ADB

Technical Assistance Report

Project Number: 41443-01
Policy and Advisory Technical Assistance (PATA)
September 2010

Socialist Republic of Viet Nam: Strengthening Institutional and Financial Arrangements, Operation and Maintenance, and Governance in Road Transport

(Financed by the Japan Fund for Poverty Reduction)

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 4 August 2010)

Currency Unit	–	dong (D)
D1.00	=	$0.000052
$1.00	=	D19,095

ABBREVIATIONS

ADB	–	Asian Development Bank
DRVN	–	Directorate for Roads of Vietnam
GDP	–	gross domestic product
MOT	–	Ministry of Transport
PPP	–	public–private partnership
SERD	–	Southeast Asia Department
SOE	–	state-owned enterprise
TA	–	technical assistance
TOR	–	terms of reference
VEC	–	Vietnam Expressway Corporation
VEMA	–	Vietnam Expressway Management Administration

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Policy and advisory technical assistance (PATA)
Targeting Classification	–	General intervention
Sector (subsectors)	–	Transport, and information and communication technology (road transport, economic management and management of public affairs)
Themes (subthemes)	–	**Capacity development** (institutional development, organizational development), economic growth (promoting economic efficiency and enabling business environment), private sector development (public–private partnerships), governance (public administration [national and decentralized])
Location impact	–	National (high)
Partnership	–	Japan Fund for Poverty Reduction

NOTE

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

Vice-President	C. Lawrence Greenwood, Jr., Operations 2
Director General	K. Senga, Southeast Asia Department (SERD)
Director	J. Lynch, Transport and Urban Development Division, SERD
Team leader	M. Nishimura, Transport Specialist, SERD
Team members	Y. Tanaka, Senior Transport Specialist, SERD
	L. D. Thang, Senior Project Implementation Officer, Vietnam Resident Mission

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I. INTRODUCTION

1. Dialogue between the Government of Viet Nam and the Asian Development Bank (ADB) has highlighted the importance of providing timely policy guidance to the Ministry of Transport (MOT) and its line agencies. An ADB fact-finding mission met with MOT officials in April 2010 to prepare the technical assistance (TA) and reached an understanding with the government on its impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference. The concept paper of the TA was approved by the director general of the ADB Southeast Asia Department on 26 March 2010. The design and monitoring framework is in Appendix 1.[1]

II. ISSUES

2. Viet Nam faces substantial challenges in providing new and improved infrastructure for its rapidly growing economy. Investment in the transport and communications sector is expanding at a rapid rate and has more than doubled since 2004 as a percentage of gross domestic product (GDP). Transport and communications accounted for 4.5% of GDP in 2009. In the next decade, 2011–2020, it is expected that infrastructure development will require as much as $16 billion annually, or 20% of projected GDP. In the transport sector, investment in the road subsector predominates, accounting for 3.6% of GDP. However, inefficiencies in the transport sector hamper the impact and outcomes of these investments.

3. ADB's country strategy and program for Viet Nam, 2007–2010 and its midterm review identified inefficient management as a key issue in the transport sector.[2] The timing of the TA is important because (i) the road subsector of MOT is being reorganized, with the establishment of the Directorate for Roads of Vietnam (DRVN) and the Vietnam Expressway Management Administration[3] (VEMA); (ii) a road maintenance fund under preparation; (iii) government subsidies for expressways under consideration; and (iv) development partners funding TA projects[4] that will supplement and add value to this TA.

4. The sector assistance program evaluation for the transport sector in Viet Nam[5] recommended (i) developing a governance plan to address comprehensively the institution-building and organizational changes required to mitigate the risks of the current institutional arrangements; (ii) considering the provision of real-time advisory support to the government for new areas of intervention, such as private sector participation in investments; (iii) improving the sustainability of projects by gaining government commitment to fund maintenance in close cooperation with other development partners; (iv) reviewing bidding arrangements to ensure that underbidding does not adversely affect project performance and that transparency is maintained in contracts with equitized[6] state-owned enterprises (SOEs); and (v) enhancing design flexibility.[7]

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[1] The TA first appeared in the business opportunities section of ADB's website on 17 April 2009.
[2] ADB. 2006. *Country Strategy and Program: Viet Nam, 2007–2010.* Manila; ADB. 2009. *Country Strategy and Program Midterm Review: Viet Nam, 2007–2010.* Manila.
[3] Tentative name.
[4] Technical Assistance for Institutional, Regulatory and Legal Support for Expressway System Management (World Bank) and Technical Assistance for Transport and Urban Transport Sectors in Viet Nam (Japan International Cooperation Agency).
[5] ADB. 2009. *Sector Assistance Program Evaluation: Asian Development Bank Support for the Transport Sector in Viet Nam.* Manila (SAP: VIE 2009-28).
[6] "Equitization" refers to a partial privatization process through which the government transforms SOEs into limited liability or joint stock companies and sells shares of these companies.
[7] Standard designs may not always be appropriate for local conditions (e.g., in mountainous areas).

5. MOT is undertaking a major reorganization to create full-service regulating entities for roads and expressways. The Vietnam Road Administration was merged with several project management units and transformed into the DRVN on 15 March 2010. The responsibilities and authority of the former Vietnam Road Administration were primarily for road operation and maintenance. The newly formed DRVN is more comprehensive, and its responsibilities include (i) policy making, planning, investment, and finance; (ii) traffic safety, road management, and maintenance; (iii) vehicle registration and licensing; and (iv) project management. However, MOT's project management units need further improvement in management capability for developing, operating, and maintaining road networks. VEMA will be a regulating entity for expressways and is expected to be established in 2010. MOT has prepared a proposal on the scope of VEMA, with support from the World Bank,[8] based on studies in nine countries, including the People's Republic of China, India, Japan, the Republic of Korea, and Malaysia.

6. The Vietnam Expressway Corporation (VEC) was established as an SOE under MOT in October 2004. The immediate objective of VEC was to prepare an expressway master plan and develop new expressways based on it. ADB provided TA to help VEC prepare the master plan.[9] Since then, VEC has engaged in several expressway projects financed by ADB, other development partners, and the government. The demarcation of responsibilities between VEMA and VEC needs to be carefully addressed when VEMA is established. The financial sustainability of VEC and the financial viability of its projects will need to be improved as its project portfolio expands. Currently, no tolled expressway is fully operational in Viet Nam, and social acceptance of, and willingness to pay, expressway tolls are uncertain. ADB supported VEC in building a financial information and management system, but it has yet to become fully operational.

7. The Prime Minister issued a decision[10] in January 2010 on the detailed master plan for the north–south expressway (eastern side), dividing the 1,811-kilometer expressway into 16 sections, approving the alignment and technical standards, and providing details of land that has to be appropriated. The decision sets a 14-year schedule for implementation: 2010–2023. The expressway is expected to cost $17.9 billion, or about $10 million per kilometer, and will require an average yearly investment of $1.3 billion during implementation. The funding is expected to come from both the public and the private sector.

8. Private sector participation in expressway projects is at a nascent stage. The government needs private sector investment to fill the huge financial gap between infrastructure demand and available budget. The World Bank and the United States Agency for International Development are working with the Ministry of Planning and Investment on institutional arrangements to manage the overall public–private partnership (PPP) program in Viet Nam, including a regulatory framework for identifying, appraising, and implementing PPP projects. The intent is that the draft framework will be tested through pilot PPP projects, but these pilot projects have not so far been confirmed. The government seeks a PPP arrangement for the My Thuan–Can Tho expressway project, which ADB was requested to finance. The My Thuan project management unit is currently responsible for the project. MOT plans to transform this

[8] The World Bank is conducting TA for Institutional, Regulatory, and Legal Support for Expressway System Management in 2010.

[9] ADB. 2005. *Technical Assistance to Viet Nam for Expressway Network Development Plan Project.* Manila (TA 4695-VIE, $850,000, approved in November).

[10] Prime Minister of Viet Nam. 2010. Decision on Approving the Detailed Master Plan for North–South Expressway (Eastern Side). No.140/QD-TTg. Ha Noi.

unit into a new organization, the Cuu Long Corporation for Investment, Development, and Project Management of Transportation Infrastructure.

9. Many roads across the country are deteriorating because of (i) design standards that are inadequate to support traffic loads and (ii) inadequate routine maintenance. The National Assembly of Viet Nam approved the establishment of road maintenance funds in November 2008. MOT is working on implementation details of the funds with support from the World Bank. However, the road asset management system and its database, which will be the basis for assessing maintenance needs and fund allocations, remain incomplete. ADB has been coordinating closely with the Japan International Cooperation Agency, which plans technical cooperation to develop a national road infrastructure database in 2010.[11] Design standards should be applied flexibly in line with topographical constraints and the nature of traffic so that life-cycle costs can be minimized.

10. MOT has more than 200 SOEs, half of which are in construction. According to ADB's Procurement Guidelines (2010, as amended from time to time), SOEs which are not (i) legally and financially autonomous, (ii) operate under commercial law, and (iii) dependent agencies of borrower or sub-borrower are ineligible to bid under ADB-financed projects to avoid potential conflict of interest. This leaves large and experienced SOEs, particularly those under MOT, unable to compete for contracts. However, it started to be recognized and further assessed in the TA that the mechanism and degree of MOT's control over SOEs has changed recently as a result of SOE reforms like equitization and privatization. ADB's procurement should be carried out in a way that ensures all eligible, experienced, and willing contractors are given fair opportunity, as this will increase competition and promote timely project implementation by qualified contractors.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

11. The impact of the TA will be the transformation of MOT and its line agencies into streamlined and efficient organizations. The outcome of the TA will be road maps, guidelines, and assessments to be developed by the TA on key issues in the road transport subsector being submitted to and reviewed by the appropriate authority within MOT and its line agencies.

B. Methodology and Key Activities

12. The TA will help MOT and its line agencies improve their efficiency by (i) removing overlapping and outdated public administration, (ii) enhancing the financial resources available for road projects, (iii) improving the cost-effectiveness of road projects, and (iv) improving governance regarding SOEs.

13. The TA will develop road maps, guidelines, and assessments for three components of the road transport subsector:

(i) Regarding institutional and financial arrangements, the TA will develop
   (a) a road map for the long- and medium-term institutional enhancement of the operation of MOT and its line agencies (especially the DRVN and VEMA) and real-time advisory support to MOT officials through an individual consultant stationed in MOT;

[11] Technical Cooperation on Project for Capacity Enhancement in Road Maintenance.

(b) an assessment of the applicability of PPP arrangements to the My Thuan–Can Tho expressway project;
(c) an assessment of financial arrangements, such as combinations and conditions of PPP, official development assistance, and government subsidies, for the each section of the north–south expressway (eastern side); and
(d) a road map for enhancing VEC's financial management capacity.

(ii) Regarding operation and maintenance, the TA will develop modified guidelines with enhanced design flexibility to reduce life-cycle costs and improve the sustainability of expressways, national roads, and local roads.

(iii) Regarding governance, the TA will develop
(a) guidelines for ADB's procurement involving SOEs under MOT, including an assessment for equitized and privatized SOEs and
(b) a road map for the participation of selected SOEs under MOT in ADB-financed projects.

14. The outputs of the TA will be incorporated into the policy components of planned loan projects. MOT and its line agencies should have strong ownership of inputs to the TA and utilize the TA outputs. ADB staff and the TA consultant will work closely with senior staff of MOT and its line agencies. During the institutional modernization and development phase, which will have a 5-year horizon, ADB will work closely with MOT, its line agencies, and other development partners and address institutional capacity issues under future loan and TA projects to ensure full ownership.

C. Cost and Financing

15. The TA is estimated to cost $1,150,000 equivalent, of which $1,000,000 will be financed on a grant basis by the Japan Fund for Poverty Reduction and administered by ADB. The government will finance the remaining cost of $150,000 through in-kind contributions, which will cover office and support facilities, counterpart staff, administrative support, and local transportation for counterpart staff. The cost estimates and the financing plan are in Appendix 2.

D. Implementation Arrangements

16. MOT will be the executing agency. MOT's line agencies—VEC, the DRVN, VEMA, and the My Thuan project management unit—will be the implementing agencies, which will request MOT to provide capacity-building support from the TA. The executing and implementing agencies will provide in-kind support for the TA.

17. The TA will be implemented over the 11 months from October 2010 to August 2011. ADB will recruit a consulting firm and an individual consultant. The consulting firm will be selected by quality- and cost-based selection using a quality–cost ratio of 90:10 and simplified technical proposals. The firm's consultant team will comprise four international experts—a road transport specialist and team leader (9 person-months), public enterprise reform specialist (3 person-months), public financial management specialist (4 person-months), and procurement specialist (2 person-months)—and six national experts (21 person-months). The individual consultant, a road transport specialist (10 person-months), will be stationed in the MOT office and provide hands-on advisory support to MOT senior staff on improving the efficiency of the DRVN and VEMA and act as a conduit between MOT and the firm's consulting team. The consultants will be engaged by ADB in accordance with its Guidelines on the Use of Consultants (2010, as amended from time to time). TA-financed equipment will be transferred to

the executing agency at the conclusion of the TA. Disbursements under the TA will be done in accordance with the ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). The outline terms of reference for consultants are in Appendix 3.

18. Tripartite meetings of the executing and implementing agencies, ADB, and the consultant team will be held regularly when ADB missions are fielded to discuss outstanding issues and actions to be taken to address them. Quadripartite meetings including other development partners will be held in the inception and the final phase, and at other occasions if necessary, to discuss major findings and outputs. Working groups, including experts and representatives of MOT, its line agencies, provincial people's committees, and development partners, will be formulated to discuss such matters as flexible design standards and PPP.

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of $1,000,000 to the Government of Viet Nam to be financed on a grant basis by the Japan Fund for Poverty Reduction for Strengthening Institutional and Financial Arrangements, Operation and Maintenance, and Governance in Road Transport, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
Impact MOT and its line agencies are transformed into streamlined and efficient organizations.	Qualified staff are appointed to the DRVN, VEMA, and VEC by 2015. At least two road maps, guidelines, or assessments are incorporated into ADB's loan projects by 2015.	MOT reports and minutes of meetings with MOT and its line agencies ADB's loan documents	**Assumptions** The government supports the institutional modernization of MOT and its line agencies. **Risks** Ownership by MOT and its line agencies becomes diluted over time.
Outcome Road maps, guidelines, and assessments on key issues in the road transport subsector are submitted and reviewed by the appropriate authority within MOT and its line agencies.	Relevant staff of MOT and its line agencies attend the final meeting and agree to take action based on the road maps, guidelines, and assessments in 2011.	Minutes of the final meeting	**Assumptions** The establishment of a road special fund takes effect. Japan International Cooperation Agency TA for the Comprehensive Study on the Sustainable Development of Transport System in Vietnam proceeds as planned. **Risks** MOT does not have sufficient ownership of the TA.
Outputs 1.(i) Road map for institutional and financial enhancement of MOT and its line agencies	The road map for the institutional and financial enhancement of MOT and its line agencies is developed by July 2011.	Consultant's progress reports TA review mission reports	**Assumptions** Counterpart staff are available and cooperative and take ownership of the objectives of the TA. **Risks** The project team, development partners, and government agencies are inadequately organized.
(ii) Assessment of financial arrangements including PPP	An assessment of financial arrangements is developed by July 2011.		
2. Modified road design guidelines to minimize life-cycle costs	Experts and representatives from selected provincial people's committees agree on the effectiveness of the guidelines by July 2011.		

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
3. Guidelines for procurement involving SOEs under MOT regarding their participation in bidding for ADB-financed projects	Guidelines for SOE participation in bidding for ADB-financed projects developed by July 2011.		
Activities with Milestones 1.(i) 1. Start advisory support on reorganizing MOT (target: September 2010) 1.(i) 2. Identify efficiency bottlenecks and remedial measures (target: December 2010) 1.(i) 3. Discuss draft road maps with relevant staff in MOT and its line agencies (target: May 2011) 1.(ii) 1. Organize a working group, including experts and relevant staff in MOT and its line agencies (target: October 2010) 1.(ii) 2. Identify financial projections and organizational needs of VEC (target: December 2010) 1.(ii) 3. Discuss PPP arrangement options for the My Thuan–Can Tho expressway project with relevant staff (target: March 2011) 2.1. Organize a working group, including experts, provincial people's committees, and MOT (target: October 2010) 2.2. Review existing guidelines and identify needs to reduce life-cycle costs (target: December 2010) 2.3. Propose modified design guidelines (target: July 2011) 3.1. Review the current situation of equitization and privatization of SOEs and the guidelines of other development partners (target: December 2010) 3.2. Organize a working group, including experts and MOT (target: December 2010) 3.3. Conduct training for procurement division staff in line agencies (target: June 2011)			**Inputs** Japan Fund for Poverty Reduction: $1,000,000 – Consultants: $847,900 – Equipment: $10,000 – Conferences and workshops: $30,000 – Miscellaneous costs: $39,500 – Contingencies: $72,600 Government (in kind): $150,000 – Office and transport: $60,000 – Counterpart staff: $70,000 – Others: $20,000

ADB = Asian Development Bank, DRVN = Directorate for Roads of Vietnam, MOT = Ministry of Transport, PPP = public–private partnership, SOE = state-owned enterprise, TA = technical assistance, VEC = Vietnam Expressway Corporation, VEMA = Vietnam Expressway Management Administration (tentative name).

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
($'000)

Item	Total Cost
A. Japan Fund for Poverty Reduction[a]	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	716.4
ii. National consultants	73.5
b. International and local travel	43.0
c. Reports and communications	15.0
2. Equipment[b]	10.0
3. Training, seminars, and conferences[c]	30.0
4. Miscellaneous administration and support costs	33.5
5. Representative for contract negotiations	6.0
6. Contingencies	72.6
Subtotal (A)	**1,000.0**
B. Government	
1. Office accommodation and transport	60.0
2. Remuneration and per diem of counterpart staff	70.0
3. Others	20.0
Subtotal (B)	**150.0**
Total	**1,150.0**

[a] Administered by the Asian Development Bank.

[b] Equipment is listed below:

Equipment Type	Quantity	Unit Rate ($)	Cost ($)
Computer, including standard office software	7	1,000	7,000
Printer	4	250	1,000
Scanner	1	500	500
Wireless local area network system	1	500	500
Photocopier	2	250	500
Fax machine	2	250	500
		Total	**10,000**

[c] Training, seminars, and conferences are listed below:

Purpose	Number of Participants	Venue	Cost ($)
Quadripartite meeting in the inception phase	70	Ha Noi	7,000
Working group meetings	10×10	Ha Noi	5,000
Tripartite meeting in the interim phase	50	Ha Noi	5,000
Training for staff in MOT's line agencies	50	Ha Noi	6,000
Quadripartite meeting in the final phase	70	Ha Noi	7,000
		Total	**30,000**

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Consulting Firm

1. Consultants will support the three components of the technical assistance (TA), under the supervision of a team leader, to ensure that the TA achieves its outcomes and outputs within the specified time frame. The consultants will work closely with the staff of the Ministry of Transport (MOT) and its line agencies to enhance the government's ownership of the TA. Close coordination with development partners like the Japan International Cooperation Agency and the World Bank will enhance the effectiveness of the outputs.

2. The TA will be implemented intermittently by a team of four international consultants for 18 person-months and by national consultants for 21 person-months for part A, and by an international individual consultant who will be stationed in MOT for 10 person-months for part B. The team of consultants will work closely with the individual consultant. The international consultants in the team will be a road transport specialist and team leader (9 person-months), public enterprise reform specialist (3 person-months), public financial management specialist (4 person-months), and procurement specialist (2 person-months).

3. The consultants will carry out a diagnosis of MOT and its line agencies in terms of (i) institutional and financial arrangements, (ii) operation and maintenance, and (iii) governance, with reference to the Asian Development Bank (ADB) sector assistance program evaluation report in the transport sector[1] and other relevant material. Findings will be presented as problem and objective trees. The consultants will work with three selected provincial departments of transport from the northern, central, and southern regions to discuss and identify key provincial issues.[2] In the event issues other than those included in these terms of reference (TOR) are found to be important, the consultants will propose changes to the TOR. To encourage ownership and promote intended outcomes, MOT input on such changes will be solicited and taken into account.

4. **Road transport specialist and team leader** (international, 9 person-months, supported by national consultants, 9 person-months). The team leader will have a strong background in the road transport subsector, especially in government administration, design, project finance, and operation and maintenance. The team leader will have at least 10 years of experience in providing similar consulting services across a range of technical, political and geographic settings, preferably with experience in Viet Nam or other developing countries in Southeast Asia, and an educational background in transport, civil engineering, or a related field, preferably with a postgraduate degree.

5. Tasks will include but not be limited to
   (i) providing intellectual leadership and substantial guidance on road transport issues to the consultant team;
   (ii) ensuring that MOT takes strong ownership in the TA assignment through continuous interaction with decision makers and TA counterpart staff and encouraging MOT to participate in defining individual tasks to be carried out by the consultant team;
   (iii) developing a detailed work plan and progress reports for the TA in close consultation with the ADB team and the executing agency's focal point;
   (iv) leading the implementation of the operation and maintenance component; and
   (v) supporting the implementation of all the other components.

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[1] ADB. 2009. *Sector Assistance Program Evaluation: Asian Development Bank Support for the Transport Sector in Viet Nam.* Manila (SAP: VIE 2009-28).

[2] Currently being considered are Bac Can in the north and Thua Thien Hue in the center, with a third province to be selected in the south.

6. **Public enterprise reform specialist** (international, 3 person-months, supported by national consultants, 4 person-months). The specialist will have at least 5 years of experience in public sector reform and enterprise development across a range of social and political settings, preferably with experience in Viet Nam or other developing countries in Southeast Asia. Work experience in public sector organizations in the transport sector is an advantage.

7. Tasks will include but not be limited to
   (i) working closely with the team leader to incorporate the sector background and context to the output;
   (ii) leading the development of proposals for long- and medium-term institutional enhancement; and
   (iii) supporting the empowerment of financial management in the Vietnam Expressway Corporation and the implementation of the governance component.

8. **Public and project financial management specialist** (international, 4 person-months, supported by national consultants, 6 person-months). The specialist will have at least 5 years of experience in project and corporate financing, capacity building and training, and public budget allocation across a range of social and political settings, preferably with experience in Viet Nam or other developing countries in Southeast Asia.

9. Tasks will include but not be limited to
   (i) working closely with the team leader to incorporate the sector background and context to the output;
   (ii) leading the assessment of public–private partnership (PPP) arrangements for the My Thuan–Can Tho expressway project and financial arrangements of the north–south expressway (eastern side) and the empowerment of financial management in the Vietnam Expressway Corporation; and
   (iii) supporting the implementation of the operation and management component.

10. **Procurement specialist** (international, 2 person-months, supported by national consultants, 2 person-months). The specialist will have at least 5 years of experience in developing procurement guidelines and procedures across a range of social and political settings, preferably with experience in Viet Nam or other developing countries in Southeast Asia.

11. Tasks will include but not be limited to
   (i) working closely with the team leader to incorporate the sector background and context to the output and
   (ii) leading the implementation of the governance component.

12. **Meetings and training.** The following meetings will be held: (i) a quadripartite meeting in the inception phase to discuss major issues at the initial inspection and screening stage, (ii) a tripartite meeting in the interim phase to discuss major outputs in the interim report, and (iii) a quadripartite meeting including development partners in the final phase to discuss major outputs in the draft final report. Working groups, including experts and representatives of MOT, its line agencies, provincial people's committees, and development partners, will be formulated to discuss such matters as flexible design standards, PPP, and governance. The minutes, including such items as the conclusions, major issues discussed, necessary actions, and lists of participants, will be prepared within a week following each meeting. Regular meetings will be held between the consultant team and the individual consultant stationed in MOT. Training on ADB's procurement

guidelines involving state-owned enterprises will be held for relevant staff in MOT and its line agencies

13. **Reporting requirements.** The following reports will be submitted: (i) an inception phase report within 4 weeks of the start of activities, (ii) an interim report at the end of 5 months, (iii) a draft final report by the end of 9 months, and (vi) a final report and notes on the quadripartite meeting within 4 weeks after the receipt of comments on the draft final report. All reports will be prepared and submitted in Vietnamese and English.

B. Individual Consultant

14. The TA will provide advisory support to MOT on improving the efficiency of the Directorate for Roads of Vietnam and Vietnam Expressway Management Administration. The consultant will work closely with the staff of MOT and its line agencies to enhance the government's ownership of the TA.

15. The consulting services for the TA will be carried out by an international individual consultant stationed in MOT for 10 person-months for part B and a team of international and national consultants for part A. The consultant for part B will act as a conduit between the consultant team and MOT and its agencies. The consultant will work closely with MOT and the consultant team.

16. The consultant will provide hands-on advisory support to MOT senior staff on improving the efficiency of the Directorate for Roads of Vietnam and the Vietnam Expressway Management Administration. In the event that issues other than those included in the TOR are found to be important, the consultant will propose changes to the TOR. To encourage ownership and promote intended outcomes, MOT input on such changes will be solicited and taken into account.

17. **Road transport specialist** (international, 10 person-months). The specialist will have a strong background in the road transport subsector, especially in public sector administration. The specialist will have at least 15 years of experience in providing similar consulting services or public sector work across a range of technical, political, and geographic settings, preferably with experience in Viet Nam or other developing countries in Southeast Asia; at least 5 years of experience related to the public sector in developed countries; and an educational background in transport, civil engineering, or a related field, preferably with a postgraduate degree.

18. Tasks will include but not be limited to providing real-time advisory support to MOT officials and supporting the development of proposals for long- and medium-term institutional enhancement.

19. **Meetings.** Regular meetings will be held with the consultant team to enhance coordination.

20. **Reporting requirements.** The consultant will submit monthly reports and a final report, all in English.