess options for rigorous econometric impact evaluation for selected Project interventions; and (xi) prepare inputs for RRP and PAM and other support as needed.

7. **Governance and Public Financial Management Specialist** (international, 3 person-months). The consultant shall have post-graduate degree in public administration, business administration, accounting, and other relevant social sciences, and at least 10 years of experience in assessing public organizations' capacity in financial management, procurement and anti-corruption issues. Experience in conducting governance capacity assessment following multilateral financial institutions is required. The consultants will, in line with GACAP II, (i) review the current funding arrangement for STVET I and other ongoing education / TVET projects, including the government system for budget execution, accounting, and auditing; (ii) analyze governance, fiduciary, and institutional risks in the sector and the executing and implementing agencies; (iii) assess the capacity of concerned government agencies for internal control, staffing requirements and skills, accounting hardware, software and training needs; (iv) assess the capacity of external auditors to provide timely report in accepted auditing standards; (v) explore different financing mechanisms to increase private contribution to skills development fund, including levy grant system and propose a concept note on a suitable model for Cambodia; and (v) prepare procurement capacity assessment, procurement plan, financial capacity assessment, project funds flow, and a governance risk assessment, and risk mitigation plan for the Project.

8. **Project Costing and Procurement Specialist** (international, 2 person-months). The consultant shall have a graduate degree in public administration, business administration or other related disciplines and at least 10 years experience in public and private procurement and capacity building in procurement. Consultant will also be experienced in costing under similar projects, and have a mastery of COSTAB. Experience in working with ADB's Procurement Guidelines and the Guidelines on the Use of Consultants and the government's procurement guidelines is required. The consultant will (i) review the requirements for procurement under the Project and group potential procurement packages by key categories (consultancy services, goods, civil works) as appropriate; (ii) assess the capacity of the Government to manage

procurement and suggest if there is any need for strengthening this capacity; (iii) conduct procurement capacity assessment for the Project; (iv) prepare a procurement plan for the Project that will be reviewed each year and firmed up for implementation; (v) compile and review costing data from existing sources and field data; (vi) prepare detailed and disaggregated cost estimates for all Project elements, with detailed annotation for the cost tables; and (vii) and prepare PAM inputs and other materials, as needed.

9. **Gender and Social Development Specialist** (international, 2 person-months). The consultant will have at least 8 years expertise in analysis and project design work related to social development, equity issues affecting females and other disadvantaged groups (preferably in the education sector or TVET subsector), and in project safeguards—particularly those related to indigenous peoples (IP). He or she will also have a good understanding of relevant ADB policies and requirements. His or her key tasks include: (i) via desk research and in-field participatory consultations, assess equity issues for lower secondary education in Cambodia, including supply- and demand-side factors affecting access and quality of formal TVET; (ii) conduct poverty and social analyses, including disaggregated analysis of social impacts and benefits of the proposed Project, and to develop the M&E framework; (iii) identify priority interventions and procedures to promote participation by and benefits to women and other disadvantaged groups under the Project, including developing a gender action plan; and (iv) in accordance with ADB's *Safeguard Policy Statement* (SPS; 2009) and other relevant ADB and Government requirements, work with the EA to prepare an IP Plan for the Project; and (v) review proposed project interventions under the Project, and assess the additional need for preparation of documentation on IP access to formal TVET.

10. **Social Marketing Specialist** (international, 2 person-months). The consultant will have expertise in social marketing for developing country contexts and 10 years of experience with development of social marketing strategies using various media. His or her tasks include: (i) identify key stakeholders and develop a communication and marketing plan for adoption by MoLVT to strengthen awareness of the TVET system; (ii) recommend initiatives to improve the profile of the TVET system to employers and communities; (iii) mobilize and organize communities to access and utilize the TVET system, particularly the formal system; (iv) formulate and deliver public awareness campaigns in consultation with MoLVT; (v) provide selective training for MoLVT staff responsible for marketing programs and developing links with industry; (vi) assess training institutions' partnerships with employers and the private sector in coordination with PPP Specialist; (vii) develop policy and investment recommendations to facilitate such partnerships in terms of social marketing of TVET; and (viii) recommend ways to increase the sustainability of TVET program delivery including changes to institutional management and administration structures, program financing, and PPPs.