



# Technical Assistance Report

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Project Number: 41369-01  
Regional—Policy and Advisory Technical Assistance (R-PATA)  
April 2009

## Implementing the Greater Mekong Subregion Human Resource Development Strategic Framework and Action Plan

(Cofinanced by the Regional Cooperation and Integration Fund and  
People's Republic of China Poverty Reduction and Regional  
Cooperation Fund)

Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
GMS	–	Greater Mekong Subregion
HRD	–	human resource development
NGO	–	nongovernment organization
SFAP	–	Strategic Framework and Action Plan
TA	–	technical assistance
TVET	–	technical and vocational education and training
WGHRD	–	working group on human resource development

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Type</b>	–	Regional–policy and advisory technical assistance (R-PATA)
<b>Targeting classification</b>	–	General intervention
<b>Sectors</b>	–	Multisector (education, public sector management, health and social protection)
<b>Subsectors</b>	–	Technical education and vocational skills training, public administration, social protection
<b>Themes (subthemes)</b>	–	Social development (human development, indigenous people; other vulnerable groups), regional cooperation (other regional public goods), gender equity (gender equity in human capabilities, gender equity in economic opportunities), capacity development (organizational development, client relations, network, and partnership development)
<b>Location impact</b>	–	Region (high); National (medium)

## NOTE

In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. The Greater Mekong Subregion (GMS)<sup>1</sup> strategic framework 2002–2012 identifies five strategic thrusts to realize the vision and goals of subregional cooperation and integration. One of these includes developing human resources and skills competencies. The midterm review of the GMS strategic framework<sup>2</sup> concluded that while good progress had been made on the “hardware” aspects of subregional cooperation, especially improved physical connectivity, less progress had been made on the “software” aspects to realize and achieve the overall vision, goals, and objectives of the GMS program. The review recommended more emphasis on skills development, labor migration, prevention of trafficking of women and children, and surveillance and control of communicable diseases. It suggested modifying the structure and organization of the human resource development (HRD) working group to strengthen and revitalize it so as to focus on critical subregional HRD concerns requiring subregional solutions.

2. The proposed regional policy and advisory technical assistance (TA)<sup>3</sup> supports the GMS strategic framework and is included in the Regional Cooperation Business Plan 2009–2011. It is consistent with the long-term strategic framework 2008–2020 (Strategy 2020) of the Asian Development Bank (ADB)<sup>4</sup> and supports two core operational areas: regional operation and integration, and education. The TA will implement some of the recommendations of the GMS midterm review and the 2008 regional cooperation assistance program evaluation by strengthening the working group on HRD (WGHRD), restructuring the organizational arrangements, building capacity, and implementing some of the priority initiatives from the GMS HRD Strategic Framework and Action Plan (SFAP). The proposed SFAP provides the framework for subregional cooperation in education, health, labor and migration, and social development that requires subregional actions and solutions. The TA will contribute to improved subregional cooperation in HRD through (i) support for an improved system for technical skills recognition and qualifications, (ii) strengthened regional labor market information system and labor migration management programs, and (iii) assessment of the impact of economic corridors on ethnic and vulnerable groups. The TA design and monitoring framework identifying the impact, outcome, outputs, and activities is in Appendix 1.

## II. ISSUES

3. The GMS is developing rapidly in the context of an emerging subregional economy as a result of increased physical and economic connectivity. A number of HRD issues, several of which are interlinked, have emerged as a result of improved road links, rapid economic growth, labor mobility, and uneven economic development. These include (i) lack of compatibility between the subregion's education systems; (ii) inadequacies in labor migration policies and management systems; (iii) the spread of communicable diseases, including HIV;<sup>5</sup> (iv) increasing potential for human trafficking; (v) disproportionate impact of these issues on vulnerable groups such as women and ethnic minority communities; and (vi) inadequate national capacity to effectively manage the social impacts of accelerating regional integration. While the current financial crisis is expected to slow economic growth in the subregion, these HRD challenges will remain and need to be addressed both in the short-term and for the GMS countries to retain their competitive edge when the economies recover in the medium term.

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<sup>1</sup> The Greater Mekong Subregion countries are Cambodia, the People's Republic of China, the Lao People's Democratic Republic, Myanmar, Thailand, and Viet Nam.

<sup>2</sup> ADB. 2007. *Midterm Review of the Greater Mekong Subregion Strategic Framework (2002–2012)*. Manila.

<sup>3</sup> The TA first appeared in the business opportunities section of ADB's website on 20 March 2009.

<sup>4</sup> ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank 2008–2020*. Manila.

<sup>5</sup> Health is an important subregional HRD challenge and links to other HRD issues, but is covered under other ADB GMS projects.

4. Stronger subregional economic links are generating new skills requirements and employment opportunities within each country and across the subregion. To satisfy projected employment demands needed to sustain and promote economic growth and contribute to regional integration, significant improvement is required in the education and skill levels of the GMS workforce. National education and skills development systems need to be upgraded and made compatible so that the skills and qualifications of graduates are mutually recognized across the subregion. Higher education institutions need to be linked for better cooperation on standard setting and quality assurance mechanisms. Improved subregional cooperation is required to reach agreement in these areas. Further, technical and vocational education and training systems need to be better aligned with regional skill demands and requirements.

5. International Labour Organization (ILO) studies report that several Southeast Asian countries (including Thailand) suffer from a chronic shortage of qualified workers, indicating a mismatch between the supply and demand of workers with appropriate education and skills. The gap has widened with the region's accelerated economic growth, and potentially poses a constraint to continued growth. Countries need to build strong and responsive higher education and technical and vocational education and training systems that are regionally compatible, with qualifications and skills mutually recognized. To sustain economic growth, the subregion requires a workforce with the right mix of knowledge and skills which can move freely between the countries to meet projected labor demands and simultaneously provide improved employment opportunities. Migrant workers are a key source of skilled and unskilled workers.

6. More than 2 million migrant workers are estimated to have moved between GMS countries in the last few years for economic reasons.<sup>6</sup> The stock of GMS labor migrants is estimated at 4.1 million and is projected to increase to 5 million during the next 10 years.<sup>7</sup> This trend is driven by factors such as uneven development patterns, slowing labor force growth in Thailand, and improved physical connectivity. Thailand is the major GMS receiving country, with the largest number of migrants from Cambodia, the Lao People's Democratic Republic, and Myanmar. Thailand is estimated to have 2.6 million irregular and legal migrants living in the country, not including several hundred thousand daily migrants in border areas. It has been estimated that migrant workers contribute 1.25%–6.20% of Thailand's gross domestic product (GDP),<sup>8</sup> with benefits also flowing to sending countries in the form of remittances. According to one ILO study, annual remittances from Cambodian labor migrants are equal to 4.1% of GDP.<sup>9</sup> ADB's study of the labor market in Asia states that "Increasingly, Asia's high-performing economies are drawing on migrants to meet demands along the whole spectrum of skills."<sup>10</sup> A recent study concluded that the current economic downturn will have only minor impacts on migration stocks but is likely to have large short-term effects on migration flows (footnote 6).

7. While there has been considerable interest in mutual recognition of technical skills and qualifications there has been little progress, in part due to the lack of well-functioning national systems (except in Thailand). Subregional cooperation is required to support the development of practical systems for comparing and recognizing technical skills and qualifications. A framework for the mutual recognition of technical skills and qualifications is required within the GMS. This would help to address the subregional skills shortages and enhance subregional competitiveness.

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<sup>6</sup> World Bank. 2006. *Labor Migration in the Greater Mekong Sub-region*. Bangkok.

<sup>7</sup> ADB. 2009. *Forecasting Migration Flows: the Relationship between Economic Development, Demographic Change, and Migration in the GMS*. Manila (draft).

<sup>8</sup> ILO. 2007. *The Economic Contribution of Migrant Workers to Thailand*. Bangkok.

<sup>9</sup> ILO. 2008. *Labour and Social Trends in ASEAN 2008: Driving Competitiveness and Prosperity with Decent Work*. Bangkok.

<sup>10</sup> ADB. 2008. *Asian Development Outlook 2008: Workers in Asia*. Manila.

8. High-quality labor market information is essential to support informed decision making by policy makers, employers, workers, job seekers, and training providers. Quality labor market information helps to better manage the demand for labor and design appropriate employment and training programs. With increased economic integration of the GMS, it is important that comparable regional labor market information, based on an agreed set of indicators, is shared to facilitate better understanding of the regional trends and workforce supply and demand. Substantial work is required at the national level to develop labor market information systems that are compatible regionally and help to monitor regional labor market trends.

9. The new transport corridors and emerging economic hubs are transforming many parts of the subregion, providing improved access to income-generating opportunities, markets, and social services such as education and health. However, these positive benefits can sometimes be undermined by negative impacts of improved physical connectivity and integration. Further, the current financial crisis may also result in increased poverty and deprivation. As noted in the GMS midterm review, "further measures are required to minimize and mitigate the adverse impact of rapid economic development" and to manage the social changes taking place, especially amongst remote communities. Improved regional road networks are leading to increased mobility and migration resulting in the spread of communicable diseases, including HIV, and the emergence of new types of social relationships that can sometimes be exploitative. The negative effects of improved physical connectivity, large infrastructure projects, and regional integration—such as trafficking of women, emergence of a commercial sex trade, and social and economic disruption and displacement—need to be mitigated and managed. Effective mitigation activities require understanding of the nature of social changes in the context of economic integration. Social impact assessments along the transport corridors and economic hubs are needed to better comprehend the economic, social, and cultural impacts of subregional integration on vulnerable groups such as women and ethnic minorities. These assessments can then lead to the development and implementation of more effective prevention and mitigation programs.

10. Given the multifaceted nature of HRD cooperation in the GMS, the WGHRD needs restructuring and strengthening in order to fulfill its dual mandate of supporting the HRD needs of the subregion while simultaneously mitigating the potential negative effects of increased connectivity and regional integration. This dual mandate, combined with the multisector make-up of the WGHRD, requires the active involvement and cooperation of different ministries and agencies both within and between countries. Unfortunately there has been limited interagency or subregional cooperation on subregional HRD issues. The lack of continuity of participants at the WGHRD meetings reflects its low priority. However, GMS countries have stated the importance of subregional HRD and have called for this working group to be more effective.

### **III. THE TECHNICAL ASSISTANCE**

#### **A. Impact and Outcome**

11. The impact of the TA is strengthened human resource development and enhanced social inclusion in the GMS. The outcome is improved HRD cooperation in the GMS.

#### **B. Methodology and Key Activities**

12. The TA will support the implementation of the HRD SFAP by restructuring the WGHRD and its subgroups, building capacity of the WGHRD members and relevant agencies, and implementing some of the priority initiatives of the SFAP to improve regional HRD cooperation. The following four specific outputs will be supported.

## **1. Strengthened Subregional Institutional Arrangements for Human Resource Development Cooperation**

13. Given the multisector nature of the WGHRD, the TA will support separate meetings of the four sector subgroups (education, health, labor and migration, and social development) both nationally and subregionally to implement their respective work plans. More regular meetings, diverse communication approaches, and networking will facilitate continuity of membership and greater ownership of the GMS HRD agenda. At the country level subgroups will be encouraged to work together to address issues of common interest. Similarly, at the subregional level, the sector groups will be supported to meet on a more regular basis to further develop subregional actions. The umbrella HRD working group will meet every two years to review strategic issues, such as the strategy to sustain HRD cooperation, and review the progress and next steps in the priority actions. Appendix 4 provides an explanation of the institutional arrangements. The TA will also provide support for addressing HRD issues in the programs of other GMS sector working groups.

## **2. Agreed Framework for Mutual Recognition of Technical Skills and Qualifications**

14. The TA will contribute to the development and piloting of a subregional technical skills and qualifications recognition framework. This activity will identify, develop, and pilot the regional certification of three technical skill areas. The criteria for identifying the three pilot skill areas include (i) economic importance, (ii) cross-border industry demand, (iii) employment of large numbers of migrant workers, and (iv) being at a relevant stage of the development of national standards for that skill area. Recognition by the participating GMS countries of the competency-based skill certificates for three technical skill areas will be supported under the TA. A desk study will assess and review the current status of skills recognition arrangements or proposals. A GMS technical skills recognition framework for the three pilots will be developed for discussion and endorsement by the relevant government ministries.

## **3. Improved Labor Market Information System and Labor Migration Management Programs**

15. The TA will support the development and adoption of a common set of indicators for monitoring labor market trends across the subregion. The indicator set will include both supply and demand data of key skill areas to enable better labor force projections and management, including labor migration. It will also support the endorsement of a methodology to collect, collate, share, and manage this indicator set. An analysis of the current labor market information sharing system will be prepared as a basis for GMS country discussions. The TA will also support activities to (i) improve labor migration management; (ii) develop and conduct an information campaign for potential migrant workers in at least two sending countries, focusing on the migration process, potential problems, rights, and general information on labor demand; and (iii) develop a draft standard employment contract for technical migrant workers for consideration by the GMS countries.

## **4. Completed Social Impact Assessments along the Greater Mekong Subregion Economic Corridors**

16. Social impact assessments will be conducted in selected areas along the transport and economic corridors to better understand the impacts of increased physical and economic integration on vulnerable groups such as women and ethnic minority communities. Further social impact assessment of the financial crisis on poor people and marginalized groups will also be conducted. The findings will be used to guide future initiatives to promote social inclusion and to mitigate potential negative impacts. Lessons learned will be applied in the design of future GMS projects across the different sectors. A desk study of the findings and lessons from previous ADB

social impact assessments and the results of other relevant studies will be undertaken, and this will be used as input into assessing the design of, and identifying the locations for assessments.

### **C. Cost and Financing**

17. The total cost of the TA is \$1.4 million, of which (i) \$750,000 will be financed on a grant basis by the Regional Cooperation and Integration Fund under the Regional Cooperation and Integration Financing Partnership Facility; (ii) \$500,000 will be financed on a grant basis by the People's Republic of China Poverty Reduction and Regional Cooperation Fund, administered by ADB; and (iii) \$150,000 will be in-kind government contributions. Detailed cost estimates are in Appendix 2.

### **D. Implementation Arrangements**

18. The TA will commence on 1 May 2009 with a completion date of 31 October 2011, i.e., 2.5 years. The executing agency will be ADB with the respective ADB subgroup focal points coordinating the subgroups to oversee the implementation of the specific outputs. The implementing agencies will be government ministries responsible for education, employment, labor, migration, and ethnic minorities. The subsector focal point in each GMS country will be the contact point for their subgroup. Consultations will occur with civil society for outputs 2, 3, and 4, and with the private sector for outputs 2 and 3. Reports will be made to the GMS Senior Officials' meeting and the WGHRD and subgroup meetings, and on the GMS website. A no-objection letter will be obtained before the start of TA activities in the territory of the participating countries.

19. In output 1, the ADB WGHRD focal point will manage individual national consultants. For output 2, a firm will be engaged to develop and pilot the framework for mutual technical skills recognition using quality and cost-based selection and a performance-based contract. In output 3, the labor migration awareness campaign is politically and socially sensitive work and the single-source selection with a lump sum contract of the International Organization for Migration is justified on the basis that it has the experience and respect of both governments and civil society. Individual international consultants will be engaged for the labor market information system work. For output 4, ADB will engage individual international consultants to undertake the social impact assessments. In addition to the two firms, a total of 9.5 person-months of individual international consulting services and 55 person-months of individual national consulting services is required. The consultants will be engaged by ADB in accordance with its *Guidelines on the Use of Consultants* (2007, as amended from time to time). The consulting service expertise required includes technical skills recognition systems, labor migration management, labor market information, regional cooperation and development, gender, social development, and project support. The terms of reference are in Appendix 3. The disbursement under the TA will be made in accordance with ADB's *Technical Assistance Disbursement Handbook*.<sup>11</sup>

## **IV. THE PRESIDENT'S DECISION**

20. The President, acting under the authority delegated by the Board, has approved (i) ADB administering technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the People's Republic of China Poverty and Regional Cooperation Fund, and (ii) the provision of balance of technical assistance not exceeding the equivalent of \$750,000 on a grant basis for Implementing the Greater Mekong Subregion Human Resource Development Strategy Framework and Action Plan, and hereby reports this action to the Board.

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<sup>11</sup> ADB. 2008. *Technical Assistance Disbursement Handbook*. Manila.

## DESIGN AND MONITORING FRAMEWORK

<b>Design Summary</b>	<b>Performance Targets and/or Indicators</b>	<b>Data Sources and/or Reporting Mechanisms</b>	<b>Assumptions and Risks</b>
<p><b>Impact</b></p> <p>Strengthened human resource development and enhanced social inclusion in the GMS</p>	<p>Human development index of GMS countries improves by 2020</p>	<p>UNDP human development indices report</p>	<p><b>Risk</b></p> <p>Negative economic, political, and social impact of economic slowdown</p>
<p><b>Outcome</b></p> <p>Strengthened HRD cooperation in the GMS</p>	<p>Continuity of WGHRD and subgroup participants increased by 25% by October 2011</p> <p>Improved cooperation between higher education institutions by October 2011</p> <p>At least three GMS countries endorse the technical skills and qualifications mutual recognition framework for the three pilot skill areas by October 2011</p> <p>At least three GMS countries endorse the set of indicators for monitoring the regional labor market trends by Q2, 2011</p> <p>Improved knowledge of social impacts of regional integration by Q1, 2011</p>	<p>Report from the GMS HRD secretariat</p> <p>Report from the education subgroup</p> <p>Report from the education subgroup</p> <p>Report from the labor and migration subgroup</p> <p>Survey of the social development subgroup</p>	<p><b>Assumption</b></p> <p>Strong commitment by governments to achieving subregional cooperation and integration in HRD</p>
<p><b>Outputs</b></p> <p>1. Strengthened subregional institutional arrangements for HRD cooperation</p>	<p>WGHRD-9 held in 2009 and WGHRD-10 held by October 2011</p> <p>Subsector focal points appointed in all subsectors by all countries by May 2009</p> <p>At least one subregional meeting of each subgroup held in 2009 and in 2010</p> <p>HRD section of GMS website enhanced by Q4, 2009.</p>	<p>Summary of proceedings</p> <p>List of names published on the website</p> <p>Summaries of the meetings on the website</p> <p>Revamped website</p>	<p><b>Assumptions</b></p> <p>Recognition of benefits of subregional technical skills and qualifications recognition by governments, industries, and civil society</p> <p>National education and skill development systems will continue to improve</p> <p>Recognition of mutual benefits of labor migration by governments, industries, and civil society</p> <p>Interest and commitment to safe migration by governments and civil society</p>

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
2. Agreed framework for mutual recognition of technical skills and qualifications in the GMS	<p>Agreement for identification and piloting of the three skill areas by Q4, 2010</p> <p>Pilot of three key skills areas completed by October 2011</p> <p>Agreed framework for mutual skills recognition in three areas by October 2011.</p>	<p>Report of the education subgroup</p> <p>Published standards for each of the three skills areas</p> <p>Report of the pilot</p> <p>Published framework</p>	<p>Strong cooperation by key development partners, ILO, IOM, UNESCO, World Bank</p> <p><b>Risks</b></p> <p>Governments' limited capacity and capability</p> <p>The different levels of GMS national programs may hinder reaching agreement within the desired time frame</p>
3. Improved labor market information system and labor migration management programs	<p>Agreed set of indicators to monitor regional labor market trends by Q3, 2010</p> <p>Agreed methodology to collect, collate, share, and manage indicator set by October 2011</p> <p>Implementation of selected findings from the study by October 2011</p> <p>Comprehensive labor migration information campaign in two sending countries for potential migrant workers conducted (target on women) by Q1, 2010</p> <p>Proposed standard employment contract for technical migrants by Q1, 2010</p>	<p>Signed letters of agreement from GMS countries</p> <p>Signed letters of agreement from GMS countries</p> <p>Implementation report.</p> <p>Approved information package and IOM reports on the campaign</p> <p>Draft contract</p>	
4. Completed social impact assessments along the GMS economic corridors	<p>Reports of the impact assessments by Q3, 2010</p> <p>Publication of the lessons learned from the development of the radio dramas for ethnic minorities by Q1, 2010</p>	<p>Assessment reports</p> <p>Published knowledge product</p>	

Activities with Milestones	Inputs
<p>1.1 Arrange and conduct the WGHRD-9 in May 2009</p> <p>1.2 Identify subgroup focal points by all GMS countries by May 2009</p> <p>1.3 Upgrade HRD section of the GMS website by end of 2009</p> <p>1.4 Arrange and conduct at least one GMS HRD subgroup meeting/workshop for each subgroup in 2009 and in 2010</p> <p>1.5 Establish online communication mechanisms to support discussion by end of 2009</p>	<p>ADB: \$1.25 million</p> <p>Consulting services \$755,000; training, seminars, and conferences \$355,000; surveys and studies \$15,000; administration \$10,000;</p>

Activities with Milestones	Inputs
<p>1.6 Arrange and conduct WGHRD-10 by October 2011.</p> <p>2.1 Engage consulting firm by end of August 2009</p> <p>2.2 Desk study of existing and proposed skills recognition arrangements by end of October 2009</p> <p>2.3 Draft initial framework proposal for the three pilot skill areas by end of December 2009</p> <p>2.4 Hold subregional workshop to discuss initial proposal for the three key skill areas by end of March 2010</p> <p>2.5 Hold subregional workshop to discuss final draft proposal for the three pilot skill areas by end of June 2010</p> <p>2.6 Participating GMS countries' agreement for identification and piloting of the three skill areas by end of December 2010</p> <p>2.7 Draft modules for the three pilot areas by end of September 2010</p> <p>2.8 Hold subregional workshop to discuss the draft pilot modules by end of November 2010</p> <p>2.9 GMS countries formally endorse modules for the three pilot areas by end December 2010</p> <p>2.10 Implementation commences in the participating GMS countries in January 2011</p> <p>2.11 GMS countries formally endorse the framework for mutual skills recognition in three areas by end of October 2011</p> <p>3.1.1 Engage consultants by end of August 2009</p> <p>3.1.2 Desk review of labor market information systems or proposals by end of October 2009</p> <p>3.1.3 Prepare a report with recommendations on the indicator set for discussion by GMS countries by end of November 2009</p> <p>3.1.4 Conduct workshops with GMS countries to discuss the indicator set recommendations by end of February 2010</p> <p>3.1.5 GMS countries formally endorse indicator set by end of September 2010</p> <p>3.1.6 Prepare a report with recommendations on the methodology for collection, collation, sharing, and monitoring for discussion by GMS countries by end of March 2010</p> <p>3.1.7 Conduct workshops with GMS countries to discuss the recommendations by end of June 2010</p> <p>3.1.8 GMS countries formally endorse indicator set by end of October 2011</p> <p>3.2.1 Review study report and select recommendations to implement by June 2009</p> <p>3.2.2. In-principle agreement on the action plan by July 2009</p> <p>3.2.3 Undertake agreed action plan by end of October 2011</p> <p>3.3.1 Engage IOM by end of August 2009</p> <p>3.3.2 Develop an information package for potential labor migration by September 2009</p> <p>3.3.3 Conduct an effective awareness campaign in sending countries using the information package by March 2010</p> <p>3.4.1 Undertake an analysis of the legal arrangements governing employment of technical migrant workers by Q4, 2009</p> <p>3.4.2 Develop proposed employment contract for technical migrant workers by Q1, 2010</p> <p>4.1 Engage consultants by December 2009</p> <p>4.2 Agree on the work plan for the assessments and radio drama documentation work by end of February 2010</p> <p>4.3 Document the radio dramas by Q1, 2010</p> <p>4.4 Undertake the assessments and prepare draft final report by July 2010</p> <p>4.5 Finalize report by Q3, 2010</p>	<p>contingencies \$115,000 Government: \$150,000 in-kind</p>

ADB = Asian Development Bank; GMS = Greater Mekong Subregion; HRD = human resource development; ILO = International Labour Organization; IOM = International Organization for Migration; Q = quarter; UNDP = United Nations Development Programme; UNESCO = United Nations Educational, Scientific and Cultural Organization; WGHRD = working group on human resource development.

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

Item	Total Cost
<b>A. Regional Cooperation Integration Fund and People's Republic of China Poverty Reduction and Regional Cooperation Fund<sup>a, b</sup></b>	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	405.0
ii. National Consultants	230.0
b. International and Local Travel	95.0
c. Reports and Communications	25.0
2. Training, Seminars, and Conferences <sup>c</sup>	50.0
3. WGHRD and Subgroup Meetings, Training, Seminars, and Conferences	
a. Training Program	35.0
b. Meetings	240.0
c. Publications	30.0
4. Surveys and Studies	15.0
5. Miscellaneous Administration and Support Costs	10.0
6. Contingencies	115.0
<b>Subtotal (A)</b>	<b>1,250.0</b>
<b>B. Government Financing (in-kind)</b>	
1. Office Accommodation and Transport	50.0
2. Remuneration of Counterpart Staff	100.0
<b>Subtotal (B)</b>	<b>150.0</b>
<b>Total</b>	<b>1,400.0</b>

WGHRD = working group on human resource development.

<sup>a</sup> People's Republic of China Poverty Reduction and Regional Cooperation Fund is administered by the Asian Development Bank.

<sup>b</sup> There are no specific allocations of cost categories for either funding source.

<sup>c</sup> Labor Migration Awareness Campaign Firm.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Firms

#### 1. **Output 2: Agreed Framework for Mutual Recognition of Technical Skills and Qualifications in the Greater Mekong Subregion – Technical Skills Recognition Firm**

1. The skills recognition firm will provide skills recognition knowledge and expertise to develop and pilot a skills recognition framework for the Greater Mekong Subregion (GMS).

##### a. **Technical and Vocational Education and Training Policy, Management, and Institutional Development Specialist and Team Leader** (international, 5 person-months)

2. As team leader, the consultant will have experience in leading a technical and vocational education and training (TVET) project. The team leader will provide advice to, and coordinate with, the governments and lead the team in developing the proposed skills and qualifications recognition framework and conducting the pilot in three key skill areas. The consultant will be responsible for the collective work of the technical assistance (TA) team, including the preparation and timely submission of reports, appendixes, and studies; and conduct of surveys, stakeholder consultations, and workshops. The consultant will be a good writer. The consultant will lead the coordination with government agencies, employers, nongovernment organizations (NGOs), development partners, and the Asian Development Bank (ADB). The consultant will coordinate TVET analyses and activities with development partners, particularly the Association of Southeast Asian Nations and the International Labour Organization. As a specialist, the consultant will have expertise and extensive experience in the TVET subsector, including the development and implementation of TVET skills and qualifications frameworks. The consultant will build on TVET sector work already undertaken by other development partners and TVET stakeholders.

3. Specifically, the consultant will

- (i) review the overall subregional and national TVET policy and institutional framework for technical and vocational skills and qualifications recognition;
- (ii) review the skills and qualifications recognition work already undertaken by governments, industry associations, national training authorities, and other development partners in the GMS;
- (iii) identify three occupational areas in which skills and training standards and curricula will need to be refined or developed in response to market needs;
- (iv) develop a skills and qualifications framework proposal for discussion with the GMS countries and development partners;
- (v) develop the proposal for the three key skill areas for discussion with the GMS countries;
- (vi) refine the proposed framework based on the feedback from GMS countries; and
- (vii) support the endorsement process by the GMS countries.

**b. Technical and Vocational Education and Training Programs Specialist** (international, 4 person-months)

4. The consultant will have at least 10 years experience in the assessment and development of TVET programs. For one of the three skill areas selected to pilot the skills recognition and qualifications framework, the consultant will

- (i) review the overall subregional and national skills standards, skills content, training standards and programs development, and curricula and learning and training materials development;
- (ii) consistent with the overarching framework, recommend the skills standards, skills content, training standards and programs development, and curricula and learning and training materials development, including the development of competency-based training;
- (iii) work with the team leader to obtain endorsement for the proposal; and
- (iv) perform other tasks as may be reasonably assigned by ADB.

**c. Skills Development Specialist** (national, 3 person-months, five positions)

5. The consultant will have experience and knowledge of the TVET subsector in their country. The consultant will contribute to analyzing the national TVET situation, especially the skills and qualification recognition system. The consultant will work with the international consultants to develop the subregional skills and qualifications framework and associated pilots. The consultant will assist the international consultants to obtain endorsement of the framework.

**d. Gender and Social Development Specialist** (national, 1 person-month)

6. The consultant will have experience in analyzing the situation of women, poor people, and ethnic minorities. The consultant should have a good understanding of relevant ADB policies. The consultant will identify vocational training areas that are or may be potentially attractive to women, which are in demand in the labor market. The consultant will review the experiences of the more successful training programs in attracting women, poor people, and ethnic minorities, and recommend appropriate activities and procedures to be included in the proposed project. The consultant will explore and assess the perception of TVET by women, poor people, and ethnic minorities in relation to their economic and social advancement. The consultant will develop recommendations of appropriate TVET activities and procedures for the proposed project to encourage the participation of women, poor people, and ethnic minorities in market-responsive TVET programs.

**2. Output 3: Improved Labor Market Information System and Labor Migration Management Programs – Labor Migration Awareness Campaign Firm**

7. The labor migration campaign firm will develop and deliver a labor migration awareness campaign to potential labor migrants in specific locations in two sending countries. The campaign will include the general employment opportunities; employment process; and migration procedures, rights, and responsibilities. This firm will be selected using the single-source selection method with a lump sum contract. The draft terms of reference are to

- (i) consult with government bodies at all levels, civil society, and international organizations to identify the locations where there are large numbers of potential

- migrants (including women and ethnic groups), what migration-related information is required, and the most effective communication modes;
- (ii) develop and submit a proposal that recommends the target locations, the campaign content, the communication mode, and the results monitoring process, and which complements other initiatives;
- (iii) assist with obtaining the agreement of government agencies;
- (iv) manage the delivery of the campaign; and
- (v) prepare a final report that summarizes the activities, results, lessons learned, and recommendations for future actions.

## **B. Individual International Consultants**

### **1. Output 3: Improved Labor Market Information System and Labor Migration Management Programs**

#### **a. International Migration Specialist and Team Leader** (international, 3 person-months)

8. As team leader, the consultant will have experience in leading projects related to international migration cooperation matters and awareness of ADB's requirements. The team leader will provide advice to, and coordinate with, the governments and lead the team in developing (i) the labor market information sharing system; (ii) the follow-up actions arising from the study on the relationship of labor migration, economic growth, and demographic changes; and (iii) the proposed draft employment contract for technical labor migrants. The consultant will be responsible for the collective work of the team, including the preparation and timely submission of reports, appendixes, and studies; and conduct of surveys, stakeholder consultations, and workshops. The consultant will be a good writer. The consultant will lead the coordination with government agencies, employers, NGOs, development partners, and ADB. As a specialist, the consultant will have expertise and extensive experience in international migration cooperation in the GMS. The consultant will

- (i) consult with stakeholders—governments, semi-government agencies, industry associations, training authorities, civil society, and international organizations;
- (ii) advise and supervise the labor market information specialist to develop and implement the subregional labor market information sharing system;
- (iii) develop the work plan based on the findings of the study and implement selected activities; and
- (iv) develop the proposed employment contract for technical migrants for consideration by GMS countries.

#### **b. Labor Market Information Specialist** (international, 3 person-months)

9. The consultant will have at least 10 years experience in labor market information systems, including experience in the GMS. The consultant will

- (i) review the overall subregional and national labor market information systems, including indicator collection and exchange methodologies;
- (ii) recommend improvements to the subregional and national systems;
- (iii) work with the team leader to obtain endorsement for the proposal; and
- (iv) perform other tasks as may be reasonably assigned by ADB.

## **2. Output 4: Completed Social Impact Assessments along the Greater Mekong Subregion Economic Corridors**

### **a. Regional Cooperation Economist, Anthropologist, and Team Leader** (international, 2 person-months)

10. As team leader, the expert will have experience in leading projects and in doing social impact assessments of subregional projects. The team leader will provide advice to, and coordinate with, the governments and lead the TA team in conducting the impact assessments of (i) economic corridors on women and ethnic groups, and (ii) subregional anti-human trafficking initiatives aimed at reducing the risk of human trafficking amongst women and vulnerable groups. The consultant should be proficient in a statistical analysis programs and should have working experience in collecting and analyzing data. The consultant will be responsible for the collective work of the TA team, including the preparation and timely submission of reports, appendixes, and studies; and conduct of surveys, stakeholder consultations, and workshops. The consultant will be a good writer. The consultant will lead the coordination with government agencies, employers, NGOs, development partners, and ADB. The consultant will have expertise and extensive experience in social development in the GMS.

### **b. Gender Specialist** (international, 1.5 person-months)

11. The consultant will have experience in analyzing the situation of women, poor people, and ethnic groups. The consultant will have experience in using participatory methods for collecting data and information, and will be responsible for ensuring that data collected and reported is disaggregated by gender. The consultant should have a good understanding of ADB social and gender policies, and of gender impact analysis of development projects, especially transport and tourism projects. The consultant will work closely with the output TA team to (i) review and assess social development impacts of the economic corridors on women and ethnic groups and to contribute to the development of the mitigation recommendations, and (ii) contribute to the design of effective anti-human trafficking measures to reduce the risk of trafficking for women and vulnerable groups.

## **C. Individual National Consultants**

### **1. Output 1: Strengthened Institutional Arrangements for Human Resource Development Cooperation**

#### **a. Regional Development Economist** (national, 12 person-months, intermittent)

12. The consultant will support the work of the working group on human resource development (WGHRD) with a focus on enhancing development results. The consultant will work closely with the ADB WGHRD focal point and the ADB subgroup focal points. The consultant will assist in the preparation of resource papers and monitoring and updating of the human resource development (HRD) action plan; assist with the planning, conduct, and reporting on the activities of the WGHRD and its subgroups, including the annual meeting of the WGHRD; and participate in ADB missions as required.

**b. Regional Development Economist** (national, 4 person-months, intermittent)

13. The consultant will support the work of the WGHRD by undertaking various studies identified by subgroups. The consultant will work closely with the ADB WGHRD focal point and the ADB subgroup focal points. The consultant will assist in the preparation of resource papers and participate in ADB missions as required

**c. Project Analyst** (national, 24 person-months, intermittent)

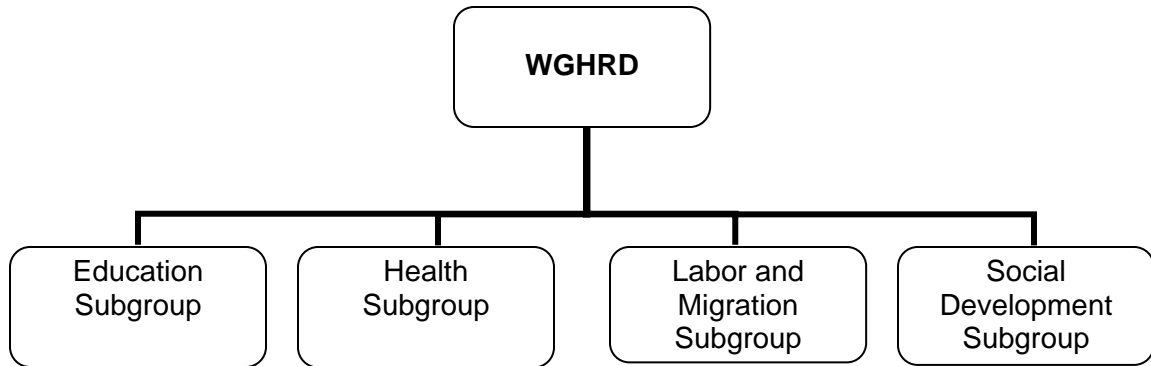
14. The consultant will assist in the overall TA administration, help organize HRD meetings including providing logistical support, assist in promoting WGHRD achievements and activities including updating the HRD section of the GMS website and updating HRD mailing lists, and participate in ADB missions as required.

**2. Output 3: Improved Labor Market Information System and Labor Migration Management Programs**

15. **Labor Market Information Specialist** (national, 3 person-months, five positions). The consultant will have experience and knowledge of the labor market information systems in their respective country. The consultant will contribute to analyzing the national labor market information system. The consultant will work with the international consultants to develop improvements to the subregional labor market information system. The consultant will assist the international consultants to obtain endorsement of the proposals.

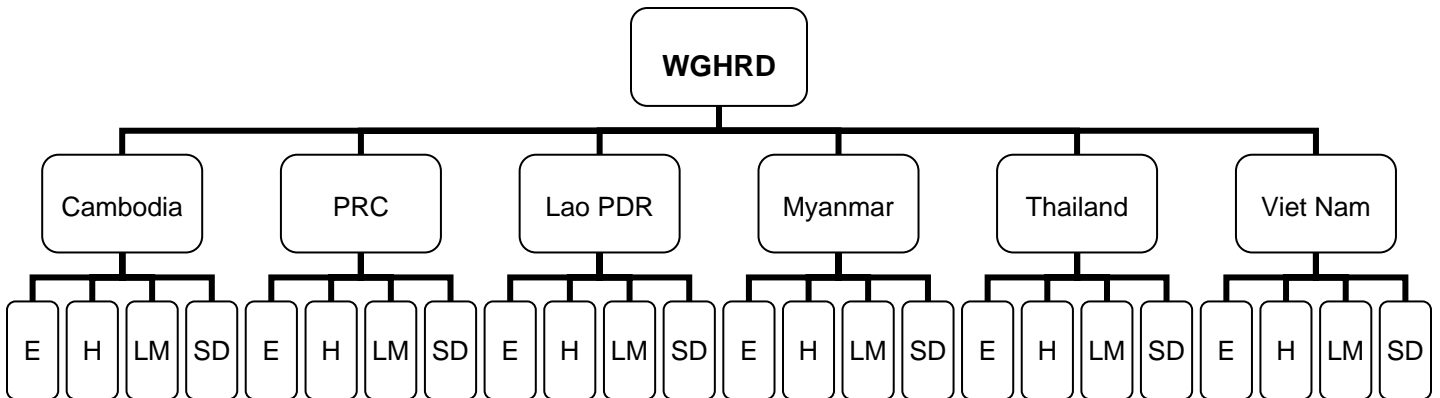
**STRUCTURE OF THE GREATER MEKONG SUBREGION HUMAN RESOURCE DEVELOPMENT WORKING GROUP**

**Figure A4.1: Working Group and its Four Subregional Sector Subgroups**



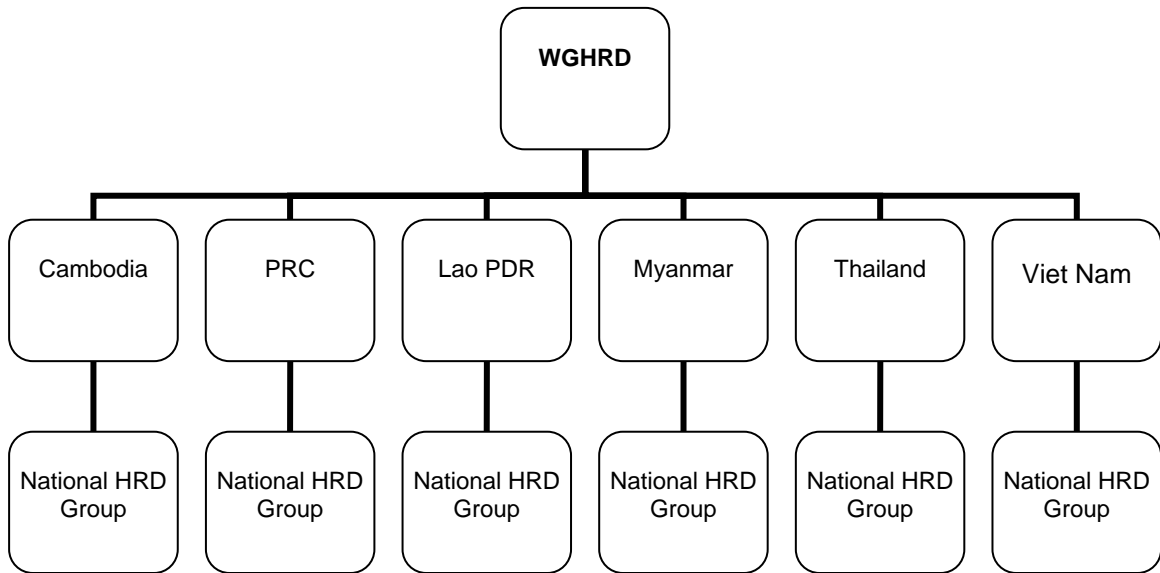
WGHRD = working group on human resource development.  
 Source: Asian Development Bank.

**Figure A4.2: National Sector Subgroups**



E = education, H = health, LM = labor and migration, SD = social development.  
 Lao PDR = Lao People's Democratic Republic, WGHRD = working group on human resource development.  
 Source: Asian Development Bank.

**Figure A4.3: National Human Resource Development Groups**



HRD = human resource development, Lao PDR = Lao People's Democratic Republic, WGHRD = working group on human resource development.

Source: Asian Development Bank.

**Table A4: Functional Responsibilities**

<b>Group</b>	<b>Organizational Level and Membership</b>	<b>Function</b>
Working Group on Human Resource Development	<ul style="list-style-type: none"> <li>- Subregional</li> <li>- Country focal points for the whole working group and the four subgroups are the members, total of five members per country.</li> <li>- Total membership for the six GMS countries is 30 members.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic and conceptual guidance for HRD in the GMS</li> <li>- Proposed future directions for HRD and associated actions</li> <li>- Identify and make links between the HRD sectors and also with other GMS sectors</li> <li>- Report to SOM on the progress of the GMS HRD action plan</li> </ul>
Subregional Sector Subgroups	<ul style="list-style-type: none"> <li>- Subregional</li> <li>- Specific sector subgroup</li> <li>- Country focal point for the specific sector is a member of the subgroup</li> <li>- Total membership for the six GMS countries is six members</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and oversee the implementation of the subgroup work plan</li> <li>- Ensure intercountry cooperation and collaboration to advance the work plan</li> <li>- Identify and make links with other HRD sectors and also with other GMS sectors</li> </ul>
National Sector Subgroups	<ul style="list-style-type: none"> <li>- National</li> <li>- Specific sector subgroup</li> <li>- Coordinated by the country focal point for the sector</li> <li>- Membership reflects the ministries and agencies involved in that subsector at national level</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss the current progress on actions under the work plan from a national perspective</li> <li>- Discussions contribute to the country statements at the subregional sector meetings</li> <li>- Ensure interagency cooperation and collaboration to advance the implementation of the work plan</li> <li>- Develop potential actions for the rolling work plan</li> </ul>
National HRD Group	<ul style="list-style-type: none"> <li>- National</li> <li>- Country focal points for the whole working group and the four subgroups are the members, total five members</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss HRD directions from a national perspective</li> <li>- Discuss and make links between the various HRD sectors</li> <li>- Discussions contribute to the country statements at the WGHRD</li> <li>- Discussions are reported back to the various national subgroup for information and consideration in future work</li> </ul>

GMS = Greater Mekong Subregion, HRD = human resource development, SOM = senior officials' meeting, WGHRD = working group on human resource development.

Source: Asian Development Bank.