

Project Administration Manual

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Kingdom of Cambodia: Greater Mekong Subregion Southern Economic Corridor Towns Development Project

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Project Administration Manual Purpose and Process

The project administration manual (PAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with Government and Asian Development Bank (ADB) policies and procedures. The PAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

The Ministry of Public Works and Transport (MPWT) and the Provincial Department of Public Works and Transport (PDPWT) are wholly responsible for the implementation of ADB financed projects, as agreed jointly between the borrower and ADB, and in accordance with Government and ADB's policies and procedures. ADB staff is responsible to support implementation including compliance by MPWT and PDPWT of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At Loan Negotiations the borrower and ADB shall agree to the PAM and ensure consistency with the Legal agreements. Such agreement shall be reflected in the minutes of the Loan Negotiations. In the event of any discrepancy or contradiction between the PAM and the Legal agreements, the provisions of the Financial Agreement shall prevail.

After ADB Board approval of the project's report and recommendations of the President (RRP) changes in implementation arrangements are subject to agreement and approval pursuant to relevant Government and ADB administrative procedures (including the Project Administration Instructions) and upon such approval they will be subsequently incorporated in the PAM.

ABBREVIATIONS

ADB	=	Asian Development Bank
ADF	=	Asian Development Fund
AFS	=	Audited Financial Statements
AHs	=	Affected Households
BOT	=	Build, Operations and Transfer
CDT	=	Capacity Development and Training
CDTP	=	Corridor Towns Development Project
CPS	=	Country Partnership Strategy
CQS	=	Consultant Qualification Selection
DED	=	Detailed Engineering Design
DMF	=	Design and Monitoring Framework
EARF	=	Environmental Assessment and Review Framework
EIA	=	Environmental Impact Assessment
EMO	=	External Monitoring Organization
EMP	=	Environmental Management Plan
EPZ	=	Economic Processing Zone
ESMS	=	Environmental and Social Management System
GACAP	=	Governance and Anticorruption Action Plan
GAP	=	Gender Action Plan
GDP	=	Gross Domestic Product
HRD	=	Human Resource Development
ICB	=	International Competitive Bidding
IEE	=	Initial Environmental Examination
IFAPER	=	Integrated Fiduciary Assessment and Public Expenditure Review
IPP	=	Indigenous People Plan
IPPF	=	Indigenous People Planning Framework
IRC	=	Inter-ministerial Resettlement Committee
LAR	=	Land Acquisition and Resettlement
LIBOR	=	London Interbank Offered Rate
MEF	=	Ministry of Economy and Finance
MOE	=	Ministry of Environment
MOU	=	Memorandum of Understanding
MPWT	=	Ministry of Public Works and Transport
MRF	=	Material Recovery Facility
NCB	=	National Competitive Bidding
NGOs	=	Nongovernment Organizations
ODA	=	Overseas Development Assistance
O&M	=	Operations and Maintenance
PAI	=	Project Administration Instructions
PAM	=	Project Administration Manual
PCR	=	Project Completion Report
PDPWT	=	Provincial Department of Public Works and Transport
PFMRD	=	Public Financial Management for Rural Development
PISCD	=	Project Implementation Support and Capacity Development
PIU	=	Project Implementation Unit
PPCR	=	Pilot Program for Climate Resilience
PPMS	=	Project Performance Monitoring System
PPP	=	Public-Private Partnership
PPTA	=	Project Preparatory Technical Assistance
PSAs	=	Poverty and Social Assessments
QBS	=	Quality Based Selection
QCBS	=	Quality- and cost-based selection
RARMP	=	Risk Assessment and Risk Mitigation Plan

RP	=	Resettlement Plan
RRP	=	Report and Recommendation of The President to The Board
RU	=	Resettlement Unit
SBD	=	Standard Bidding Documents
SCF	=	Strategic Climate Fund
SDR	=	Special Drawing Rights
SEC	=	Southern Economic Corridor
SED	=	Strategic Economic Development
SGIA	=	Second Generation Imprest Accounts
SLEDPs	=	Strategic Local Economic Development Plans
SOE	=	Statement of Expenditure
SOP	=	Standard Operating Procedures
SPS	=	Safeguard Policy Statement
SPRSS	=	Summary Poverty Reduction and Social Strategy
TOR	=	Terms of Reference
TOT	=	Training of Trainers
UEIF	=	Urban Environmental Infrastructure Fund
UFPF	=	Urban Financing Partnership Facility
WFP	=	Work and Financial Planning
WWTP	=	Wastewater Treatment Plant

I. PROJECT DESCRIPTION

A. Introduction

1. The project will enhance the competitiveness of towns along the Southern Economic Corridor (SEC) in Cambodia as a part of its support to the regional development of the Greater Mekong Subregion (GMS) by creating growth engines in corridor towns. Specifically, the project will transform the corridor towns of Battambang, Bavet, Neak Loeung, and Poipet in Cambodia into economic hubs by improving urban-environmental infrastructure and strengthening institutional capacities of provincial and local authorities. The productivity of economic enterprises in these towns will be significantly improved since there will be increased climate resilience through flood control measures. The environment will be improved through clean wastewater, disposal of solid waste, and enhanced mobility on improved urban roads. The project will provide environmental infrastructure for wastewater treatment and solid waste management, which will, among others, help to reduce the carbon footprint of these towns, making them cleaner and greener, and thus more livable. The project is financing 8 subprojects in these towns.

2. **Strategic Economic Development.** Considerable investments of the government and the Asian Development Bank (ADB) in the development of priority transport corridors have established the physical connectivity among the GMS countries, providing the foundation for more efficient movement of people, goods, and services. The towns and cities along the SEC, which links Cambodia and Viet Nam, are well positioned to serve as dynamic centers of investment and inclusive economic growth for the country and the GMS region. The strategic location of the corridor towns provides the stimulus for increased trade and investments along the transport routes. Amidst these development opportunities, the rapid growth of the urban population, and the expansion of urban areas, several corridor towns are now faced with the daunting task of meeting the demands for urban infrastructure and essential support services.

3. This Project is phase one of a long-term engagement in towns of the GMS economic corridors, and is concurrent with the strategic framework of the Greater Mekong Subregion Economic Cooperation Program 2012-2022, which was approved by the 4th GMS Summit on 19 -20 December 2011 in Nya Pi Taw, Myanmar. It is also in line with the Cambodia Country Partnership Strategy (CPS) and supports the ADB UOP (under preparation) to assist in the development of strategically located small and medium cities and towns, particularly those along the borders and economic corridors.

4. **Impact and Outcome.** The impact of the project is to develop the project towns of Battambang, Bavet, Neak Loeung, and Poipet to become centers of economic activity in the SEC, thereby contributing to the transformation of transport corridors to economic corridors within the GMS. The expected outcome is improved urban infrastructure and enhanced climate resilience in the project towns.

5. **Selected Corridor Towns.** The development potentials of corridor towns in the GMS to optimize their economic resource base and attract investments are preconditioned on the promotion of a strategic economic development plan, adequate infrastructure and support services, and institutional capacity to manage urban development. Four corridor towns along the SEC were selected as Project areas on the basis of their economic potential, infrastructure constraints and expressed commitments, namely Battambang, Bavet, Neak Loeung and Poipet. The respective locations are in the map in Figure 1.

Figure 1. Location of Four Corridor Towns of CTD in Cambodia



6. **Battambang** is a traditional agricultural trading center through the center of the SEC. This market town has high potential to be transformed into agro-industrial hub given its strategic location. It is situated in the northwestern part of Cambodia which is about 300 kilometers (kms) via National Road No.5 from the capital city of Phnom Penh. It is bounded by the Provinces of Banteay Meanchey in the northwestern part, Siem Reap in the northeast and Pursat in the southeast. The western boundary is formed by the enclave of Pailin province and the national border to the Kingdom of Thailand. The eastern tip of Battambang is connected to Tonle Sap Lake. Battambang aspires to be a competitive and attractive town for increased trade and economic activities through investments in urban infrastructure and capacity development. The physical works in Battambang originally included three subprojects: (i) Wastewater Treatment, (ii) Flood Control and (iii) Material Recovery Facility (MRF). Given the budget shortfall caused by underestimates during the Project Preparations, nature of works, its priorities and procurement readiness, the physical works are now limited to two subprojects: (i) Wastewater Treatment (Storm Drainage), (ii) Material Recovery Facility. The Flood Control Subproject is being implemented by the DPWT using government funds. The Sewerage and Wastewater Treatment are included in the Second Urban Environmental Management in the Tonle Sap Basin Project (Loan 3684-CAM).

7. **Bavet** is strategically located at the border crossing between Cambodia and Viet Nam. Since its establishment as a new town in 2008, Bavet has become the prime destination for large manufacturers as well as small and medium enterprises operating from newly established export processing zones (EPZ). The increasing number of industry locators has caused the influx of in-migrants working in the special industrial zones and those seeking employment opportunities. As a border town, Bavet benefitted from private investments for gaming and recreational establishments that have stimulated the business opportunities and economic activities in the town center. The increasing population and expanding urban areas require adequate urban infrastructure and essential services in order to achieve Bavet's

development vision of becoming a dynamic regional industrial and manufacturing hub by 2015. The physical works in Bavet originally included three subprojects: (i) Urban Road, (ii) Wastewater Treatment and (iii) MRF. Given insufficient budget to finance all originally envisaged subprojects in this town, the physical works will include two subprojects: (i) Wastewater Treatment (Storm Drainage) and (ii) Material Recovery Facility. The sewerage and wastewater treatment subproject will be implemented under the ADB Livable Cities Investment Project (LCIP).

8. **Neak Loeung** which is located within the Peam Ro District is a traditional agricultural trading area and a market town along the center of the SEC. The second Mekong River Friendship Bridge which is being constructed (projected completion date in 2014) will connect the east and west side of the town linking Neak Loeung to the major towns and cities through the SEC. When the bridge is completed, local authorities expect that Neak Loeung will develop into a major agro-industrial and an economic growth center. This is expected to result in the transformation of an agricultural base economy to trade, industry and services sector. Critical investments through technical and financial support are required for flood protection measures and access roads to make Neak Loeung an attractive area for increased trade and investments. The physical works in Neak Loeung include one Flood Control subproject.

9. **Poipet** is a border town situated at the crossing of the Cambodia and Thailand border, located approximately 400 km from the capital city of Phnom Penh. Poipet's strategic location has stimulated economic activities in the town center with the existence of several recreation and gaming establishments, hotels and restaurants, banks and money exchange shops. Since the opening of cross border trade in 1993, Poipet has emerged as a tourism destination and potential site for industrial development in its EPZ. The rapid growth of urban population is due to in-migrants from neighboring towns and provinces in Cambodia and from border towns in Thailand seeking economic opportunities. This development, however, created serious problems in terms of the adequacy of urban infrastructure and services that are essential for public and private investments. The physical works in Poipet originally included three subprojects: (i) Wastewater Treatment, (ii) Solid Waste Management and (iii) MRF. Given insufficient budget to finance all originally envisaged subprojects in this town, the physical works will include two subprojects: (i) Wastewater Treatment (Storm Drainage) and (ii) Material Recovery Facility. The sewerage and wastewater treatment subproject and the solid waste management subproject will be implemented under the ADB Livable Cities Investment Project (LCIP).

B. Outputs

10. The key outputs of the project are as follows: (i) adoption and implementation of Strategic Local Economic Development Plans (SLEDPs) in the project towns; (ii) implementation of priority urban infrastructure investments (including climate resilience measures); and (iii) strengthened institutional capacities. The priority subprojects were selected based on criteria such as (i) consistency with the project's overall goals and objectives; (ii) potential impact in contributing to economic growth and level of competitiveness; and (iii) the expressed interest and commitment of the executing agency to provide necessary resources.

11. **Output 1: Adoption and implementation of Strategic Local Economic Development Plans in the project towns.** Preliminary Strategic Local Economic Development Plans (SLEDPs) along with Feasibility Studies prepared for all subproject towns during project preparation will be reviewed to obtain background information and understanding of the context of the subprojects within the overall project. Comments on the Feasibility Studies and suggestions for the next steps will be presented in the consultant's Inception Report. The Project will support public-private partnerships on investments for dry port facilities in Neak Loeung and Bavet, along with necessary capacity building for the

management for the dry port. During project preparation, although much interest was generated in the private sector for the PPP, there is very little understanding in the private sector about options such as leasing, BOT, and concessions as well as the specifics and arrangements for implementation. Upon further review/assessment, consultants will provide recommendations on how to proceed on this issue.

12. Output 2: Implementation of Priority Urban Infrastructure Investments. The Project will facilitate transformation of existing transport corridors in the Greater Mekong Sub-region (GMS) into economic corridors through priority infrastructure investments and capacity building support in select corridor towns. The expected impact of the CTDP is corridor towns becoming the nucleus of economic activities, thereby contributing to the emergence of economic growth centers along the transport corridors in the GMS. The outcomes of the CTDP will lead to provision of adequate urban and infrastructure and essential services to facilitate growth and increase urbanization.

Table 1: Summary Description of Subprojects

Subprojects and Investments	Existing Situation	Description of Proposed Subproject ^a
1. Battambang Wastewater Treatment <ul style="list-style-type: none"> • Construction of storm water drainage canals 	<p>The existing wastewater treatment plant (WWTP) in Chamkar Samraong in the western side of town is currently not operational and needs rehabilitation in order to restore its full capacity.</p> <p>No wastewater treatment facility exists in the rapidly developing Rottanak and Preak Preaeh Preach sangkats in the eastern side of town.</p> <p>Wastewater is disposed in the combined open canals and sewage pipes leading to open agricultural areas without proper treatment.</p> <p>The inadequacy of the current wastewater disposal is adversely affecting local environment and posing health hazards to the local communities.</p>	<p>Construction of 15.27 km of storm water drainage canals in Preak Preach Sdach sangkat.</p> <p>The subproject will contribute to the upliftment of the quality of life of the local residents particularly the poor households in the western and eastern side of the town center.</p>
2. Battambang Materials Recovery Facility <ul style="list-style-type: none"> • Construction of a 800 m² material recovery facility adjacent to the existing dumpsite 	<p>Informal and unsanitary waste recycling system; no formal and organized recycling practice.</p>	<p>This subproject will facilitate the sanitary and centralized manual recovery of recyclable materials from the source segregated waste of households, institutions and commercial establishments and those recovered at the waste collection trucks. It will also include the purchase and processing of recyclable materials which were separated at source by the different waste generators.</p>
3. Bavet Urban Road <ul style="list-style-type: none"> • Improve/ widen main urban road 	<p>Traffic volumes have made the main road too narrow, causing number road accidents. Urban roads generally in bad condition with inadequate drainage and a</p>	<p>Improve 6.31 km main urban road. It will specifically:</p> <ul style="list-style-type: none"> • widen main road from 2-lanes to 4-lanes

Subprojects and Investments	Existing Situation	Description of Proposed Subproject ^a
<ul style="list-style-type: none"> Construct drainage structures on both roadsides Improve parking space for heavy trucks 	<p>surface of local clayish soil. The lack of drainage structures on roadsides cause frequent flooding and the main road becomes impassable during the rainy season, causing inconvenience to road users.</p>	<ul style="list-style-type: none"> construct mid road divider with trees and lighting facilities; construct drainage structures on both sides of the 6.31 km main road; and provide adequate parking spaces for heavy trucks and large vehicles.
<p>4.Bavet Wastewater Treatment</p> <ul style="list-style-type: none"> Upgrade existing storm water drainage canals 	<p>Currently the drainage and sewage system in Bavet are combined. Drainage comprises open canals, which are inadequate. The situation poses a threat to the environment and health conditions of the local communities.</p>	<p>Construction / upgrade of 7.10 km of stormwater drainage canals.</p>
<p>5.Bavet Materials Recovery Facility</p> <ul style="list-style-type: none"> Construct 800 m² materials recovery facility adjacent to the existing dumpsite 	<p>Informal and unsanitary waste recycling system; no formal and organized recycling practice.</p>	<p>Facilitate sanitary and centralized manual recovery of recyclable materials from households, institutions and commercial establishments, casinos and the special economic zone. It will also include the purchase and processing of recyclable materials which were separated at source by different waste generators.</p>
<p>6.Neak Loeung Flood Control</p> <ul style="list-style-type: none"> Construct flood protection dikes and access road Install sliding gates and pump station. 	<p>The town center is situated in a low lying area adversely affected by annual flooding. During the rainy season, more than 80% of the town is under water. The socio-economic condition of local residents and business establishments in the eastern side of the town center is also severely affected. Neak Loeung does not have flood protection structures to mitigate annual flood occurrences.</p>	<p>Provide flood protection structure and access road to mitigate perennial flooding of the eastern side of the town center and:</p> <ul style="list-style-type: none"> Construct a flood protection dike 4.30 km long to protect 363 ha of land area. Construct access road on top of the flood protection dikes including equipped with box culverts as flood control gates. install pump stations to pump flood water from the enclosed 363 ha area for discharge to surrounding natural streams
<p>7.Poipet Wastewater Treatment</p> <p>Upgrade existing stormwater drainage canals</p>	<p>The present wastewater and drainage system has become obsolete and inadequate to mitigate severe environment and health problems, adversely affecting the socio-economic conditions of the local residents and business sector. The system is limited to the old piped structures draining to open canals and natural streams without proper treatment.</p>	<p>The subproject will improve and upgrade the storm water drainage canals. The subproject involves:</p> <ul style="list-style-type: none"> Rehabilitate 1.84 km of stormwater drainage canals
<p>8.Poipet Materials Recovery Facility</p> <ul style="list-style-type: none"> Construct a 800 m² materials 	<p>Informal and unsanitary waste recycling system; no formal and organized recycling practice</p>	<p>Facilitate sanitary and centralized manual recovery of recyclable materials from the source segregated waste of households, institutions and commercial establishments and casinos; purchase</p>

Subprojects and Investments	Existing Situation	Description of Proposed Subproject ^a
recovery facility adjacent to the sanitary landfill		and process recyclable materials which were separated at source by the different waste generators.

Output 3: Strengthening of Institutional Capacity

13. The project has been designed to provide the enabling environment for strategic local economic development, urban infrastructure investment and institutional capacity strengthening in support of the regional cooperation strategy of ADB in guiding urban development in Cambodia. This is the first major urban sector development ADB assistance in the GMS that integrates urban environment improvement and economic infrastructure with institutional capacity development for sustained economic growth. The project addresses institutional constraints for planned development, inadequacy of infrastructure investments, and critical environmental concerns in the participating corridor towns. The provision of essential urban infrastructure and services as well as the strengthening of the management and implementation capacity is expected to contribute to the economic transformation of these corridor towns.

14. The project's capacity development plan will form an integral part of the ADB supported urban infrastructure investment initiatives and is intended to ensure not only the smooth implementation of urban infrastructure but also to provide sustainable capacity development. The plan supports the climate resilience of participating corridor towns through adaptation initiatives that would reduce impact of climate risk on urban infrastructure investments. Capacity building measures to climate resilience will ensure better understanding of climate change adaptation in order to sustain urban growth and local economic development. A capacity needs assessment will be prepared and a training program developed. Special effort will be placed on on-the-job training to optimize transfer of knowledge from the consulting team to the project staff and authorities. Indicative capacity development and training activities are described in five priority areas as indicated in Table 2 below.

Table 2: Indicative Capacity Building Program

Priority Area	Indicative Training Program
Developing Capacity for Project Management	<ul style="list-style-type: none"> • best practices in management of ODA-funded projects; • work and financial planning • project administrative management procedures; • public awareness and project orientation • coordination and networking mechanisms • project website management.
Improving Capacity for Financial and Procurement Management	<ul style="list-style-type: none"> • financial procedures and practices • impress account and fund disbursement • internal finance controls • financial status and audit reporting • financial cost recovery for revenue generating subprojects • ADB procurement guidelines and procedures • application of procurement methods and procedures • procurement plan preparation, reporting and monitoring
Developing Capacity for Social and Environment Safeguards	<ul style="list-style-type: none"> • poverty and social impact assessment • consultation and participation approaches • data generation and PPMS • stakeholder's awareness raising • gender sensitization training • women empowerment training

	<ul style="list-style-type: none"> gender awareness and information, education and communication (IEC) training gender action planning updating environment management plans public awareness of impacts and mitigation measures integration of environment management elements environment safeguards in urban infrastructure investments urban environment infrastructure training climate resilience measures
Capacity Building for Operation and Maintenance of Urban Infrastructure	<ul style="list-style-type: none"> O&M planning O&M systems and procedures managed system for revenue collection O&M finance and accounting
Capacity Building Assistance in Monitoring, Reporting and Evaluation	<ul style="list-style-type: none"> PPMS training physical and financial progress reporting monitoring compliance of social and environment safeguards

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Indicative activities	2012					2013				Responsible		
	A	S	O	N	D	J	F	M	A		M	J
Establish PMU/PIUs	X											MPWT
Allocate RGC counterpart funds				X								MPWT, MEF
Advance action for DED			X									MPWT, MEF
Advance action for PISCD consultant recruitment				X								MPWT
ADB Board approval					X							ADB
Loan signing							X					ADB, MEF, MPWT
Loan effectiveness									X			ADB

B. Project Readiness Filters

Key elements	Stage of Project Preparation				Current status
	Preparation	Fact-finding	Negotiations	Effectiveness	
Governance risk plans, including a complaints handling mechanism	Broad content defined	Included in draft PAM	Completed and agreed; focal person assigned		RARMP and grievance redress mechanism prepared
Procurement capacity assessment of EA/IAs		Completed	Startup actions initiated	Startup actions implemented	Capacity assessment conducted
Advance actions for 1 st year: bid docs for goods and works		Included in MOU: timetable, arrangements and responsibilities	ADB approval for advance actions obtained	Ready for signing (notably for goods)	Advance action not carried out
Advance actions for project implementation consultant recruitment	TORs for project implementation consultants drafted	TORs finalized	Advertising, shortlisting and RFP issued	Technical and financial proposals evaluated; contracts	PISCD consultants recruited Sep 2014

Key elements	Stage of Project Preparation				Current status
	Preparation	Fact-finding	Negotiations	Effectiveness	
Financial management capacity assessment		Completed	Startup actions initiated	negotiated and ready for signing Actions implemented, including FM training within 2 months	
Auditing requirements, including TOR		Agreed	Confirmed		
EIA, SIA and IPAP where applicable	Requirements defined	Agreed	Action plans initiated	Action plans ongoing	Action plans included in PAM
Implementation of Resettlement Plan: sufficient budget for income and restoration; coordination with IRC/RU of EA; update RP		Upload RP upon endorsement of Borrower	RGC budget approved	Recruit EMO within 3 mos; conduct DMS within 6 mos and special replacement cost study within 2 mos; update RP within 2 mos	Awaiting finalization of RPs
Identify Project Director and EA/IA project management teams to implement project	EA staff assigned staff assigned to lead project preparation	TOR developed and backup arrangements made to ensure continuity	Full project management teams assigned	“Rules of the game” workshop done within 3 months of effectiveness	TORs completed and agreed upon; workshops held October-November 2014
Identification of staff at provincial, district and commune levels	EA/IAs confirm staff work plans be prepared before fact finding	No actions taken as of yet	EA/IAs confirm staff availability and agreement to TOR		Prakas for IA staff issued
Budget and funding from ADB and RGC confirmed for 1 st year of project implementation		Needs defined	Confirmed available		Confirmed
Monitoring and evaluation baselines		DMF baselines to be verified at project startup	Confirmed	Collected within 3 months if no baseline available	Survey planned for January 2015

C. Overall Project Implementation Plan

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations – Roles and Responsibilities

Project Organization	Roles and Responsibilities
Ministry of Public Works and Transport (MPWT)	<p style="text-align: center;">Executing Agency (EA)</p> <ul style="list-style-type: none"> • Assumes overall responsibility for Project implementation and establishment of Project Management Unit (PMU). • Approve medium term and annual rolling plans for Project implementation • Ensure compliance with Loan Covenants • Ensure Government counterpart fund allocation • Establish and manage the Project's imprest accounts • Submit contract awards and disbursement projections • Submit withdrawal applications to ADB • Submit audited project accounts and audited financial statements to ADB • Approve procurement plans, bidding documents, bid evaluation and contract awards • Submit regular quarterly and annual project progress reports to ADB • Submit updated resettlement plans for ADB concurrence prior to implementation • Ensure compliance with ADB's social and environmental policies and guidelines during project implementation • Approve proposed actions in the event of adverse financial audits or monitoring and evaluation reports • Prepare withdrawal application for submission to ADB • Select Consultant for Project Implementation Support and Capacity Development • Establishment of Operation and Maintenance Unit (OMU) • Provide legal entity for the establishment of OMU • Provide legal document for financial/ revenue collection and enforcement • Allocated O&M budget support for OMU when the collected revenue not cover O&M cost • Monitoring OMU performance (technical and financial) and continue support even after the project completion • Support OMU to become autonomous entity when it became viable/ sustainable
Provincial Department of Public Works and Transport (PDPWT)	<p style="text-align: center;">Implementing Agency (IA)</p> <ul style="list-style-type: none"> • Coordinate and monitor Project activities of the PIU and DCUs • Support PIU in carrying out the approved annual rolling plans • Coordinate in providing capacity development program for PIU and DCUs • Obtain necessary approvals from respective Departments prior to awarding of civil works contracts • Support PIU in the implementation of environmental management plans (EMPs) • Coordinate regular reporting of PIU to EA on EMP implementation • Coordinate the implement the Project's Consultation and Participation Plan, Social Development Plan and Gender Action Plan (GAP) • Undertake regular quality control inspection of Project facilities • Manage the handover of Project facilities to agencies responsible for operation and maintenance • Undertake monitoring in compliance with the Design and Monitoring Framework (DMF) and other project documents such as EMP, Resettlement Plans (RPs) and GAP

Project Organization	Roles and Responsibilities
	<ul style="list-style-type: none"> • Establishment of the Project Implementation Units (PIUs) • Coordination and monitoring project activities of the PIUs) • Coordination in providing capacity development program for PIUs • Support PIU in implementing the approved annual rolling plans • Manage the handover of project facilities to agencies responsible for O&M • Encourage/ provide support for the establishment and functioning of the OMU • Lead and support OMU on launching of social awareness campaigning program on public service within their service area • Provide/ issue legal enforcement for public service violation at local level • Support OMU in implementing legal enforcement • Budget support to OMU when the collection of revenue cannot cover O&M cost • Support OMU to become autonomous entity when it became viable/ sustainable • Establishment of working committee consist of various related departments/ entities for coordination the works during project implementation
<p>(PIUs)District Office of Public Works and Transport</p> <p>Town of Battambang Town of Bavet Town of Neak Loeung Town of Poipet</p>	<p style="text-align: center;">Project Implementation Unit (PIU)</p> <ul style="list-style-type: none"> • Undertake day to day management of Project activities • Implement approved annual rolling work and financial plans • Prepare and submit regular quarterly and annual project progress reports • Supervise civil works contractors • Manage separate Project financial records and account, and prepare financial reports for submission to EA and IA • Ensure that EMPs are incorporated in the detailed designs and included in civil works contracts • Ensure implementation of EMP, submit regular monitoring reports to IA and EA • Ensure implementation of Capacity and Participation Plan, Social Development Plan and GAP • Coordinate the updating of the RPs and monitor implementation of resettlement activities by the respective corridor towns and submit monitoring reports to IA and EA • Undertake monitoring with disaggregation of data by sex and income group as required by the Project's design and monitoring framework.
<p>Asian Development Bank</p>	<p style="text-align: center;">Project Financier</p> <ul style="list-style-type: none"> • Conduct semi-annual reviews to assess: <ul style="list-style-type: none"> (i) overall project implementation; (ii) land acquisition and resettlement; (iii) environmental management; (iv) project expenditures, disbursement and counterpart funding; (v) procurement and contract awards; (vi) compliance with loan covenants; and (vii) probability of attaining Project outputs and outcome • Review and approve procurement and disbursement documents • Regularly update project performance review reports • Conduct mid-term review to: (i) assess need to restructure or reformulate the project, (ii) update the Project's design and monitoring framework, and (iii) examine if extension of loan closing date is necessary • Conduct Project completion mission.

B. Key Persons Involved in Implementation

Executing Agency (EA)			
Ministry of Public Works and Transport (MPWT)	Officer's Name	H.E. Lim Sidenine	
	Position	Secretary of State	
	Office Address	MPWT, Phnom Penh	
	Email address	lsidenine@hotmail.com	
	Telephone No.	012 500 444	
Implementing Agency (IA)			
Province of Battambang	Officer's Name	Mr. Khan Manner	
	Position	Provincial Director	
	Office Address	PDPWT, Battambang Province	
	Email address	sambo_bb2009@yahoo.com	
	Telephone No.	012 927 232	
Province of Svay Rieng	Officer's Name	Mr. Som Savuth	
	Position	Provincial Director	
	Office Address	PDPWT, Svay Rieng Province	
	Email address	sam_savouth@yahoo.com	
	Telephone No.	012 927 773	
Province of Prey Veng	Officer's Name	Mr. Noun Chamrong	
	Position	Provincial Director	
	Office Address	PDPWT, Prey Veng Province	
	Email address	chhchea@gmail.com	
	Telephone No.	012 955 379	
Province of Banteay Meanchey	Officer's Name	Mr. Kim Sovann	
	Position	Provincial Director	
	Office Address	PDPWT, Banteay Meanchey	
	Email address	sovannbmc66@gmail.com	
	Telephone No.	012 806 386	
Project Management Unit			
	Officer's Name	H.E. Vong Pisith	
	Position	Undersecretary of State/PMU Director	
	Office Address	MPWT, Phnom Penh	
	Email address	vong_pisith@yahoo.com	
	Telephone No.	012 833 411	
	Members:	Mr. Sem Kimchoeun, Project Manager Mr. Pou Manith, Procurement Officer Ms. Thap Solini, Financial Officer Mr. Vong Rada, Technical Officer Mr. Vong Litet, Soc & Env Officer Mr. Chay Vila, Municipal Devt Planning Mr. Sros Sitharith, Impact Assessment Mr. Pal Piseth, General Administrator Mr. Nuon Sikheng, Liaison Officer	
	Project Management Unit		
	Battambang	Officer's Name	Mr. Chan Sambo
		Position	Deputy Director, DPWT/PIU Manager
		Office Address	DPWT, Battambang
Email address		sambo_bb2009@yahoo.com	
Telephone No.		092 930 966	
Bavet	Officer's Name	Mr. Noun Lihoun	
	Position	Vice Director DPWT/PIU Manager	
	Office Address	Lyhoun1964@yahoo.com	
	Email address	DPWT, Svay Rieng	
	Telephone No.	012 707 616	
Neak Loeung	Officer's Name	Mr. Kry Rathet	
	Position	Office Manager PVPWT/PIU Manager	
	Office Address	DPWT, Prey Veng	

	Email address	rathe9@gmail.com
	Telephone No.	012 497 374
Poipet	Officer's Name	Mr. Chea Sovanthoun
	Position	Deputy Director, DPWT/PIU Manager
	Office Address	DPWT, Bantey Meanchey
	Email address	sovanthoun.chea@gmail.com
	Telephone No.	012 220 015
Asian Development Bank		
	Officer's Name	Mr. Anthony Robert Gill
	Position	Head, Portfolio Administration Unit, CARM
	Office Address	29 Suramarith Boulevard, Sangkat Chaktomuk, Khan Daun Penh Phnom Penh, Cambodia
	Email address	ajill@adb.org +855 23 973 200
	Officer's Name	Mr. Nida Ouk
	Office Address	29 Suramarith Boulevard, Sangkat Chaktomuk, Khan Daun Penh Phnom Penh, Cambodia
	Email address	nouk@adb.org +855 23 973 200
	Telephone No.	
	Officer's Name	Mr. Sokunthea Sok
	Position	Senior Procurement Officer
	Office Address	29 Suramarith Boulevard Sangkat Chaktomuk, Khan Daun Penh
	Email address	ssok@adb.org +855 23 973 200
	Telephone No.	
	Officer's Name	Mr. Mao Ouk
	Position	Project Analyst
	Office Address	29 Suramarith Boulevard Sangkat Chaktomuk, Khan Daun Penh
	Email address	: mouk@adb.org
	Telephone No.	: +855 23 973 200

Complete Listing of PMU and PIU Personnel

(as per Prakas on the Composition of Project Implementation Units of the GMS Southern Corridor Towns Development Project no. 097/MPWT/PRK dated 20 February 2015)

Project Implementation Unit of Poi Pet Town

1. Mr. CHEA Souvanthoun	Director, PIU
2. Mr. TOUCH Mony	Deputy Director, PIU
3. Mr. CHHEANG Monin	Technical Affairs
4. Mr. ORN Siphea	Technical Affairs
5. Mr. SOK Penhnorn	Town Development Plan
6. Ms. CHHAY Vannin	Administration and Finance
7. Mr. SAING Sony	Social and Environmental Affairs
8. Ms. SOPHAL Leaphea	Resettlement
9. Mr. RINH Bunchhuoy	Work Coordination

Project Implementation Unit of Battambang Town

1. Mr. CHAN, Sambo	Director, PIU
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2. Ms. KEM Sokhuntheary	Administration and Finance
3. Mr. PROUNH Ritha	Technical Affairs
4. Mr. SONG Seung	Technical Affairs
5. Ms. SOK Kina	Social and Environmental Affairs
6. Mr. NOU Chorvyvan	Work Coordination

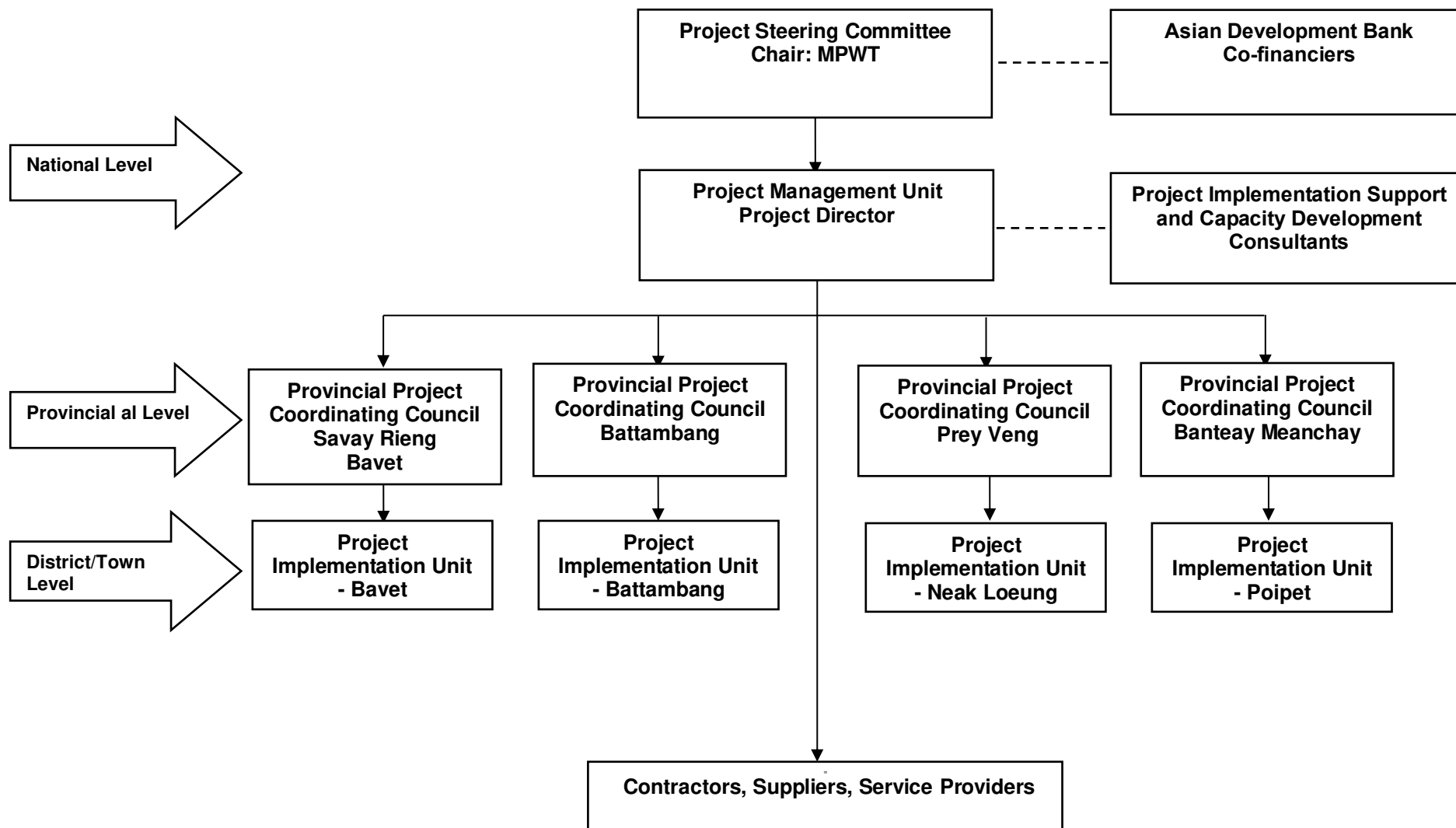
Project Implementation Unit of Neak Loeung Town

1. Mr. KRY Roththet	Director, PIU
2. Mr. PHUN Samphors	Deputy Director, PIU
3. Mr. Nhem Sokhoeun	Technical Affairs
4. Mr. CHHOEUNG Chhoeun	Town Development Plan
5. Mr. KHORN Phy	Social and Environmental Affairs
6. Ms. PHAT Sreyros	Gender and Public Campaign
7. Mr. PRAK Sareth	Resettlement ⁸ .

Project Implementation Unit of Bavet Town

1. Mr. NUON Lyhuon	Director, PIU
2. Mr. UNG Sa	Deputy Director, PIU
3. Mr. YUN Raksmeay	Technical Affairs
4. Mr. SOK Sophal	Administration and Finance
5. Mr. KEO Sarang	Social and Environmental Affairs
6. Mr. KHAM Rithy	Town Development Plan

C. Project Organization Structure



D. Consulting Services

15. The consultants to be financed from ADB resources will be recruited from international firms in accordance with the *ADB Guidelines on the Use of Consultants* (April 2010, as amended from time to time).

a. Project Implementation Support and Capacity Development

16. The Project Implementation Support and Capacity Development (PISCD) consultants will be engaged by the Ministry of Public Works and Transport (MPWT), through its PMU following quality-and cost-based selection (QCBS) procedures with a quality-cost ratio of 90:10. An estimated 206 person-months (pm) including 61 (pm) of international and 145 pm of national consultants are required to complete the services (breakdown below).

Table 3: Indicative Inputs for PISCD Consultants

Required Expertise	Unit	2013/14	2014/15	2015/16	2017/18	Total
1. International Consultants						
a. Urban Development Specialist	p-m	6	6	6	3	21
b. Sanitary Engineer	p-m	6				6
c. Urban Road, Flood Protection and Drainage Engineer	p-m	6				6
d. Environment and Climate Change Adaptation Specialist	Months	4				4
e. Social Safeguard & Resettlement Specialist	Months	5				5
f. Procurement Specialist	Months	5				5
g. Monitoring and Evaluation Specialist	Months	5				5
h. Capacity Development Specialist	Months	4				4
i. Training Specialist	Months		5			5
Subtotal		41	11	6	3	61
2. National Consultants						
a. Civil Engineer/ Deputy Team Leader	Months	8	8	8	9	33
b. Wastewater Treatment Specialist	Months	4	4	2		10
c. Solid Waste Management Specialist	Months	4	4	2		10
d. Financial Management Specialist	Months	4	4	2		10
e. Procurement Specialist	Months	4	6			10
f. Resettlement Specialist	Months	4	4	2		10
g. Environment Specialist	Months	4	2	2		8
h. Social Safeguards, Gender Specialist	Months	4	2	2		8
i. Monitoring and Evaluation Specialist	Months	6	2			8
j. capacity development specialist	Months	4	4			8
k. Training specialist (3)	Months	10	10	10		30
Subtotal		56	50	30	9	145
Total						206

17. The scope of services of the PISCD is intended to ensure full compliance with government and ADB's policies and operational requirements in project management and implementation, financial and procurement procedures, social and environmental safeguards, and O&M. The consulting team will provide support and advice to the EA, the PMU and the PIUs during the critical initial three years of project implementation with an aim to build capacity in Project Management, Procurement, and Monitoring and Evaluation as well as in technical areas of Urban Development, Wastewater Management, Flood Protection and Drainage, Solid Waste Management and Urban Development, Public-Private Partnership, Environment Protection and Social Safeguard. The Team will assist the PMU in carrying out its tasks and responsibilities in a time-efficient and cost-effective manner. The scope of services and detailed TOR for the consulting services and capacity development plan is in Appendix 1.

b. Detailed Engineering Design

18. The detailed engineering design (DED) consultants will prepare bidding documents for the above subprojects. The services described in this TOR are expected to be performed over a period of 6 months, beginning at the mobilization of the Project Implementation Support and Capacity Development consultants (PISCD) in September 2014. The services will include preparation of detailed engineering design including preparation of drawings, cost estimates and technical specification of all 10 subprojects; preparation of bid documents; and preparation of handbooks and operation manuals for all equipment and facilities to be provided under the subprojects, as well as a detailed operation and maintenance (O&M) manual and any other manual or handbook as may be required.

Table 4: Indicative Inputs for Detailed Engineering Design

	Required Expertise	Unit	Total
1. International Consultants			
a.	Sanitation Engineer (Wastewater Treatment)/Team Leader	p-m	6
b.	Sewerage/Drainage Engineer	p-m	3
c.	Sanitation Engineer (Solid Waste Management)	p-m	6
d.	Mechanical Engineer	p-m	4
e.	Electrical Engineer	p-m	4
f.	Civil Engineer (Flood Control)	p-m	4
g.	Civil Engineer (Urban Roads)	p-m	4
h.	Electrical/Lighting Engineer	p-m	3
i.	Procurement Specialist	p-m	4
	Subtotal		38
National			
a.	Sewerage and Drainage Engineer/Deputy Team Leader	p-m	6
b.	Solid Waste Management Design Engineer	p-m	6
c.	Flood Control Engineer	p-m	6
d.	Urban Roads Engineer	p-m	6
e.	Electrical/Lighting Engineer	p-m	3
f.	Cost Engineer	p-m	6
g.	Procurement Specialist	p-m	4
	Subtotal		37
Total			75
Non-Key Experts			
a.	Topographic Surveys	t-m	tbd
b.	Land Surveys	t-m	tbd
c.	Geotechnical Surveys	t-m	tbd
d.	Hydrological Surveys	t-m	tbd
e.	Draftsmen Auto CAD Operators	t-m	tbd

c. Construction Supervision

19. The Construction Supervision consultants (CS) to be financed from ADB resources will be recruited by the Project Management Unit (PMU) from international firms following quality- and cost-based selection (QCBS) procedures with a quality to cost ratio of 90:10 in accordance with the ADB Guidelines on the Use of Consultants (March 2013 as amended from time to time). An estimated 210 person-months (p-m) of key experts will be recruited, including 24 p-m of key international experts and 186 p-m of key national experts to carry out supervision of construction of civil works and supply and installation of equipment for 10 subprojects in the four project towns of Battambang, Poipet, Neak Loeung, and Bavet. The consultants will also provide non-key national experts and support personnel to carry out the assignment. The services described in these TORs are expected to be performed over a period of 36 months, beginning in the first quarter of 2016.

Table 5: Indicative Inputs for Construction Supervision Consultants

Required Expertise	Unit	Total
International Consultants		
a. Civil Engineer (Construction Management/Team Leader)	p-m	18
Subtotal		18
National		
a. Civil Engineer Construction (Battambang)	p-m	30
b. Civil Engineer Construction (Poipet)	p-m	26
c. Civil Engineer Construction (Neak Loeung)	p-m	18
d. Civil Engineer Construction (Bavet)	p-m	26
e. Mechanical Engineer	p-m	16
f. Electrical Engineer	p-m	16
Subtotal		132
Total		150
Non-Key Experts		
a. Field Inspectors (4 x 24 p-m)	p-m	96
b. Draftsmen/Auto CAD Operators (4 x 24 p-m)	p-m	196

20. The Consultant will be required to supervise construction of civil works and installation of equipment for all 10 priority subprojects. The consulting services for CS include, but may not be limited to review all contract documents including plans/drawings, and technical specifications, review each of the contractors' work schedule and method statement; review any subsequent modification or update to the contractors' work plans and schedules that may be required in the execution of the work to ensure conformity with specifications, contractual obligations and applicable norms and regulations; monitor and supervise the execution of field tests and sampling, including soil compaction, concrete sampling, and others and maintain quality control records of all field tests and sampling; supervise the work of the contractor and report to the client on progress of work and any deficiencies noted during construction and recommend remedial action; review site management and site safety plans for conformity with contractual obligations and applicable regulations and laws; prepare weekly, monthly and quarterly reports on progress of work highlighting any issue that may require attention and decision by the client; and ensure that the project is constructed, operated and maintained in strict conformity with the technical specifications and all applicable laws and regulations, including environmental and social development regulations.

IV. COSTS AND FINANCING

21. The total cost of the project is estimated at \$54.78 million equivalent; including taxes, duties, and physical and price contingencies (see Table 6).

Table 6: Cost Estimates by Outputs
(\$ million)

Item	Amounts ^a
A. Base Cost ^b	
1. Battambang Town Subprojects	17.68
2. Bavet Town Subprojects	12.11
3. Neak Loeung Town Subprojects	4.24
4. Poipet Town Subprojects	7.70
5. Project Implementation Support and Capacity Development	2.29
6. Project Management Unit	0.76
7. Project Implementation Unit	0.36
8. External Monitoring	0.11
Subtotal (A)	45.25
B. Contingencies ^c	
1. Physical contingencies	4.19
2. Price contingencies	4.42
Subtotal (B)	8.61

Item	Amounts ^a
C. Financing Charges during Implementation ^d	0.91
Total (A+B+C)	54.77

^a Inclusive of taxes and duties of \$5.22 million and involuntary resettlement and land acquisition of \$1.65 million, to be financed from Government sources. ADB loan, ADB SCF loan and grant, and UEIF grant may finance transportation and insurance costs.

^b In December 2011 prices.

^c Physical contingencies computed at 8.5% on average for civil works, equipment, involuntary resettlement, training, and consultancy. Price contingencies computed on the basis of domestic and international price escalation factors, which include a provision for potential exchange rate fluctuation assuming purchasing power

Annual Rates	2012	2013	2014	2015	2016	2017	2018
Foreign Currency	-1.5%	1.9%	2.2%	1.9%	1.8%	1.8%	1.8%

^d Includes interest during implementation for ADB loan computed at 1% per annum during the grace period and service charge for SCF loan of 0.1% per annum.

ADB loan, ADB SCF loan and grant and UEIF grant may finance transportation and insurance costs.

Source: Asian Development Bank estimates.

22. The government has requested a loan equivalent to \$37.0 million from ADB's Special Funds to help finance the project. The loan will have a 32-year term, including a grace period of 8 years, an interest rate of 1.0% per annum during the grace period and 1.5% per annum thereafter, and such other terms and conditions set forth in the draft loan agreement. The ADB loan will finance civil works, equipment, consulting services, interest during construction on ADB loan, and contingencies.

23. The Urban Environmental Infrastructure Fund (UEIF), through its UFPF, will provide US dollar denominated cofinancing of \$1.5 million equivalent, while the Strategic Climate Fund (SCF), under its PPCR, will provide \$9.4 million equivalent. The UEIF grant will solely finance three subprojects involving construction of material recovery facilities for solid waste recycling. The ADB SCF and ADB will co-finance five subprojects, with the ADB SCF financing with a \$5 million loan and a \$4.4 million grant. The SCF loan will have a 40-year term, including a grace period of 10 years, an interest rate of 0.1% per annum on the disbursed and outstanding loan amount. The SCF loan and grant and UEIF grant will be administered by ADB. ADB SCF service charge will be capitalized under the SCF loan. About \$6.87 million equivalent will be provided by the Royal Government of Cambodia through the Ministry of Economy and Finance to cover taxes and duties and involuntary resettlement costs. The financing plan is summarized in Table 7.

Table 7: Financing Plan (\$ million)

Source	Total Cost	Share of Total (%)
Asian Development Bank	37.00	67.6
ADB Strategic Climate Fund (Loan) ^a	5.00	9.1
ADB Strategic Climate Fund (Grant) ^a	4.40	8.0
Urban Environmental Infrastructure Fund under the Urban Financing Partnership Facility ^b	1.50	2.7
Royal Government of Cambodia	6.87	12.6
Total	54.77	100.0

^a Under the Pilot Program for Climate Resilience financed by the Strategic Climate Fund. The ADB Strategic Climate Fund is administered by the Asian Development Bank.

^b Contributor: the Government of Sweden.

A. Detailed Cost Estimates by Expenditure Category

	(KHR Million)			(US\$ Million)			%	% Total
	Local	Foreign	Total	Local	Foreign	Total	Foreign Exchange	Base Costs
Investment Costs								
A. Involuntary Resettlement	3,956	-	3,956	0.96	-	0.96	-	2
B. Land Acquisition	2,476	-	2,476	0.60	-	0.60	-	1
C. Civil Works	60,780	87,891	148,672	14.73	21.30	36.02	59	80
D. Equipment	977	5,078	6,055	0.24	1.23	1.47	84	3
E. Capital Goods	33	47	80	0.01	0.01	0.02	59	-
F. Consulting Services	11,544	9,894	21,438	2.80	2.40	5.19	46	11
G. Project Implementation Support	3,320	46	3,366	0.80	0.01	0.82	1	2
H. Capacity Development and Training	571	137	708	0.14	0.03	0.17	19	-
Subtotal (A to H)	83,657	103,093	186,751	20.27	24.98	45.25	55	100
Physical Contingencies	7,456	9,823	17,279	1.81	2.38	4.19	57	9
Price Contingencies	15,837	2,419	18,255	3.84	0.59	4.42	13	10
Subtotal (including contingencies)	106,950	115,336	222,285	25.91	27.95	53.86	52	119
Interest During Implementation	-	3,771	3,771	-	0.91	0.91	100	2
Total Project Cost	106,950	119,107	226,056	25.91	28.86	54.77	53	121

B. Allocation and Withdrawal of Loan Proceeds

Table 8: ADB Loan 2983-CAM (SDR)

Cat. No.	Category Name	Current Allocation	Current ADB Disbursement %	Commitment	Disbursements	Proposed Increase/ (Decrease)	Proposed Allocation	Proposed ADB Disbursement %
01A	WRK-WASTEWATER TREATMENT & FLOOD CONTROL (NET OF TAX)	5,390,179.00	62.40% of total expenditures claimed*	5,375,777.49	5,375,765.89	(14,402.00)	5,375,777.00	62.40% of total expenditures claimed*
01B	WRK-ROAD & SOLID WASTE MGMT (NET OF TAX)	6,966,696.00	100% of total expenditures claimed*	6,878,770.95	6,860,573.01	(86,000.00)	6,880,696.00	100% of total expenditures claimed*
01H	WRK BAVET STORM DRAINAGE/NEAK LOEUNG	7,681,531.00	77.03% of total expenditures claimed*	7,113,223.61	3,707,488.71	(228,698.00)	7,452,933.00	77.03% of total expenditures claimed*
02A	CONS SVCS-PROJECT IMPLEMENTATION SUPPORT & CD (NET OF TAX)	1,914,393.00	71.50% of total expenditures claimed*	2,024,971.72	1,800,306.90	108,000.00	2,022,393.00	71.50% of total expenditures claimed*
02B	CONS SVCS-DETAILED ENGINEERING DESIGN (NET OF TAX)	451,736.00	77.6% of total expenditures claimed*	451,735.49	451,735.49	-	451,736.00	77.6% of total expenditures claimed*
02C	CONS SVCS-CONSULTANT SUPERVISION (NET OF TAX)	524,125.00	58.00% of total expenditures claimed*	514,286.21	427,946.60	(96,178.00)	427,947.00	0.00% of total expenditures claimed*
02D	CONS SVCS-EXTERNAL MONITORING (NET OF TAX)	-		-	-	-	-	
02E	NEW CATEGORY: ADDITIONAL CONSULTANT SUPERVISION (NET OF TAX)			-	-	262,178.00	262,178.00	100% of total expenditures claimed*
03	EQUIPMENT	262,255.00	100% of total expenditures claimed	262,237.47	262,237.47	-	262,255.00	100% of total expenditures claimed
04	TRAINING	-		-	-	-	-	
05A	INCREMENTAL ADMIN-PROJ. MGT UNIT (PMU)	147,665.00	100% of total expenditures claimed	209,272.17	174,396.40	70,000.00	217,665.00	100% of total expenditures claimed
05B	INCREMENTAL ADMIN-PROJ. IMPLEMENTATION UNIT (PIU)	102,420.00	100 % of total expenditures claimed	73,660.36	73,660.36	(15,000.00)	87,420.00	100 % of total expenditures claimed
06	UNALLOCATED	-		-	-	-	-	
07	INTEREST DURING CONSTRUCTION	582,000.00	100% of total amount due	-	352,946.29	-	582,000.00	100% of total amount due
99	ADVANCE ACCOUNT				170,904.80	-	-	
Total:		24,023,000.00		22,903,935.47	19,657,961.92	0.00	24,023,000.00	

*Exclusive of taxes and duties imposed within the territory of the Borrower.
Source: LFIS of 26 July 2021

Table 9: SCF Loan 8265-CAM (US\$)

Cat. No.	Category Name	Current Allocation	Current ADB Disbursement %	Commitment	Disbursements	Proposed Increase/ (Decrease)	Proposed Allocation	Proposed ADB Disbursement %
01A	WORKS(BATTAMABNG WSTEWTR TRTMNT-NETTAX)	1,828,652.00	15.30% of total expenditures claimed*	1,828,652.87	1,828,648.04	-	1,828,652	15.30% of total expenditures claimed*
01H	WORKS BAVET STORM DRAINAGE/NEAK LOEUNG	2,257,403.00	16.60% of total expenditures claimed*	2,156,495.37	1,112,843.71	-	2,257,403.00	16.60% of total expenditures claimed*
02A	CNLSTNG SRVS (PROJECT IMPLEMENTATION SUPPORT & CD - NET OF TAX)	531,139.00	14.20% of total expenditures claimed*	564,762.40	501,314.96	46,531.00	577,670.00	14.20% of total expenditures claimed*
02B	CNLSTNG SRVS (DETAILED ENGINEERING DESIGN - NET OF TAX)	98,080.00	12.10% of total expenditures claimed*	98,079.19	98,079.19	-	98,080.00	12.10% of total expenditures claimed*
02C	CNLSTNG SRVS (CONSULTANT SUPERVISION - NET OF TAX)	270,435.00	22.00% of total expenditures claimed*	270,435.00	223,903.46	(46,531.00)	223,904.00	0.00% of total expenditures claimed*
03A	INCREMENTAL ADMINISTRATION - PROJ. MGT UNIT	1,291.00	9% of total expenditures claimed	1,290.31	1,290.31	0	1,291.00	9% of total expenditures claimed
03B	INCREMENTAL ADMINISTRATION - PROJ. IMPLEMENTATION UNIT	0.00		0.29	0.00	-	-	
04	SERVICE CHARGE	13,000.00	100% of total amount due	0.00	7,080.78	-	13,000.00	100% of total amount due
05	UNALLOCATED	0.00		0.00	0.00	-	-	
99	ADVANCE ACCOUNT				34,150.00			
	Total:	5,000,000.00		4,919,715.43	3,807,310.45	0.00	5,000,000.00	

* Exclusive of taxes and duties imposed within the territory of the Borrower.

Source: LFIS as of 26 July 2021

Table 10: UEIF Grant 0334-CAM (US\$)

No	Item	Total Amount Allocated for ADB Financing (\$)		Basis for Withdrawal from Loan Account
		Category	Subcategory	
01	Works		1,254,000	
1A	Battambang Materials Recovery Facility		430,000	100% of total expenditure claimed*
1B	Bavet Materials Recovery Facility		382,000	100% of total expenditure claimed*
1C	Bavet Materials Recovery Facility		442,000	100% of total expenditure claimed*
02	Consulting Services		109,000	
2A	Battambang Materials Recovery Facility		37,000	100% of total expenditure claimed*
2B	Bavet Materials Recovery Facility		33,000	100% of total expenditure claimed*
2C	Bavet Materials Recovery Facility		39,000	100% of total expenditure claimed*
03	Unallocated		137,000	
Total			1,500,000	

* % of total expenditures claimed, exclusive of taxes and duties imposed within the facility of the Borrower.

Table 11: SCF Grant 0335-CAM (US\$)

Cat. No.	Category Name	Current Allocation	Current ADB Disbursement %	Commitment	Disbursements	Proposed Increase/ (Decrease)	Proposed Allocation	Proposed ADB Disbursement %
0301	1A CW-WASTEWATER TREATMENT & FLOOD CTRL	2,665,290.00	22.30% of total expenditures claimed [*]	2,665,290.99	2,665,284.46	-	2,665,290.00	22.30% of total expenditures claimed [*]
0302	1H CW BAVET STORM DRAINAGE/NEAK LOEUNG	866,223.00	6.37% of total expenditures claimed [*]	827,522.62	427,037.01	-	866,223.00	6.37% of total expenditures claimed [*]
2101	2A CSLTNG SRV-PROJ IMPLMN SUPPORT & CD (NET)	537,757.00	14.30% of total expenditures claimed [*]	568,739.60	504,845.41	42,901.00	680,068.00	14.30% of total expenditures claimed [*]
2102	2B CSLTNG SRV-DETAILED ENGINEERING DESIGN	83,489.00	10.30% of total expenditures claimed [*]	83,488.90	83,488.90	-	83,489.00	10.30% of total expenditures claimed [*]
2103	2C CSLTNG SRV-CONSULTANT SUPERVISION (NET)	245,850.00	20.00% of total expenditures claimed [*]	245,850.00	203,548.60	(42,301.00)	203,549.00	0.00% of total expenditures claimed [*]
2701	3A INCRMTL ADMIN-PRJ MNGT UNIT (TAX COVERED)	1,391.00	9.7% of total expenditures claimed	1,390.67	1,390.67	-	1,391.00	9.7% of total expenditures claimed
	ADVANCE ACCOUNT				32,245.00			
	Total:	4,400,000.00		4,382,282.78	3,917,840.06	0.00	4,400,000.00	

^{*} Exclusive of taxes and duties imposed within the territory of the Borrower.

Source: LFIS on 26 July 2021

C. Detailed Cost Estimates by Financiers (\$ million)

No.	Items	ADB Loan 2983		SCF Loan 8265		SCF Grant 0335		UEIF Grant 0334		RGC				Total (\$)
		Amount (\$)	%	Amount (\$)	%	Amount (\$)	%	Amount (\$)	%	Nontax	Taxes	Amount (\$)	%	
1	Works													
A	Battambang Wastewater Treatment	9,620,380	74.9%	1,745,000	13.6%	1,481,000	11.5%	-	-	-	1,284,638	1,284,638	10.0%	14,131,018
B	Battambang Flood Control	1,276,660	68.0%	-	-	668,800	32.0%	-	-	-	194,546	194,546	10.0%	2,140,006
C	Battambang MRF	-	-	-	-	-	-	430,000	100%	-	43,000	43,000	10.0%	473,000
D	Bavet Wastewater Treatment	1,966,580	68.0%	493,000	17.0%	434,000	15.0%	-	-	-	289,358	289,358	10.0%	3,182,938
E	Bavet Urban Roads	7,715,400	100%	-	-	-	-	-	-	-	771,540	771,540	10.0%	8,486,940
F	Bavet MRF	-	-	-	-	-	-	382,000	100%	-	38,200	38,200	10.0%	420,200
G	Neak Loeung Flood Control	2,434,740	68.0%	612,000	17.0%	537,000	15.0%	-	-	-	358,374	358,374	10.0%	3,942,114
H	Poipet Solid Waste Management	2,973,740	100%	-	-	-	-	-	-	-	297,374	297,374	10.0%	3,271,114
I	Poipet Wastewater Treatment	2,427,040	68.0%	609,000	17.0%	536,000	15.0%	-	-	-	357,204	357,204	10.0%	3,929,244
J	Poipet MRF	-	-	-	-	-	-	442,000	100%	-	44,200	44,200	10.0%	486,200
	Subtotal (A)	28,414,540		3,459,000		3,656,800		1,254,000		-	3,678,434	3,678,434		40,462,774
2	Consulting Services													
2A	Project Implementation Support & CD	1,924,974	71.5%	133,586	0.14	134,528	0.14	-	-	-	-	-	-	2,193,088
2B	Detailed Engineering Design	-	-	1,140,000	100%	-	-	-	-	-	-	-	-	1,140,000
2C	Consultant Supervision	1,750,000	100%	-	-	-	-	-	-	-	-	-	-	1,750,000
2D	External Monitoring	-	-	-	-	140,000	100%	-	-	-	-	-	-	140,000
2E	Consulting Services for MRF	-	-	-	-	-	-	109,000	100%	-	-	-	-	109,000
	Subtotal (B)	3,674,974		1,273,586		274,528		109,000		-	-	-	-	5,332,088
3	Equipment	350,000	100%											350,000
4	Training	150,000	100%											150,000
5	Incremental Administration ^a													
5A	Project Management Unit	360,000	100%	-	-	-	-	-	-	-	-	-	-	360,000
5B	Project Management Unit	360,000	100%	-	-	-	-	-	-	-	-	-	-	360,000
5C	Salary Supplements	-	-	-	-	-	-	-	-	630,000	-	630,000	100%	630,000
	Subtotal (C)	720,000		-		-		-		630,000	-	630,000	-	1,350,000
6	Unallocated	2,793,043		254,414		468,672		137,000		-	-	-	-	3,653,129
7	Interest During Construction	897,444		13,000		-		-		-	-	-	-	910,444
8	Land Acquisition and Resettlement	-	-	-	-	-	-	-	-	1,650,000	-	1,650,000	100%	1,650,000
9	Contingency	-	-	-	-	-	-	-	-	228,000	630,706	911,566	15.3%	911,566
	Total	37,000,000		5,000,000		4,400,000		1,500,000		2,508,000	4,309,140	6,870,000	12.5%	54,770,000

^a Eligible expenditures refer to para 3 of Appendix 4C of the Loan Disbursement Handbook.

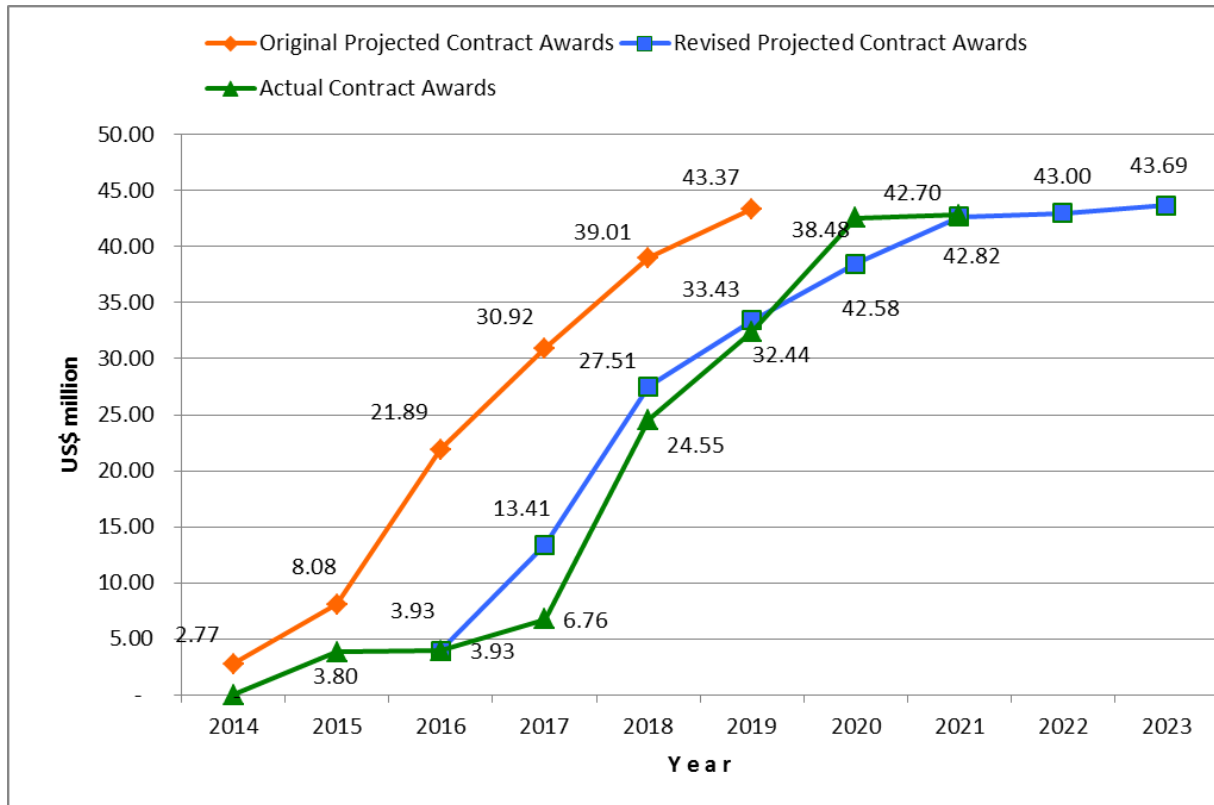
D. Detailed Cost Estimates by Outputs/Components (\$ million)

		Battambang			Bavet			Neak Loeung	Poipet			PMU	PIU	Total
		Wastewater Treatment	Flood Protection	Materials Recycling	Urban Road	Wastewater Treatment	Materials Recycling	Flood Protection	Wastewater Treatment	Solid Waste M'gmt	Materials Recycling			
	Investment Costs													
A	Involuntary Resettlement	0.56	0.04	0.00	0.00	0.00	0.00	0.29	0.06	0.00	0.00	0.00	0.00	0.95
B	Land Acquisition	0.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.70
C	Civil Works	12.85	1.88	0.43	7.72	2.90	0.38	3.58	3.58	2.97	0.44	0.10	0.10	36.93
D	Consulting Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.08	0.00	5.08
E	Equipment	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.15	0.35
F	Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.00	0.15
G	Incremental Admin	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.44	0.44	0.88
H	Salary Supplements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.23	0.40	0.63
	Total Baseline Costs	14.11	1.92	0.43	7.72	2.90	0.38	3.87	3.64	2.97	0.44	6.20	1.09	45.67
	Contingencies	2.54	0.33	0.07	1.39	0.52	0.07	0.66	0.66	0.50	0.07	1.18	0.21	8.20
	Interest during Construct	0.28	0.06	0.00	0.23	0.06	0.00	0.12	0.07	0.09	0.00	0.00	0.00	0.91
	Total Cost	16.93	2.30	0.50	9.34	3.48	0.45	4.64	4.37	3.56	0.51	7.38	1.30	54.77

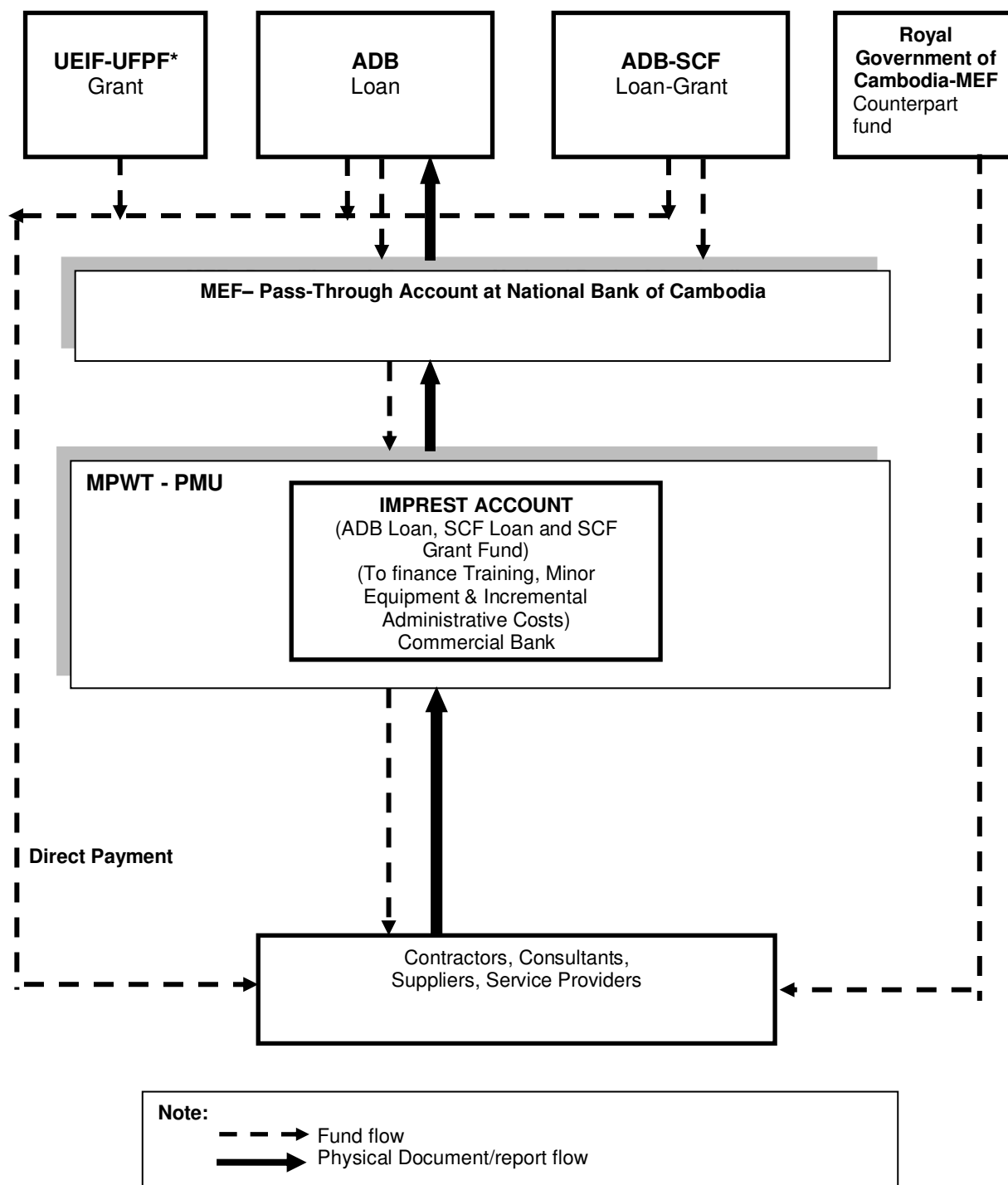
E. Detailed Cost Estimates by Year (\$ million)

Contract Awards		in \$ million						
Budget Item	2014	2015	2016	2017	2018	2019	Total	
A	Civil works		3.30	12.67	8.64	7.87	4.24	36.72
B	Consulting services	2.60	1.41	0.91	0.16	-	-	5.07
C	Equipment	-	0.35	-	-	-	-	0.35
D	Workshops and Training	0.02	0.03	0.03	0.03	0.02	0.02	0.15
E	Incremental Administration	0.15	0.22	0.20	0.20	0.20	0.10	1.08
	Sub total	2.77	5.31	13.81	9.03	8.09	4.36	43.36
F	Unallocated							3.62
G	IDC							0.91
	Total	2.77	5.31	13.81	9.03	8.09	4.36	47.90
	Government contribution							6.87
	Total Project Cost							54.77
Disbursement		in \$ million						
Budget Item	2014	2015	2016	2017	2018	2019	Total	
A	Civil works	-	-	5.30	10.38	11.57	9.47	36.72
B	Consulting services	0.40	1.44	1.09	0.86	0.69	0.60	5.07
C	Equipment	-	0.35	-	-	-	-	0.35
D	Workshops and Training	0.02	0.03	0.03	0.03	0.02	0.02	0.15
E	Incremental Administration	0.15	0.22	0.20	0.20	0.20	0.10	1.08
	Sub total	0.57	2.04	6.62	11.47	12.48	10.19	43.36
F	Unallocated							3.62
G	IDC							0.91
	Total	0.57	2.04	6.62	11.47	12.48	10.19	47.90
	Government contribution							6.87
	Total Project Cost							54.77

F. Projected Contract Awards and Disbursement S-curves



G. Fund Flow Diagram



ADB = Asian Development Bank, MEF = Ministry of Economy and Finance, MPWT = Ministry of Public Works and Transport, SCF = ADB Strategic Climate Fund, UEIF = Urban Environmental Infrastructure Fund, UFPF = Urban Financing Partnership Facility.

*Contributor: Government of Sweden. Fund to be administered by ADB.

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

24. An assessment of the country's financial management systems has been carried out to improve the understanding of fiduciary risks and determine appropriate fiduciary arrangements for the purpose of the Promoting Economic Diversification Subprogram 2 (PED-SP2). This assessment was based on the sector work of ADB's proposed public financial management for rural development (PFMRD), as well as the Integrated Fiduciary Assessment and Public Expenditure Review (IFAPER) for 2003 and the Country Procurement Assessment for 2004, both led by World Bank. These assessments identified core areas to address with development partners' support. The IFAPER determined that the fiduciary risk in the use and management of public funds was high. As a consequence, the Government developed and began implementing a medium-term public financial management reform program (PFMRP) from 2004 to 2012, supported by development partners. This program increases the amount of public resources allocated to planning and management to overcome the significant weaknesses in the basic systems and processes for budget preparation, execution and control, reporting, and oversight. It comprises a series of four sequenced platforms, of which platform one was completed in 2007 and platform two beginning in 2008 with the rollout of public financial management reforms to the line ministries. ADB, World Bank, and other development partners are working closely with the Government to implement improved public sector financial management systems. ADB has supported the Government's program through debt management technical assessment at MEF and the PFMRD to support the rollout of the second platform.

25. Financial risk is mitigated as shown in Table 8. At the request of the Government, consultants will be selected and engaged in accordance with ADB's Guidelines on the Use of Consultants by the Asian Development Bank and its Borrower. As the Project deals with outreach activities with several IAs intended to promote the transformation of transport corridors in the GMS into full-fledged economic corridors by improving urban infrastructure and building institutional capacity in selected corridors town in Cambodia.

Table 13: Financial Management Risk Assessment and Mitigation Measures

Risk	Risk Level before	Mitigation	Risk Level after
Financial Management Arrangements			
Risk of failure to meet the four FMA criteria:			
- Budget, accounting, funds disbursement, financial reporting and auditing	H	<ol style="list-style-type: none"> 1. Install computerized double-entry accounting package meeting international standards with audit trace retention, capable of automatic project quarterly reports generation. 2. A Project Manager for day-to-day role with skills appropriate for responsibilities including finance, accounting task oversight and administration 	L
- Internal controls	H	<ol style="list-style-type: none"> 1. MPWT has acted as EA and IA for previous ADB-financed projects but accounting and finance staff will not easily make the switch from government system to the international system required by ADB. Training in the project accounting and financial reporting system will be provided for the staff in through the national Project Financial Management Consultant 2. One International Procurement and Financial Management Consultant, with experience and qualifications satisfactory to ADB, to be available full time for at least the first 6 months of Project implementation to set up internal controls and be responsible for day to day Project finance and accounting activities. 3. One National Project Financial Management Consultant, with experience and qualifications satisfactory to ADB, to be available full time until Project completion, first to assist the 	L

Risk	Risk Level before	Mitigation	Risk Level after
		International Consultant, and later to advise and assist the Project Manager. 4. Project funds flow arrangements include a pass-through account at MEF to feed the project imprest account established at MPWT for exclusive project use by PMU, as illustrated in Figure G. 5. Periodic internal audit carried out jointly by PMU and auditor under TOR satisfactory to ADB. 6. External audit of Project annual accounts by an auditor under TOR satisfactory to ADB.	
Project Specific Risk - Coordination of subproject implementation and management	H	Project organization will include the Project Committee as described in the PAM section on the Project Management Arrangements	L
Country Issues Fiduciary risk	H	Public disclosure of audited project financial reports and procurement information is conducted through a project website established and maintained at least during project implementation Strengthened project financial management capacity	L

ADB=Asian Development Bank; CIU=component implementation unit; FMA=financial management assessment; OPE=out-of-pocket expenses; PAM=project administration manual; TOR=terms of reference
Risk rating: H=high; S=substantial; M=moderate; L=low.

26. The following action plan for project financial management will guide implementation of the above risk mitigation measures.

Table 14: Project Financial Management Action Plan

Planned Action	Output	Responsible Party	Due Date
PMU financial management function established and operational	PMU consulting team of project financial and procurement consultants mobilized, set up project accounting and financial reporting systems and conduct PMU project accounting and financial staff on the job training/refreshers course	Manager EA recruitment with ADB assisting	Q1, 2013
	Project disbursement arrangements and procedures established and staff trained in their operation	PMU, assisted by PIS consultants	Q1, 2013
	TOR for annual independent and internal project auditors drafted and auditors appointed	PMU, assisted by PIS consultant for TOR; auditors selection by EA with ADB assistance	Q1, 2014
Project Steering Committee established and operational	As in Project Management Arrangements section of PAM	EA	Q2, 2013
Project funds flow arrangements adopted & operational	Concerned MEF, EA, PMU and CIU staff all briefed	PMU assisted by PIS consultants	Q2, 2013
Project OPE claims procedures established and operational	User units staff briefed on procedures	PMU, assisted by PIS consultants with ADB input	Q3, 2013
Public disclosure of project audited financial and procurement information operational	Project website for information disclosure established and operational	PMU, assisted by PIS consultants	Q3, 2014

ADB=Asian Development Bank; CIU=component implementation unit; EA=executing agency; PIS=Project Implementation Support; PMU=project management unit; TOR=terms of reference.

26. Financial management risks should be considered and updated throughout the life of the project. Risk mitigation measures should also be updated accordingly.

B. Disbursement

27. The ADB loan, SCF loan and grant and UEIF grant proceeds will be disbursed in accordance with ADB's Loan Disbursement Handbook¹ (2015, as amended from time to time), and detailed arrangements agreed upon between the Government and ADB.

28. Pursuant to ADB's Safeguard Policy Statement (2009) (SPS)² ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the SPS All financial institutions and will apply the prohibited investment activities list to subprojects financed by ADB.

29. Expenses for the two subprojects financed by UEIF-UFPF will be settled through direct payment.

30. The government will establish one Pass-through account at the National Bank of Cambodia to receive from ADB Loan resources and ADB SCF funds.

31. The PMU, located at the MPWT, will administer three separate Imprest Accounts.³ The imprest accounts will be established for resources from ADB loan, ADB SCF loan, and ADB SCF grant funds to finance training, minor equipment, and incremental administrative costs. The imprest accounts will be established at a commercial bank acceptable to ADB.

32. The ceiling of the ADB loan imprest account will be \$650,000. The ceiling of the ADB SCF loan imprest account will be \$350,000 and \$300,000 for the ADB SCF grant. The currency of the imprest accounts will be in US dollars. The imprest accounts will be established, managed, replenished, and liquidated in accordance with ADB's Loan Disbursement Handbook (2012, as amended from time to time) and the financial regulations of the Government. The request for initial advance to the imprest accounts should be accompanied by an Estimate of Expenditure Sheet setting out the estimated expenditures for the first six (6) months of project implementation, and submission of evidence satisfactory to ADB that the imprest account has been duly opened. For every liquidation and replenishment request of the imprest account, the borrower will furnish to ADB (a) Statement of Account (Bank Statement) where the imprest account is maintained, and (b) the Imprest Account Reconciliation Statement (IARS) reconciling the above-mentioned bank statement against the EA's records.⁴

33. Before the submission of the first withdrawal application, the borrower should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the borrower, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is US\$100,000, unless otherwise approved by ADB. The borrower is to consolidate claims to meet this limit for reimbursement and imprest account claims. Withdrawal applications and supporting documents will demonstrate, among other things that the goods, and/or services were produced in or from ADB members, and are eligible for ADB financing.

34. **Statement of Expenditure (SOE) Procedure.** The SOE procedure⁵ will be used for reimbursement and to liquidate and replenish the imprest accounts for eligible expenditures.

¹ Available at <http://www.adb.org/sites/default/files/institutional-document/33606/adb-loan-disbursement-handbook.pdf>

² Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>

³ Disbursement procedures discussed in Chapter 6 of *Loan Disbursement Handbook*.

⁴ Follow the format provided in Appendix 10C of the *Loan Disbursement Handbook*.

⁵ Checklist for SOE procedures and formats are available at Appendix 9B of the *Loan Disbursement Handbook*

Each individual payment reimbursed or liquidated using the statement of expenditures procedures will not exceed the equivalent of \$50,000. SOE records should be maintained and made readily available for review by ADB's disbursement and review mission or upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit.

C. Accounting

35. PMU and PIUs will maintain separate project accounts and records by funding source for all expenditures incurred on the Project. Recording and reporting of project expenditures should be consistent with the chart of accounts and budget classification of the Government.

36. Recording and reporting of transactions of project expenditures will be consistent with the Chart of Accounts and Budget Classification of the Government (2007) and Government's Standard Operating Procedures (SOP) for Externally Financed Projects/Programs. Project accounts will follow international accounting principles and practices.

D. Auditing

37. MPWT will cause the detailed consolidated project accounts to be audited in accordance with International Standards on Auditing and/or in accordance with the Government's audit regulations by an auditor acceptable to ADB. The audited accounts will be submitted in the English language to ADB within 6 months of the end of the fiscal year by the executing agency. The annual audit report will include a separate audit opinion on the use of the imprest fund and the SOE procedures. The Government and MPWT have been made aware of ADB's policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures. For revenue generating projects only, ADB requires audited financial statements (AFS) for each executing and/or implementation agency associated with the project.

38. Public disclosure of the annual audited financial statements including the audit report for the project financial statements should be guided by ADB's public communication policy.

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Action

39. As an essential measure to Project readiness before the loan agreement becomes effective, the EA requested for advance action for procurement and recruitment of consultants. This is intended to facilitate Project start-up activities and avoid significant project implementation delays due to the limited capacity and experience in undertaking essential pre-Project implementation arrangements. The procurement of services for advance contracting will be undertaken in accordance with ADB's Procurement Guidelines (April 2010, as amended from time to time) and issuance of the invitation to bid will be subject to the approval of ADB. ADB's approval of advance contracting will not commit ADB to subsequently approve the project or to finance the procurement costs; and ADB will not finance expenditures paid by the borrower prior to loan or grant effectiveness.

40. The scope of services for advance contracting will be focused on: (i) engagement of a Team of consultants for PIS and capacity development, and (ii) preparation of detailed designs for the identified priority urban infrastructure subprojects. To this effect, ADB will also provide individual consultant to assist the PMU select and recruit the PIS consultant.

B. Procurement of Goods, Works and Consulting Services

41. All procurement of goods, works and consulting services will be in accordance with ADB's Procurement Guidelines. International competitive bidding (ICB) will be applied for civil works packages exceeding \$1,000,000 equivalent.

42. Within a year of Loan effectiveness, the EA shall submit a revised procurement plan to ADB for approval. This revised plan contains all ongoing procurement activities and those that are planned for the succeeding 18 months. The plan shall be updated annually or as required after every loan review mission or after award of each major ICB contract.

43. For changes in the procurement arrangements involving threshold, procurement methods and review requirements and contract packaging during Project implementation, the EA shall present its justification for the changes and submit an updated procurement plan for ADB approval. ADB will be responsible for posting the initial procurement plan and subsequent updates on the ADB website.

44. All consulting services shall be recruited in accordance with the ADB's Guidelines on the Use of Consultants. The scope of services and TORs for the consulting services are presented in Section D. An estimated 206 person-months (pm) including 61 pm of international and 145 pm of national consultants are required to provide implementation support and advisory services for Project implementation support and capacity development and training. Consulting firms will be engaged by the EA and ADB using the quality-and cost-based selection (QCBS) method with a standard quality: cost ratio of 90:10 as per ADB Guidelines on the Use of Consultants (2010). The higher quality-cost ratio is proposed due to the complexity of Project implementation arrangements where four PIUs work under the coordination and oversight of four implementing agencies, and the limited institutional capacities of district and corridor town authorities in managing and implementing urban sector development loan project.

45. Modification in Civil Works Contracts. For any contract variation, which would be in aggregate increase in the original contract amount by more than 15%, the EA shall provide detailed justification and seek no objection from ADB on the proposed contract variation. If the proposed variation is inconsistent with the procurement plan and the provision of the financing agreement, the ADB shall promptly advise the EA stating the reasons for its position. The EA shall furnish the ADB all amendments to the contracts for civil works for legal and record purposes.

C. Procurement Plan

VII. UPDATED PROCUREMENT PLAN

VIII. BASIC DATA

Project Name: Greater Mekong Subregion Southern Economic Corridor Towns Development Project	
Project Number: 43319-033	Approval Number: 2983/8265/0334/0335
Country: Cambodia	Executing Agency: Ministry of Public Works and
Project Procurement Classification: Category A	Implementing Agency: N/A
Project Procurement Risk: Low	

Project Financing Amount: US\$ 54,780,000 ADB Financing: US\$ 37,000,000 Cofinancing (ADB Administered): US\$ 10,900,000 Non-ADB Financing: US\$ 6,880,000	Project Closing Date: - Original: 30 June 2019 - Revised: 31 December 2023
Date of First Procurement Plan: 10 December 2012	Date of this Procurement Plan: 13 March 2019

A. METHODS, THRESHOLDS, REVIEW AND 18-MONTH PROCUREMENT PLAN

1. Procurement and Consulting Methods and Thresholds

Except as the Asian Development Bank (ADB) may otherwise agree, the following process thresholds shall apply to procurement of goods and works.

Procurement of Goods and Works		
Method	Threshold	Comments
International Competitive Bidding for Goods	US\$ 1,000,000 and Above	
National Competitive Bidding for Goods	Beneath that stated for ICB, Goods	The first language version of National Competitive Bidding is subject to prior review, thereafter post review.
Shopping for Goods	Below US\$ 100,000	The first language version of shopping is subject to prior review, thereafter post review.
International Competitive Bidding for Works	US\$ 3,000,000 and Above	
National Competitive Bidding (NCB) for Works	Beneath that stated for ICB, Works	The first language version of National Competitive Bidding is subject to prior review, thereafter post review.
Shopping for Works	Below US\$ 100,000	The first language version of shopping is subject to prior review, thereafter post review.

Consulting Services	
Method	Comments
Consultant's Qualification Selection for Consulting Firm	Prior review
Quality- and Cost-Based Selection for Consulting Firm	Prior review
Individual Consultants Selection for Individual Consultant	Prior review

2. GOODS AND WORKS CONTRACTS ESTIMATED TO COST \$1 MILLION OR MORE

The following table lists goods and works contracts for which the procurement activity is either ongoing or expected to commence within the next 18 months.

Package Number	General Description	Estimated Value (US\$)	Number of Contracts	Procurement Method	Review (Prior/ Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
CW-08	Bavet Wastewater Treatment Subproject (Drainage)	6,900,000	1	ICB	Prior	1S1E	Q3 / 2019	Prequalification of Bidders: N Domestic Preference Applicable: N Bidding Document: Small Works
CW-10	Neak Loeung Flood Control Subproject	8,800,000	1	ICB	Prior	1S1E	Q4 / 2019	Prequalification of Bidders: N Domestic Preference Applicable: N Bidding Document: Small Works

3. CONSULTING SERVICES CONTRACTS ESTIMATED TO COST \$100,000 OR MORE

The following table lists consulting services contracts for which the recruitment activity is either ongoing or expected to commence within the next 18 months.

Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior/ Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments

IX.

4. GOODS AND WORKS CONTRACTS ESTIMATED TO COST LESS THAN \$1 MILLION AND CONSULTING SERVICES CONTRACTS LESS THAN \$100,000 (SMALLER VALUE CONTRACTS)

The following table lists smaller-value goods, works and consulting services contracts for which the activity is either ongoing or expected to commence within the next 18 months.

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior/ Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments

Consulting Services							
Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior/ Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments

B. INDICATIVE LIST OF PACKAGES REQUIRED UNDER THE PROJECT

The following table provides an indicative list of goods, works and consulting services contracts over the life of the project, other than those mentioned in previous sections (i.e., those expected beyond the current period).

Goods and Works; None							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Review (Prior/Post)	Bidding Procedure	Comments
N/A							

Consulting Services; None							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Recruitment Method	Review (Prior/Post)	Type of Proposal	Comments
NA							

X.

C. LIST OF AWARDED AND ON-GOING, AND COMPLETED CONTRACTS

The following tables list the awarded and on-going contracts and completed contracts.

1. Awarded and Ongoing Contracts

Goods and Works							
Package Number	General Description	Estimated Value (US\$)	Awarded Contract Value (US\$)	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Comments
CW-01	Battambang Materials Recovery Facility Subproject	480,000	424,991.84	NCB	08-May-2017	07-Jul-17	Taing Cheng Oing Construction & Import Export Co., Ltd VO1= US\$465,709.30 VO2= US\$459,617.55
	Bavet, Materials Recovery Facility Subproject	420,000	389,826.64	NCB	08-May-2017	07-Jul-17	Taing Cheng Oing Construction & Import Export Co., Ltd VO1= US\$418,848.05 VO2= US\$409,719.29
	Poipet Materials Recovery Facility Subproject	490,000	359,571.12	NCB	08-May-2017	07-Jul-17	Taing Cheng Oing Construction & Import Export Co., Ltd VO1= US\$615,442.65 VO2= US\$630,663.16
CW-06	Battambang Wastewater Treatment Subproject	12,000,000	9,368,943.03	ICB	Prior	03-Jan-18	Beijing Urban Construction Group Co., Ltd

Goods and Works							
Package Number	General Description	Estimated Value (US\$)	Awarded Contract Value (US\$)	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Comments
CW-05	Bavet Urban Roads Subproject	9,900,000	7,674,956.00	ICB	Prior	13-Feb-18	MTA Construction Co., Ltd and Xinjiang Beixin Road and Bridge Group Co. Ltd (JV)
CW-07	Poipet Wastewater Treatment Subproject (Drainage)	2,600,000	2,583,030.00	NCB	Prior	25-Jan-19	Ung Simsia Construction Co., Ltd.

Services							
Package Number	General Description	Estimated Value	Awarded Contract Value	Recruitment Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Comments
CS-01	Project Implementation Support and Capacity Development	2,480,000	2,222,490.00	QCBS	Q1 / 2013	31-JUL-14	NJS Consultants Co., Ltd. VO7 =US\$2,59,2690 VO8 =US\$2,897,629.50 VO9 US\$2,897,629.50 VO10 US\$3,077,568.50
CS-03	Construction Supervision Consultants	1,750,000	1,229,250.00	QCBS	Q3/2015	05 Jan 17	Contract with RDC (lot1= US\$ 825,950, & Lot2= US\$297,300)
CS-06	National Environmental Specialist	60,000	40,934.00	ICS	Q1 / 2016	18 Aug 16	Contract with Mr. Bun San

2. Completed Contracts

Package Number	General Description	Estimated Value	Awarded Contract Value	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Date of Completion	Comments
G-01	Procurement of Vehicles	200,000	166,800.00	NCB	08-Apr-2015	06 Jul 2015	29-Jan-16	RMA (Cambodia) Co., Ltd
G-02	Procurement of Office Equipment	90,000	94,460.00	Shopping	26-Mar-2015	N/A	30-Nov-15	NEEKA Limited
G-03	Procurement of Office Furniture	35,000	24,945.00	Shopping without advertising	N/A	11-Nov-2015	18-Apr-16	LC Office Furniture Shop

Package Number	General Description	Estimated Value	Awarded Contract Value	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Date of Completion	Comments
G-04	Bavet Transformer 3 phase-100kva	5,000	11,626.00	Shopping without advertising	NA	NA	31-Aug-15	KROI KOR Electricity Supply
G-05	UAV (Drone)	45,000	78,045.00	Shopping	26- Mar -15	NA	30-Jun-16	ENVOSTAR Co., Ltd.
CW-01/1	PMU Office Renovation	15,000	15,091.31	Shopping without advertising	NA	8-Jan-15	25-Jan-16	TAING CHENG ONG CONSTRUCTION CO. LTD.
CW-01/2	Battambang Office Renovation	9,000	9,344.80	Shopping without advertising	NA	NA	24-Mar-16	Vong Reaksmeay
CW-01/3	Poipet Office Renovation	7,000	7,049.00	Shopping without advertising	NA	NA	25-May-16	T.M.3 Consulting Co., Ltd.
CW-01/4	Neak Loeung Office Renovation	9,000	9,990.00	Shopping without advertising	NA	NA	21-Apr-16	Y.S.B.
CW-01/5	Bavet Office Renovation	5,000	5,760.00	Shopping without advertising	NA	NA	12-Jul-16	Chhun Nary Import-Export Co., Ltd. Construction Co. Ltd.
G-06	Accounting Software	3,000	2,595.00	Shopping without advertising	NA	NA	26-Sep-16	BIZDIMNSION CO., LTD
G-07	Supply & Installation of Parts for Ford Ranger Plate No. State 25 2-0607	6,000	6151.33	Shopping without advertising	NA	NA	21-Feb-17	RMA (Cambodia) Co., Ltd.
CS-02	DED consultants for all 10 subprojects	1,151,000	1,137,175.00	QCBS	Q3 / 2014	19-OCT-15	19Jun-17	FCG International Ltd.
CS-05	National Procurement Specialist	72,000	27,508.00	ICS	Q1 / 2016	9 June 16	30 April 20-16	Contract with Mr. Pheang Pheourn
CS-04	Financial Management Specialist	72,000	32,660.00	ICS	Q1 / 2016	9 June 16	30 April 20-16	Contract with Mr. Mao Dor

A. National Competitive Bidding

a. General

The procedures to be followed for national competitive bidding shall be those set forth for the “National Competitive Bidding” method in the Government’s Procurement Manual of May 2012 issued under sub-decree number 74 ANK.BK dated 22 May 2012 with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the Procurement Guidelines.

b. Application

Contract packages subject to National Competitive Bidding procedures will be those identified as such in the project Procurement Plan. Any changes to the mode of procurement from those provided in the Procurement Plan shall be made through updating of the Procurement Plan, and only with prior approval of ADB.

c. Eligibility

Bidders shall not be declared ineligible or prohibited from bidding on the basis of barring procedures or sanction lists, except individuals and firms sanctioned by ADB, without prior approval of ADB.

d. Advertising

Bidding of NCB contracts estimated at \$500,000 or more for goods and related services or \$1,000,000 or more for civil works shall be advertised on ADB’s website via the posting of the Procurement Plan.

e. Anti-Corruption

Definitions of corrupt, fraudulent, collusive and coercive practices shall reflect the latest ADB Board-approved Anti-Corruption Policy definitions of these terms and related additional provisions

f. Rejection of all Bids and Rebidding

Bids shall not be rejected and new bids solicited without ADB’s prior concurrence.

g. Bidding Documents

The bidding documents provided with the government’s Procurement Manual shall be used to the extent possible. The first draft English language version of the procurement documents shall be submitted for ADB review and approval, regardless of the estimated contract amount, in accordance with agreed review procedures (post and prior review). The ADB-approved procurement documents will then be used as a model for all procurement financed by ADB for the project, and need not be subjected to further review unless specified in the procurement plan.

h. Member Country Restrictions

Bidders must be nationals of member countries of ADB, and offered goods, works and services must be produced in and supplied from member countries of ADB.

XI. SAFEGUARDS

46. The primary focus of the Project is to support transformation of two of the GMS transport corridors into economic corridors by investing in infrastructure and service improvement and development in selected towns. This will be achieved largely through assisting the participating provincial and town governments in preparing strategic local economic development plans that will include an investment plan for priority subprojects. The priority subprojects have been pre-screened to ensure conformity with project criteria which include strict adherence to safeguard regulations of the ADB and the Government of Cambodia, including environmental and social impact on the population in general and on vulnerable groups in particular. Criteria for selection of subprojects virtually eliminated subprojects with potential significant impact on environment, and resettlement and land compensation matters. Consideration was also given during the subproject selection and design process to ensure that women and vulnerable groups would derive significant benefits from the selected subprojects and that any potential negative impact could be mitigated.

A. Environment

47. The project is Environment Category B, as the proposed sub-projects are not expected to cause irreversible adverse environment impacts. IEEs conducted for all the project cities, identified potential impacts and mitigation measures to be implemented through Environment Management Plans (EMPs). The IEEs are in accordance with the ADB's Safeguard Policy Statement (2009) and the applicable environment regulations of the Government of Cambodia. The IEEs indicate that the potential impacts of the sub-projects are primarily construction related and can be mitigated with good practices in construction outlined in the EMPs. The IEEs and EMPs will be monitored by the Safeguard officers in the EAs, IAs and PIUs. At detailed design stage when the EMPs are updated the final receiving environments for the WWTPs and landfill will be reviewed to ensure that local groundwater and human uses of the affected areas are not adversely affected. Estimated costs for implementing the EMPs have been integrated in the project costs.

48. The EMPs will be finalized during the detailed design stage of the project. The final EMPs, cleared by the ADB, shall form part of the contract bidding documents. The adequate incorporation of environmental considerations during design, and allocation of sufficient budget for O&M/R will mitigate the potential adverse impacts during operation. Effective environment monitoring at all stages of the sub-project implementation will be ensured. In compliance with ADB's information disclosure and consultation requirements, the safeguard documents will be posted on ADB's website. A grievance redress mechanism has been developed and included in the safeguard document to facilitate resolution of complaints regarding the performance of the project.

B. Involuntary Resettlement

49. The safeguard category for involuntary resettlement is A. Three Resettlement Plans (RPs) have been prepared for the sub projects which will trigger land acquisition and resettlement (LAR) impacts. They are (i) Battambang wastewater treatment and flood protection; (ii) Poipet wastewater treatment and (iii) Neak Loeung flood control. Six due diligence studies have also been prepared for sub-projects without LAR impacts which include (i) Urban road, Bavet, (ii) Wastewater, Bavet, (iii) Solid waste management, Poipet, (iv) Material Recovery facility (MRF) Bavet, (v) MRF, Poipet (vi) MRF, Battambang. A total area of 12.9 hectares (ha) will be acquired and 1,249 households (6,582 APs) will be affected by the priority subprojects. Of these, 315 affected households (AHs) (1,671 APs [affected persons]) belong to the subprojects of Neak Loeung, 185 AHs (787 APs) from the subprojects in Poipet and 744 AHs (4,091 APs) in Battambang. However, flood protection subproject in Neak Loeung will have significant impacts with 63 AHs (298 APs) losing more than 10% of

their productive land, Battambang flood protection will have 5 AHs (33 APs) requiring relocation along with 1 AH (5 APs) will require relocation under Poipet flood protection. All other impacts are partial and temporary. The cost is estimated to be \$1.65 million, which includes base costs, allowances, and contingencies. Project information has been disclosed to affected persons throughout the project preparation and a project information booklet will be updated and distributed during DMS (Detailed Measurement Survey).

50. Resettlement documents have been prepared in consultation with local communities and are in accordance with ADB's Safeguard Policy Statement and Cambodian laws and regulations. In compliance with ADB's information disclosure and consultation requirements, the RPs will be posted on the ADB website. A grievance redress mechanism will help to facilitate resolution of complaints regarding project performance. The resettlement plans will be updated and disclosed after detailed design and cleared by ADB prior to contract awards.

C. Indigenous Peoples

51. The Cambodian population consists of Khmer, Cham, Chinese, Vietnamese, and a smaller number of Lao and hill tribes. None of the 24 indigenous people (IP) groups are resident in the participating corridor towns. For all the project towns, the surveys undertaken for the poverty and social assessments (PSAs) identified that the subproject areas are predominantly Khmer. The beneficiary communities, which include some non-indigenous minorities, are supportive of the subprojects, can see clear and direct benefits for them, and understand that the adverse impacts are manageable and can be properly mitigated. The social assessment confirms the conclusion that the project categorization is C, which does not require the preparation of an IP development plan.

52. ADB's safeguard defines indigenous people (IP) as a distinct, vulnerable, social and cultural group who: (i) self-identify as members of a distinct indigenous cultural group and the recognition of this identity by others; (ii) have collective attachment to geographically distinct habitats or ancestral territories; (iii) have customary, cultural, social or political institutions that are different from those of the dominant society and culture; and, (iv) have a distinct language, often different from the official language of the country or region. The policy is triggered if a project directly or indirectly affects the dignity, human rights, livelihood systems, or culture of indigenous people.

53. Where IR impacts will be experienced by IP households, it will be necessary to collect relevant information during field investigations and consultations, and include a separate section in the resettlement plan to address ethnic minority issues and mitigation measures.

54. The IP safeguard category is C because the ethnic minority groups in the project area are not distinct as per the SPS and there will be no impacts on their dignity, human rights, livelihood systems, or culture. As noted above the social assessment survey found that ethnic minorities, who consist of Cham and Vietnamese groups make up a small proportion of the urban population in each of the project areas (less than 2%). They have been well integrated into mainstream Khmer society in all aspects of life, including language, clothing, housing, and economic activities. There will be no adverse impacts on the ethnic minorities groups. They will benefit equally from project investments.

XII. GENDER AND SOCIAL DIMENSIONS

55. The purpose of the Gender Action Plan (GAP) is to ensure that women will benefit in the short and long term, and in both direct and indirect ways, from the proposed urban improvements. The GAP will ensure there are suitable avenues available for women's participation, and it includes measures for maximizing their participation in local-level decision-

making. Further, the GAP will put in place measures to mitigate negative impacts and reduce risks associated with the subprojects:

Project Outputs	Proposed Actions and targets
Output 1: Strategic Local Economic Development Plan (SLEDP) adopted and implemented	
<p>1.1. GAP Component 1 - Institutional Strengthening for Gender and Development</p> <p>Funded under capacity development and training</p>	<ul style="list-style-type: none"> • Gender issues reflected and mainstreamed in planning documents including socio-economic development plans and master plans; • PMS's gender specialists will collect sex-disaggregated data on EA/IAs staffing and technical designation as baseline and monitoring of gender targets for overall staff and management positions to refine the gender awareness training inputs; • Provide gender awareness and sensitization training for 30 EA/IA staff (each province); gender awareness training for managers and staff to increase sensitivity to different needs of women and men.
Output 2: Priority urban infrastructure investments implemented	
<p>2.1 GAP Component 2 – Empowerment for Women in Urban Community Development and Skills Training</p> <p>Funded under capacity development and training</p>	<ul style="list-style-type: none"> • Market assessment survey undertaken indicating current demand and economic growth areas in towns. • Training for women to better position their entry in the growing employment demand areas arising from project interventions, targeting at least 150 women per town, for example, construction skills training targeting women • A target of 40% women for employing existing informal waste pickers in the material recovery facilities (MRFs) funded under the project, including skills upgrade training. This is based on PPTA field data showing up to 95% of informal waste pickers are currently women. • Construction phase employment, construction workers will be 30% female; contractor records to be sex disaggregated for monitoring purposes
<p>2.2 GAP component 3 – HIV awareness and prevention</p> <p>Funded by construction companies</p>	<ul style="list-style-type: none"> • Awareness training provided by external HIV organizations and/or NGOs subcontracted by contractors during workforce mobilization for laborers and community surrounding construction locales
<p>2.3 GAP component 4 – sanitation, health and hygiene program</p> <p>Funded under capacity development and training</p>	<ul style="list-style-type: none"> • Training 2 health and sanitation promoters (male and female) in each town through a training of trainers (TOT) program • Establish and train 2 LWU staff as facilitators for IEC completion in each town.
<p>2.4 GAP component 5 – road safety campaign</p> <p>Funded under capacity development and training</p>	<ul style="list-style-type: none"> • Target girls as well as boys in school awareness campaigns
Output 3: Institutional capacities strengthened	
<p>3.1 GAP component 6 – institutional strengthening for gender and development</p> <p>Cost incl. in project output 1</p>	<ul style="list-style-type: none"> • Ensure that 20% of the overall staff positions and 20% of the management positions in the Project Management Units and Project Support Units to be female

56. **Institutional responsibilities and monitoring.** The EA's PMU will support and assist the PIUs in implementing and internal monitoring of the GAP. The PISCD consultant will include a national (8 person-months) gender specialist. Internal monitoring will be undertaken by the IAs and PMS gender specialists, and findings will be consolidated in the project's quarterly progress reports.

XIII. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

A. Project Design and Monitoring Framework

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact</p> <p>The towns of Battambang, Bavet, Neak Loeung, and Poipet will become centers of economic activity in the Southern Economic Corridor</p>	<p>By 2023</p> <p>In project towns (represented by provincial data), trade services increased from 8.4% of GDP in 2007 to 18.4%; transport and communication services increased from 6.9% of GDP in 2007 to 16.9%; hotels and restaurant services increased from 4.3% of GDP in 2007 to 14.3%</p> <p>Employment opportunities ^a for women increased from 52% in 2012 to 53.5% (nationally)</p> <p>Flood-affected population in Battambang and Neak Loeung reduced by 30% of regularly affected population (50,400 in 2012)</p>	<p>National statistics</p> <p>Annual socioeconomic data of the government, i.e., National Institute of Statistics, 2009. General Population Census of Cambodia, 2008</p> <p>National business data</p> <p>Project progress reports with employment impact data of female participants</p> <p>Labor data school attendance records (reported incidence of sick days, i.e., missed work and missed school)</p> <p>Annual socioeconomic surveys disaggregated by sex</p>	<p>Assumption</p> <p>Government remains fully committed to the project</p> <p>Risk</p> <p>Corridor towns unable to collect revenue for wastewater treatment plants, sanitary landfill, and solid waste management</p>
<p>Outcome</p> <p>Urban infrastructure improved and climate resilience enhanced in Battambang, Bavet, Neak Loeung, and Poipet</p>	<p>From 2013 to 2023</p> <p>Improved access to urban infrastructure affects 558,220 inhabitants (cumulative figure) in four project towns</p> <p>Annual economic impact of poor sanitation, accounting for a loss of \$33 in 2005 per capita per year, reduced by 40%</p> <p>Urban areas affected by perennial flooding reduced by 30%</p>	<p>Provincial, district, and town statistics</p>	<p>Assumption</p> <p>The government remains committed to sustainable management of urban infrastructure as a national development priority</p> <p>Risk</p> <p>Government regulations do not fully support sustainable decentralized operation and maintenance of urban infrastructure</p>
<p>Outputs</p> <p>1. SLEDPs adopted and implemented in Battambang, Bavet, Neak Loeung, and Poipet</p>	<p>By 2021</p> <p>SLEDPs with sex-specific and climate-resilience measures incorporated, adopted, and disclosed; updated as required</p> <p>Baseline: 2010 no such development plans available</p> <p>Gender awareness and sensitization training conducted for 30 executing and implementing agency staff.</p>	<p>Local development plans of implementing agencies and corridor towns</p>	<p>Assumptions</p> <p>Local authorities endorse the SLEDPs and associated budgets</p> <p>Women's participation in SLEDP preparation increased, women's needs identified through participatory processes and reflected in the SLEDPs</p> <p>Environmental and social risks can be mitigated</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>2. Priority urban infrastructure investments implemented</p> <p>Battambang</p> <p>(i) Storm Drainage (PPCR)</p> <p>(ii) Materials recovery facility</p> <p>Bavet</p> <p>(iii) Storm Drainage (PPCR)</p> <p>(iv) Urban roads</p> <p>(v) Materials recovery facility</p> <p>Neak Loeung</p> <p>(vi) Flood protection (PPCR)</p> <p>Poipet</p> <p>(vii) Stormwater Drainage (PPCR)</p> <p>(viii) Materials recovery facility</p>	<p>Priority infrastructure operational by 2021</p> <p>30% of construction workers hired under the project are female</p> <p>(i) 33,000 residents serviced by new and rehabilitated storm water drainage. Flood events of facility reduced (based on 50-year flood frequency)</p> <p>(ii) 30 m³ of recyclables per day segregated benefiting 128,000 residents</p> <p>(iii) 29,000 residents serviced by 29,000 residents serviced by improved storm water drainage. Flood events of facility reduced (based on 50-year flood frequency)</p> <p>(iv) 6.31 km of main urban road upgraded with drainage structures, benefiting 37,100 residents</p> <p>(v) 30 m³ of recyclables per day segregated, benefiting 24,000 residents</p> <p>(vi) 4.29 km flood protection dike constructed; 363 ha of residential and commercial areas protected from annual flooding (based on 50-year flood frequency), benefiting 24,700 residents</p> <p>(vii) 65,000 residents serviced by improved storm water drainage. Flood events of facility reduced (based on 50-year flood frequency)</p> <p>(viii) 30 m³ of recyclables from dry sources segregated, benefiting 58,600 residents</p>	<p>Subproject completion reports of implementing agencies</p> <p>Quarterly and annual progress reports of implementing agencies</p> <p>Local authorities' statistical data</p>	<p>Priority infrastructure will promote gender equality and/or women's empowerment by improving women's access to, and use of opportunities, services, resources, and assets; and contribute to increased participation in decision making</p> <p>Capacity development activities take gender balance into account</p> <p>Specific training on gender aspects and issues provided to all staff of executing and implementing agencies and project implementing units</p> <p>Risks</p> <p>Local authorities do not recognize the need for continued capacity development</p> <p>Required budgets for sustaining operations are not allocated</p>
<p>3. Institutional capacity strengthened</p>	<p>By 2018</p> <p>1,000 people trained in project management and implementation, and social and environment safeguards; gender targets achieved: staff quota of 30% women in the PMU and PIU with increased role in decision making</p> <p>Memorandum of agreement signed between implementing agencies and district and corridor town authorities on subproject O&M and climate resilience measures</p> <p>Women hold 30% of overall staff positions and 30% of the management positions in the PMU and PIU</p>	<p>Executing and implementing agency records of capacity building and training events (disaggregated by sex);</p> <p>Number of staff (by gender) before and after project implementation</p> <p>Community capacity building for increased gender awareness and participation of women in local decision-making</p>	<p>Risks</p> <p>Delayed or incomplete settlement of land acquisition and resettlement entitlements</p> <p>Lack of municipal quality control and performance evaluation</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Activities with Milestones		Inputs	
1. Four SLEDPs adopted and implemented		Item Amount (\$ million)	
1.1 Adopt four SLEDPs, with gender-specific measures incorporated, by 2017		ADB loan: SDR24.02 million (Equivalent to \$33.26 million as of 04 Feb 2020)	
1.2 Update SLEDPs as required by 2021		Civil works 25.52	
2. Urban infrastructure investments implemented		Consulting services 3.34	
2.1 Complete detailed design by Q4 2019		Contingencies 3.60	
2.2 Complete land acquisition and resettlement by Q2 2021		Interest during construction 0.80	
2.3 Conduct bidding by Q1 2020		ADB Strategic Climate Fund loan: \$5 million	
2.4 Sign contract by Q3 2020		Civil works 3.78	
2.5 Complete civil works by Q3 2021		Consulting services 0.73	
3. Institutional capacities strengthened		Contingencies 0.47	
3.1. Conduct capacity needs assessment and update capacity development plan Q4 2020		Interest during construction 0.02	
3.2. Conduct public awareness and information campaign program Q4 2020		ADB Strategic Climate Fund grant: \$4.4 million	
3.3. Conduct training needs assessment related to female employment opportunities triggered by the project, by Q2 2018		Civil works 3.27	
3.4. Prepare capacity building modules and training manuals for project management, and monitoring and evaluation by Q4 2020		Consulting services 0.70	
3.5. Establish networks and coordination with training institutions and human resource development learning centers for capacity development		Contingencies 0.43	
3.6. Implement institutional capacity development plan from 2013 to 2020		Urban Environmental Infrastructure Fund grant: \$1.5 million	
3.7. Complete Training on MRF O&M by Q1 2020.		Civil works 1.5	
		Consulting services 0.00	
		Contingencies 0.00	
		Government of Cambodia: \$6.87 million	
		Civil works 3.68	
		Consulting services 0.00	
		Land acquisition and resettlement 11.65	
		Contingencies 1.54	

ADB = Asian Development Bank, GDP = gross domestic product, ha = hectare, km = kilometer, m³ = cubic meter, PIU = project implementation unit, PMU = project management unit, PPCR = Pilot Program for Climate Resilience, Q = quarter, SLEDP = strategic local economic development plan.

^a Refers to outcomes from a strategy that the corridor towns development project undertakes for local employment capture, particularly for vulnerable groups that might otherwise be excluded. This refers to female employment in economic growth opportunities generated by the project, including construction, market trading, solid waste management, and recycling.

Source: Asian Development Bank.

B. Monitoring

a. Project Performance Monitoring

57. The Project Management Unit (PMU) will be responsible for all aspects of monitoring and evaluation, including performance against overall project milestone, safeguards monitoring and financial commitments. Physical and financial progress report on Project achievements will be prepared quarterly and summarized annually.

58. The Project performance management system (PPMS) will be prepared and presented to the Executing Agency, the MPWT within three (3) months after loan effectiveness. The PPMS involves the use of projected targets, performance indicators, assumptions and risks in the Design and Monitoring framework. The PMU will undertake monitoring activities on an annual basis, adopting the same indicators and parameters and report its findings and recommendations to the MPWT and ADB. A comprehensive completion survey will also be conducted and results of which will be included in the Project Completion Report.

b. Compliance Monitoring

59. The ADB will undertake regular review mission to assess the status of compliance of the Project and the EA with the loan covenants related to policy, legal, economic, financial, environmental and institutional elements. Non-compliance issues identified during the ADB review missions will be specified in the quarterly progress reports together with the recommended courses of action.

c. Safeguards Monitoring

60. **Resettlement.** The EA is responsible for the internal monitoring of the implementation of the RPs. With the assistance of the PISCD consultant, the EA will supervise and manage the monitoring of resettlement activities and implementation arrangements. Quarterly reports will be prepared by the PISCD consultant for submission to the EA and ADB. The report includes progress on the status of the RP implementation, information on location and number of people affected, and assistance provided to displaced people. The ADB Review mission will monitor and assess the resettlement activities during the Project implementation period.

61. The monitoring of RP implementation are intended to (i) ensure that the standard of living of affected persons are restored or improved, (ii) determine that the resettlement objectives are being met, (iii) assess that rehabilitation and compensation elements are sufficient, (v) identify problems and risks, and (vi) come up with adequate measures to mitigate resettlement problems.

d. External Monitoring and Evaluation

62. The EA will engage the services of an External Monitoring Consultant (EMC) to undertake independent review of the EMPs and determine where intended goals are being achieved and corrective measures are required. The MEF will engage the services of an External Monitoring Consultant (EMC) to undertake a similar review of implementation of the RPs and determine where intended goals are being achieved and corrective measures are required. The purpose of the external monitoring is to verify that the EMPs and RPs have been implemented in an effective and timely manner in accordance with the approved plans and guidelines from the government and ADB. This is also intended to assess the degree of achievement in terms of the Project objectives, meaning that displaced peoples were able to restore or better their incomes and living standards.

63. External monitoring reports will be prepared by the EMCs to be submitted directly to the ADB and to the EA every six months. The reports will incorporate the progress of the updating and implementation of the resettlement plan, the identified issues and problems and recommended courses of action to address such problems in a timely manner. The EMC reports will be presented and discussed by the EMC with EA, IAs and PIUs where remedial measures and courses of further actions will be agreed.

e. Monitoring the EMP

64. The EA through the PMU will be responsible for the preparation and submission of semi-annual reports on the environmental issues and achievements made in the implementation of the environment management plan (EMP). The EA will provide these quarterly reports to the Ministry of Environment (MOE) and the ADB. At its discretion, MOE will conduct field inspection related to the performance of the EMP.

f. Gender and Social Dimension Monitoring

65. Through the Project performance management system, the EA will monitor the implementation of the GAP based on specific social safeguards indicators. Such indicators will be further refined for the monitoring and evaluation framework during the Project implementation process.

C. Evaluation

66. The implementation of the Project will be jointly reviewed at least twice a year by the national government and the ADB. The Project review will cover: (i) the performance of the EA, IAs, PIUs, consultants and contractors; (ii) physical progress of the urban infrastructure subprojects; (iii) effectiveness of the capacity building and training programs; (iii) compliance with loan covenants; and (v) assessment of Project sustainability in terms of technical and financial aspects.

67. Aside from the regular joint Project reviews, the government and ADB will conduct a comprehensive midterm review of Project implementation after 3 years of operation. This is intended to identify key issues and constraints that hinder smooth Project implementation and to come up with appropriate remedial courses of action. The midterm review will include; (i) an assessment of the need to reformulate the Project organization and management structure, (ii) updating the design monitoring framework and, (iii) determine necessary extension of the loan closing date.

D. Reporting

68. The EA through the PMU will provide ADB the Quarterly Progress Report based on the format which is consistent with ADB's project performance reporting system. The EA will also submit the Consolidated Annual Report which contains the progress achieved by output as measured through the performance indicators and targets, key implementation issues and corrective measures. This report incorporates the social safeguards report, updated procurement plan and the updated implementation plan for the succeeding years of Project implementation. Within six months of physical completion of the Project, the EA will submit to the ADB the Project Completion Report which provides detailed information on the use of loan proceeds on project components and the extent to which the Project outcome has been accomplished.

69. The EA will also provide other Project reports as may be requested such as the reports on project environmental impact, Stakeholder's consultation, social and environmental safeguards and related evaluation reports. Within 3 months of commencement of services, the Project consultants will be tasked to harmonize the reporting requirements of the government and ADB.

70. The PMU will submit monthly financial reports in prescribed formats to the EA and ADB. The financial report will be audited annually by qualified auditors approved by the government and ADB. The audited financial report which contains the measures on action being undertaken shall be submitted by the EA to ADB.

E. Stakeholder Communication Strategy

71. Based on ADB's guidelines for communication and consultation,⁶ the main objectives of consultation and communication are:

- To provide intended beneficiaries with the information needed to encourage and enable them to participate in design and implementation of projects and programs;
- To gather information from beneficiaries and stakeholders about the impact and effectiveness of proposed projects and programs; and
- To provide interested stakeholders and the general public with information about projects and programs as they are implemented.

72. Successful consultative and communication processes are (i) participatory – communication is two-way and involves a range of stakeholder groups representing different sectors and perspectives; (ii) timely – participants are sufficiently informed about the development to know how decisions will be, or have been, made, when they can participate in the discussion, and what factors and/or issues are presently under discussion. Communication and consultation must begin early enough to solicit useful input, and to manage public expectations, as well as be ongoing throughout development and implementation; and, (iii) meaningful – the information gathered through the consultative process is used to inform an understanding of, at a broader level, the needs and priorities of stakeholders and consequent decision-making, and at the project-specific level, communities' needs and wishes in terms of design and implementation.

a. Identification of Stakeholders

73. The stakeholder communication strategy prepared for the Project is based on the principles of meaningful engagement, transparency, participation, and inclusiveness to ensure that vulnerable and/or marginalized groups such as women, the poor, and unemployed, have been given equal opportunities to participate in the design of the Project, and can be offered means and opportunities to continue to be engaged during Project implementation. Various means of communication and information exchange have been employed throughout the PPTA and proposed in the communication strategy for ongoing dialogue during Project implementation.

74. Identification of stakeholders for the Project has been undertaken in a participatory and flexible manner, including discussions with the EAs and IAs at various stages of the PPTA process, to ensure that any additionally identified stakeholders can be included in ongoing discussions and have inputs to the Project design. Stakeholder communication to date has

⁶ ADB. 2011. *Public Communications Policy*. Manila.

focused on institutional stakeholders, communities within the Project area, and persons directly affected by proposed Project interventions.

75. The stakeholders with an interest in the design and successful implementation of the Project include:

- Institutional stakeholders including the (i) EAs and IAs and other relevant government agencies responsible for the design, management and implementation of the Project; (ii) state institutions which share an interest in the Project
- Private sector institutions, particularly Chambers of Commerce and potential participants in PPP subprojects and those who share an interest in the outcomes of the Project;
- Non-governmental organizations (NGOs) and community-based organizations (CBOs) which have provided information that has been incorporated into the design of the various Project interventions, and which might participate in implementation of measures and interventions;
- Communities living along the corridors who will benefit from the Project, and who have an interest in identifying measures to enhance or maximize the benefits, communities within the subproject areas who may be directly and/or adversely affected, and who have an interest in the identification and implementation of measures to avoid or minimize negative impacts;
- As a sub-group of the above, vulnerable and/or marginalized groups who have an interest in the identification and implementation of measures that support and promote their involvement and participation in the Project; and
- Any other institutions or individuals with a vested interest in the outcomes and/or impacts of the Project.

b. Participation of Stakeholders

76. Stakeholders have been, and will continue to be, consulted at Project level and subproject level. The main entry points for participation by stakeholders have been (i) consultations and discussions with EAs and IAs throughout the PPTA; (ii) preparation of the Strategic Local Economic Development Plans (SLEDPs) and investment plans; (iii) discussion and validation of indicators included in the Project DMF; (iv) employment of various participatory tools including key informant interviews (KIIs), focus group discussions and surveys undertaken for the safeguards assessment and monitoring and evaluation purposes.

77. Institutional stakeholders have participated in the design of the project including to the technical standards applied to the various subprojects, safeguards assessments (including identification of measures to enhance Project benefits and minimize negative impacts) of the subprojects, institutional framework for implementation, and monitoring and evaluation. Consultation will continue throughout the project cycle (as per the Stakeholder Communication Strategy). In particular IAs will ensure that agencies responsible for operation and maintenance (O&M) of infrastructure investments after Project completion will be consulted on designs, specifications and O&M requirements. During implementation the EAs and IAs will undertake quality control inspections and monitoring, and after Project completion will manage the handover of facilities to the agencies responsible for O&M.

78. Communities and affected individuals have been meaningfully consulted on the project activities that affect them. Such consultation commenced at the inception of the PPTA activities.

79. Table 5 is the Stakeholder Communication Strategy proposed for the Project. The Stakeholder Communication Strategy identifies key communication objectives that need to be

promoted for project success; what messages need to be communicated and at what stages of the Project cycle; who are the essential stakeholders to engage in to achieve the communication objectives; the main mechanisms for communication and the parties responsible for facilitating consultation and participation; and how the outputs are to be incorporated into Project documents.

Stakeholder Communication Strategy for the Project

Objective	Messages/Means of Communication/ Activities	Timing (Date or Period)	Responsibility and Resources/ Cost (\$)	Stakeholders	Key Challenges/ Risks
PROJECT CONCEPT and PRELIMINARY DESIGN					
Establish ownership of Project; Clearly identify overall objectives and outcomes of Project; Identify subprojects	Presentation about Project; Undertake key government stakeholder meetings; Workshops	PPTA	MPWT, PPTA Team, ADB	MPWT, PSC, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments, PDPWTs	Obtaining views and documents in timely manner;
Prioritization of subprojects	Emphasis on linkages between proposed subprojects and overall development vision and short/medium term development plans; Provincial and stakeholder meetings; Workshops	PPTA	MPWT, PPTA Team, ADB	MPWT, PSC, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments, PDPWTs	Agreement on short-list; Willingness to identify priority subprojects; Concurrence between EAs and IAs as to "priorities"
Prepare strategic local economic development plans (including investment plans)	Provincial and stakeholder meetings; SWOT analysis; Workshops;	PPTA	MPWT, PPTA Team, ADB	MPWT, PSC, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments, PDPWTs potential private sector partners	Obtaining views and documents in timely manner; Difficulty in identifying how Project integrates with existing and planned developments; Amount of information; Investment plan preparation reliant on agreement of subprojects and priority
Dissemination of information, establish process for communication and participation	General outreach and awareness raising; KIIs and FGDs	PPTA On-going	MPWT, PPTA Team, IAs, PISC	MPWT, PSC, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments, PDPWTs , potential private sector partners, beneficiary communities, APs	Trust of information (sources and accuracy); Language and literacy issues; Managing expectations
FEASIBILITY STUDIES PHASE					
Establish flow of information about Project	Meetings to discuss and agree the level of information;	PPTA	MPWT, PPTA Team	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments, PDPWTs	Timing and availability of information; Managing expectations; Agreement on information to be provided and what stages of Project.

Identify stakeholders and communities of interest (incl. affected households [AHs] and beneficiaries)	Identification of subproject impact areas, field visits; Initial community and stakeholder meetings and discussions of key issues, impacts, concerns	PPTA Regular/ on-going	PPTA Team Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments , PISC, NGOs	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments, CSOs, beneficiary communities, APs	Inadequate subproject information for scoping of issues; Stakeholders/affected people incorrectly identified
Undertake consultations for obtaining general information for project	Information checklists prepared; Meetings – KIIs, FGDs, semi-structured interviews/surveys	PPTA	PPTA Team	Beneficiary Communities; APs; NGOs such as Meato Phum Komar 'Homeland' (MPK) or World Vision-Cambodia (WVC) in Battambang; Dam Nuk Tek Poipet (DNTP) or Field Relief Agency (FRA) in Poipet; or Youth Association of Cambodia in Bavet, as well as CSOs.	Identification of valid community representatives; Information feedback mechanism not adequate to cope with different stakeholders views; Managing expectations
Meetings with local government, communes/villages, community groups (including sub-groups as necessary) and AHs	Meetings – FGDs, one-on-one interviews; Discussions on potential impacts of the Project and mitigation measures; Identification of benefit enhancement measures to be included in design;	PPTA	PPTA Team	Beneficiaries Communities and APs, NGOs (see above), CSOs	Identification of valid community representatives; Information feedback mechanism not adequate to cope with different stakeholders views; Managing expectations
Establishment and implementation of "grievance" mechanism/system	Agree and establish grievance redress mechanisms in line with existing traditions and processes; Recording and resolving of grievances, issues and complaints in respect of any aspect of the Project; Incorporated into IEEs, PSAs, RFs and EMPs where appropriate	PPTA On-going	PPTA Team, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments , PISC	MPWT, District and Provincial Committees and courts	Existing process may not readily lend themselves to required resolution timeframes for subproject implementation; Clear establishment of, and agreement to, when costs borne by person bringing grievance
Conducting consultative meetings on impacts and mitigation measures	Meetings (KIIs and FGDs) to collect baseline data and inform measures/options; Identify community needs during construction and operation; community participation in identification of mitigation	PPTA	PPTA Team	beneficiary communities, women's groups, business owners, CSOs	

Approval and endorsement of draft EMPs	Draft EMPs prepared as part of IEEs	PPTA	MPWT , PPTA Team	MoE, DDOE No objection from ADB	
Approval and endorsement of draft RPs	Summary of draft RPs distributed to affected villages and made available for AHs to review	PPTA	MPWT, PPTA Team	MPWT APs No objection from ADB	
DETAILED DESIGN PHASE					
Notification of any land required for <u>temporary use</u> beyond existing ROWs and any assets to be removed/relocated	As per RF, RPs and Gov. regulations; Publish list of affected lands/sites in local newspapers/list on public notice-boards; Publicised on local radio/media	ASAP prior to construction	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments , PISC	Land Depts/Offices, village/commune leaders, affected land/asset owners, NGOs as required	PISC to assist IAs with organizing public notices
RP implementation (including public notices)	Following procedure set out in RF, RPs implemented, compensation awarded; Notice of clearance of ROW issued; construction zone cleared of encumbrances	ASAP prior to construction	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PISC, Resettlement Committees	Land Depts/Offices, village/commune leaders, affected land/asset owners, NGOs as required	Resettlement Committees need to be established; ESMU (in PMU/PIUs) to be adequately staffed; Timing of implementation of RAP will be critical to start of subproject construction; RPs to be fully implemented (i.e. all compensation awarded <i>prior to</i> construction); RP monitoring commences – EMO needs to be engaged
Public notification of survey commencement	Demarcation undertaken; Further meetings; Review of cadastral information and confirmation of adjacent land titles, etc.	Ongoing (as required by subproject sequencing)	Contractors, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PISC	Land and Cadastral Depts/Offices, village/commune leaders, affected land/asset owners, community leaders,	Subject to negotiations between DB Contractor and landowner Any temporary use of land beyond ROW to be negotiated between DB Contractor and landowner as per the requirements of the RF
Meetings as required to resolve grievances and complaints	Complaints/issues treated seriously and efforts made to resolve to satisfaction of person bringing grievance; Following procedure set out in RF, RPs; Address issues as required; Recorded for monitoring purposes	On-going as required	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PISC, Resettlement Committees, courts (if required)	Land Depts/Offices, village/commune leaders, affected land/asset owners, community leaders, NGOs (mediators) as required	Resettlement Committees need to be established;

Update EMPs as per survey and detailed design	Meetings as required with Contractors (Contractors to nominate <i>contact person</i> for subprojects), IAs, PISC, local community representatives as required; Confirm details of IEEs <i>viz-a-viz</i> detailed design and update EMP	On-going (as required by subproject sequencing)	Contractors, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments PIUs, PISC	MoE, DDOE, PMU, communities (as represented by leaders)	PISC to highlight areas of special significance (in preliminary EMP) where Contractors need to take additional care during construction; Incorporate appropriate good practice environmental protection measures into designs and update EMP for all subprojects, including measures to address specific community issues
Full disclosure of updated EMPs and RPs	Disclosure of approved Project documents in EA and IA offices, local government offices; Web disclosure of project documents	On-going (as required by subproject sequencing)	Contractors, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments PIUs, PISC, EAs, no objection from ADB	MPWT, MoE, DDOE, PMU, communities, NGOs	Updated documents approved and endorsed; summaries of approved EMP, RP uploaded to MCA web-page; All consultation and disclosure activities to be monitored
Provide opportunities for participation in obtaining of necessary environmental (and any other) permits as required	As per process set out in IEEs and EMPs (including public notices as required)	ASAP prior to construction (as required by subproject sequencing)	Contractors, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PISC,	MoE, DDOE, PMU, , communities, NGOs	Monitoring of compliance with permit conditions and approved EMP provisions; Permits may contain additional requirements for monitoring that need to be included in revised plans; All activities to be monitored - EMO needs to be engaged
CONSTRUCTION PHASE					
Notification of site boundaries and construction limits (areas required to construct the works)	As per detailed design drawings; Publication of list of affected lands/sites in local newspapers and publicised on radio and other media;	ASAP prior to construction (as required by subproject sequencing)	Contractors, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PISC	MPWT, PMU, Beneficiary communities, NGOs	PISC to assist with public notices
HIV/AIDS/STIs and trafficking awareness and prevention campaign	Workshops, training and awareness sessions for Contractor staff and communities; Implemented as per requirements of GAP, SDP and EMP	ASAP prior to construction (as required by subproject sequencing)	Contractor; NGO (or other)	Contractor staff, Beneficiary communities, Provincial Health Depts	Subject to separate contract for NGO to deliver training and awareness

Advance notice for removal of any material (incl. below ground level) not already cleared from construction zone	Notice to be hand delivered to commune/village leaders; clearing shall not extend outside the limit of the NOTIFIED Site boundaries unless otherwise agreed with landowner	At least 4 weeks prior to commencing construction	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, Contractor	Commune/village leaders, land/asset owners	Removal of material limited to NOTIFIED area; Subject to monitoring as per monitoring plan
Implementation of updated and approved EMP	As per approved EMP; Address issues as required; recorded for monitoring purposes	During construction works	Contractor; Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC EMO	Beneficiary Communities, NGOs	Communities and NGOs to be encourage to audit/spot-check works and EMP implementation; Subject to monitoring as per monitoring plan
Cooperation with local government, communes/villages and police to manage construction access and traffic issues in respect of road subprojects	As required by EMP; Address issues as required; Recorded for monitoring purposes	During construction activities and works	Contractor; Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC Police	PDPWDs/DDPWDs, Beneficiary community leaders,	Successful implementation of traffic management plan; Subject to monitoring and evaluation
Involvement of local community in construction (wherever possible and practicable)	Engagement of local people (including poor and women) as labourers	During construction activities and works	Contractor, Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC, EMO	Beneficiary Communities	In compliance with local labour laws and clauses included in contracts (as identified in IEE and PSA); Internal and external monitoring to ensure hiring targets met and compliance issues
Consultation and disclosure arrangements during (i) implementation, (ii) monitoring and evaluation	As per CPP, GAP, IEEs, RPs and any relevant Gov. laws and requirements for notification	As required	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC, EMO	Beneficiary Communities, NGOs	All consultation and disclosure activities to be monitored

Compliance monitoring and evaluation	As per subproject performance monitoring system and overall PDMF; Any community reports/complaints made as per grievance redress mechanism	As identified in RFs, monitoring plans and PDMF	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC, EMO	Beneficiary Communities, NGOs	Community to participate in monitoring process through establishment of contact points in each commune/village; Corrective actions identified with timeframe for resolution
OPERATIONAL PHASE					
Post-construction updates to communities and stakeholders	Keep communities informed and highlight operational issues (meetings, leaflets); Address issues as required; Recorded for monitoring purposes	Immediately prior to construction completion	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC, EMO	Provincial and district Governments, Beneficiary communities, NGOs	Access to updated web-sites and project information (incl. Project progress and status as required
Health and safety issues addressed	As per awareness programs; required (in addition to physical measures such as speed humps or 'sleeping policemen" and road signage)	As indicated in GAP, SDP and EMPs	IAs/PIUs, PISC, NGOs as required, Police, other agencies as required	Beneficiary Communities	Following hand-over of project facilities to responsible agencies; Separate road safety development program incl. driver and pedestrian education as well as signs and physical measures
Benefit monitoring and post-evaluation	As per environmental/social impact monitoring plans and DMF post-RP monitoring requirements; Community to participate in monitoring process through establishment of contact points in each commune/village	As identified in monitoring plans and PDMF	ADB, EAs, EMO (or consultant)	Beneficiary Community, NGOs	Identification and on-going participation of community contact persons; Subject to mid-term review and post-evaluation

ADB = Asian Development Bank, AP = affected person, CSO = civil society organization, DMF = Design and Monitoring Framework, DDOE = District Department of Environment, DDPWT = District Department of Public Works and Transport, EA = executing agency, EMO = external monitoring organization, EMP = environmental management plan, FGD = focus group discussion, GAP = Gender Action Plan, IA = implementing agency, IEE = initial environmental examination, KII = key informant interview, MoE = Ministry of Environment, MPWT = Ministry of Public Works and Transport, PDPWT = Provincial Department of Public Works and Transport, PMU = Project Management Unit (of EAs), PSC = Project Steering Committee, RP = resettlement plan, PSA = Poverty and Social Assessment, PPTA = project preparatory technical assistance, SDP = Social Development Plan, PISC = project implementation and supervision consultant, PIU = project implementation units (of IAs).

XIV. ANTICORRUPTION POLICY

80. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the Project.⁷ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all Project contractors, suppliers, consultants and other service providers. Individuals/entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the Project.⁸

81. To support these efforts, relevant provisions are included in the loan agreement and the bidding documents for the Project.

XV. ACCOUNTABILITY MECHANISM

82. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make a good faith effort to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.⁹

XVI. RECORD OF PAM CHANGES

83. All revisions and updates of the PAM during the course of Project implementation should be retained in this Section to provide a chronological history of changes to implementation arrangements recorded in the PAM.

1	Updated Table 1 : Summary Description of Subprojects
2	Updated Overall Project Implementation Plan
3	Updated Key Persons Involved in Implementation
4	Updated Indicative Inputs for Construction Supervision Consultant
5	Update Costs and Financing
6	Update Procurement Plan
7	Update Gender Action Plan Targets
8	Update Project Design and Monitoring Framework
9	Update Capacity Development Plan

⁷ Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

⁸ ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

⁹ For further information see: <http://compliance.adb.org/>.

PROJECT IMPLEMENTATION SUPPORT AND CAPACITY DEVELOPMENT CONSULTANTS

A. Detailed Tasks of Specialists

1. International Consultants

a. Urban Development Specialist/ Team Leader (21 p-m, International)

1. The Urban Development Specialist/ Team Leader will be responsible for overall project management and delivery of the defined tasks of the PISCD team. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field. Specifically the candidate will be responsible for the following scope of work:

- (i) manage and coordinate overall consulting services inputs in close collaboration with the executing agency (EA) and project management unit (PMU);
- (ii) design and implement quality assurance systems to ensure the highest quality output from the consulting team;
- (iii) advise the EA and PMU on organizational arrangements for effective financial management for project implementation;
- (iv) review and advise on internal control systems in the EA and PMU and recommend improvements for internal control systems;
- (v) assist in the preparation of detailed time bound implementation schedules and work and financial plans based on the agreed scope of work and approved TOR;
- (vi) assist the PMUs with preparation of TOR for Detailed Engineering Design (DED) consultants and Construction Supervision (CS) consultants;
- (vii) ensure quality control over detailed designs, cost estimates, procurement documents, construction activities and delivery of goods and services;
- (viii) guide and advise the PMU regarding arrangements for PPP initiatives, including:
 - a. formulation of criteria and procedures for selection of PPP Partners,
 - b. review of market assessment studies,
 - c. preparation of request for proposals from potential PPP Partners,
 - d. evaluation of PPP proposals and
 - e. recommendation for selection of PPP partners;
- (ix) assist the PMU to implement and manage the PPMS;
- (x) prepare format for quarterly and annual progress reports, and assist in the preparation of such reports and timely submission to ADB and recommend actions in the event of any adverse variances against target indicators;
- (xi) provide direct on-the-job training in project management and operation for PMU and PIUs and overall guidance to the implementation of capacity development plans;
- (xii) help ensure compliance with relevant ADB policies and guidelines including implementation of social and environmental safeguards measures;
- (xiii) help the EA on an intermittent basis for project review, assessment of project outputs and outcomes; and
- (xiv) help the EA draft the EA's project completion report (PCR).

2. The Urban Development Specialist/ Team Leader will have a Masters degree from a recognized university in Urban Planning, Development Economics or other relevant discipline. He/she will have at least 15 years of work experience in urban sector development and urban infrastructure implementation under overseas development assistance (ODA) funded projects, with at least 5 year experience as Team Leader. Will have proven

experience in coordinating and managing a team of experts to perform multidisciplinary assignments and to prepare and manage project implementation. He/she must have excellent organizational and interpersonal skills, be reactive and client oriented, hands on and results oriented. He/she must have demonstrated ability to work with a multi-disciplinary team with counterparts and others project stakeholders.

b. Sanitary Engineer (6 person-months, International)

3. The Sanitary Engineer will report directly to the Team Leader and will be based in Phnom Penh, but will be required to travel frequently to the field. He/she will be responsible for the quality of design of wastewater treatment facilities and solid waste management subprojects or components. In particular, he/she will be responsible for the following scope of work:

- (i) provide guidance in the preparation of wastewater treatment involving construction of sewage systems, establishment of wastewater treatment plants (WWTP), sanitary landfills, and solid waste management subprojects or components;
- (ii) assist in the preparation of TORs for detailed design and construction supervision consultants to be recruited by the PMU;
- (iii) review detailed designs, cost estimates and procurement documents for sewerage collector systems, WWTP, sanitary landfills, and solid waste management subprojects or components;
- (iv) assist in the preparation of specifications and bidding documents for civil works, goods and services related to sewerage collector systems, WWTP, sanitary landfills, and solid waste management subprojects or components;
- (v) assist in the preparation of work plans and schedule of activities for implementation of sewerage collector systems, WWTP, sanitary landfills, and solid waste management subprojects or components;
- (vi) assist in the preparation of technical specifications to ensure engineering quality of sewerage collector systems, WWTP, sanitary landfills, and solid waste management subprojects or components;
- (vii) propose proper hand-over arrangements of the waste water treatment facilities, landfill and solid waste management facilities for agencies responsible for O&M of those facilities;
- (viii) assist in the preparation of draft O&M plan for wastewater treatment facilities, sewage collector systems and structures, as well as landfills and solid waste management facilities; and
- (ix) assist in assessing capacity development needs in planning and implementation of O&M of wastewater and solid waste subprojects for participating agencies and district authorities.

4. The Sanitary Engineer will have a degree from a recognized university in sanitary engineering or other relevant discipline. He /she will have at least 10 years of professional work experience in managing, designing and supervising construction of sewerage networks, wastewater treatment plants, landfills and solid waste management facilities, of which 5 years will have been with ODA-funded project.

c. Urban Road, Flood Protection and Drainage Engineer (6 p-m, International)

5. The Urban Road, Flood Protection and Drainage Engineer will report directly to the Team Leader and will be based in Phnom Penh, but will be required to travel frequently to the field. He/she will be responsible for the quality of design of urban roads, flood protection, and drainage works. In particular, he/she will be responsible for the following scope of work:

- (i) provide guidance in the preparation of urban roads, flood protection and drainage structures subprojects;
- (ii) assist in the preparation of TORs for detailed design and construction supervision consultants to be recruited by the PMU;
- (iii) assist in the preparation of specifications and bidding documents related to urban roads, flood protection and drainage subprojects or subproject components;
- (iv) review detailed designs, cost estimates and procurement documents related to urban roads, flood protection and drainage subprojects or subproject components;
- (v) assist in the preparation of work plans and schedule of activities for implementation of urban road, flood protection and drainage subprojects;
- (vi) assist in the preparation of technical specifications to ensure engineering quality of urban roads, flood protection and drainage subprojects or subproject components;
- (vii) propose proper hand-over arrangements of rural roads, flood protection and drainage structures for agencies responsible for O&M of those activities;
- (viii) assist in the preparation of draft O&M plan for rural roads, flood protection and drainage structures; and
- (ix) assist in assessing the capacity needs in planning and implementation of O&M of urban roads, flood protection and drainage structures for participating agencies and local institutions.

6. The Urban Roads, Flood Protection and Drainage Engineer will have a degree from a recognized university in civil or municipal engineering or other relevant discipline. He/she will have at least 10 years of work experience in rural roads, flood protection and drainage works in developing countries, of which 5 years will have been with ODA-funded projects.

d. Environment / Climate Change Adaptation Specialist (4 p-m, International)

7. The Environment /Climate Change Adaptation Specialist will report directly to the Team Leader and will be based in Phnom Penh but will be required to travel to the field as required. He/she will be responsible for setting up the standards and procedures for assessment of the environmental impact of the project, as well as ensuring climate change resiliency measures are implemented for project investments. In particular, he/she will be responsible for the following scope of work:

- (i) review and update the Initial Environmental Evaluation (IEE) report, Environment Management Plan (EMP), and climate resiliency framework prepared during the TA and recommend necessary refinements and improvements based on government and ADB policies and requirement;
- (ii) conduct environmental safeguards due diligence assessments;
- (iii) ensure that EMPs and climate change adaptation and resiliency measures are considered in detailed designs and technical engineering of the urban infrastructure subprojects;
- (iv) provide guidance regarding consultations with project-affected people for drafting safeguard documents;
- (v) assess the capacity development needs of project staff in environmental management and climate resiliency measures and recommend appropriate capacity building interventions and training programs;
- (vi) advise on the gathering of relevant data and information on climate change adaptation and resiliency elements as basis for crafting action plans based on the climate resiliency framework;

- (vii) ensure that environment safeguards and climate resiliency measures are adequately considered in the bidding documents and in the evaluation criteria for civil works, goods and services;
- (viii) coordinate with participating Ministries, Provincial Department, District Offices and corridor town authorities on regulatory and compliance issues related to environment safeguards and climate change adaptation and resiliency issues;
- (ix) advise on environmental and climate resiliency related concerns that may arise during project implementation and recommend appropriate action plans;
- (x) assist in preparing public awareness programs on environmental and climate change adaptation and resiliency issues;
- (xi) assist in developing indicators for monitoring impact of environment safeguards and climate resiliency measures on urban sector development; and
- (xii) assist in assessing capacity development needs in environmental safeguards and climate change adaptation.

8. The Environment/ Climate Change Adaptation Specialist will hold a Masters degree from a recognized university in environmental science, urban planning, engineering or other relevant discipline. He/she will have at least 10 years of relevant work experience in environmental and climate resilience measures for urban infrastructure, of which 5 years will have been on ODA projects related to flood control and drainage, river bank protection, solid waste management, wastewater treatment and urban roads.

e. Social Safeguard and Resettlement Specialist (5 p-m, International)

9. The Social Development and Resettlement Specialist will report directly to the Team Leader and will be based in Phnom Penh but will be required to travel to the field to assist the EA, PMU and PIUs with social development activities including resettlement and gender as required. He/she will be responsible for the following scope of work:

- (i) update social development plans and gender action plan (GAP) and poverty action plans and provide guidance for their implementation;
- (ii) review the social safeguards framework and advise on necessary adjustments to urban infrastructure investments acceptable to the Government and ADB;
- (iii) review and update the Resettlement Plans prepared during the project preparatory TA and make necessary refinements following consultative meetings with EA and PMU.
- (iv) review and reconfirm resettlement support packages and make necessary adjustments acceptable to the government and ADB;
- (v) conduct due diligence study and recommend corrective action plans to identify permanent and temporary socio-economic impacts resulting from urban infrastructure investments, including impacts resulting from land acquisition, changes in land use or restrictions of access to assets and common property resources, from urban infrastructure investments;
- (vi) ensure that gender and indigenous people's issues (if any) are covered in the subproject implementation and subsequent investment planning;
- (vii) provide capacity building assistance and training programs to project staff on social safeguards frameworks, guidelines and requirements of the government and ADB;
- (viii) assess stakeholder's concerns and recommend possible changes in project designs to minimize social, socio-economic and resettlement impacts;
- (ix) provide on-the-job resettlement training to project Staff regarding:
 - a. national laws and regulations;
 - b. ADB policy and procedural requirements;
 - c. resettlement planning, implementation and supervision;
 - d. monitoring and evaluation.

- (x) assist in the monitoring and evaluation of social safeguards measures during project implementation and in the preparation of regular reports; and
- (xi) assist in the assessment of capacity development need in social safeguards, including resettlement, gender, and indigenous people.

10. The Social Development and Resettlement Specialist will hold a Master's degree in social sciences, sociology or other relevant discipline from a recognized university. He /she will have at least 10 years of relevant professional experience in resettlement planning, social development work, gender action planning and social safeguards measures, of which 5 years will have been with ODA-funded projects. He /she must have a clear understanding and practical experience with ADB's social safeguard policies including resettlement as described in ADB's Safeguards Policy Statement.

f. Procurement Specialist (5 p-m, International)

11. The Procurement Specialist will report directly to the Team Leader and will be based in Phnom Penh but will be required to travel to the field to assist the PIUs with procurement activities as required. He/she will be responsible for the following scope of work:

- (i) assist in the harmonization of Government and ADB procurement procedures and requirements;
- (ii) assist in training designated project staff of EA, PMU and PIUs on ADB procurement guidelines and requirements;
- (iii) revise and update the procurement plan;
- (iv) advise on ADB procurement procedures including ICB, NCB and Shopping procedures;
- (v) advise on the preparation of procurement documents, including bid documents and bid evaluation reports for procurement of goods, and civil works under ICB, NCB and Shopping procedures;
- (vi) advise on the selection and recruitment of consultants, including preparation of selection criteria;
- (vii) advise on quality control and inspection systems to be introduced as part of the overall procurement process;
- (viii) assist in the preparation of reports on the progress of the procurement process and related required courses of actions;
- (ix) extend additional technical assistance and training in addressing issues related to procurement procedures as maybe requested by the EA and ADB; and
- (x) assist in assessing the capacity development needs for procurement.

12. The Procurement Specialist will have a degree from a recognized university in business administration, economics, engineering, or other relevant discipline, combined with specialized experience in similar undertaking. He /she will have at least 10 years of work experience in management of procurement activities, of which 5 years have been on ODA-funded projects. He/she must be familiar with ADB procurement guidelines.

g. Monitoring and Evaluation Specialist (5 p-m, International)

13. The M&E Specialist will report directly to the Team Leader and will be based in Phnom Penh to assist the PMU in monitoring and evaluation of project activities. He/she will be responsible for the following scope of work:

- (i) develop the PPMS involving the use of projected targets, performance indicators, assumptions and risks specified in the Design and Monitoring Framework (DMF);
- (ii) advise and train project staff in the overall requirements for monitoring and evaluation, including performance against overall project milestone, safeguards monitoring and financial commitments;

- (iii) assist in the preparation of format for quarterly physical and financial progress report on project achievement, including an annual summary progress report and train project staff in preparing such reports;
- (iv) assist training project staff in managing the monitoring of resettlement activities and implementation arrangements and preparation of quarterly reports on the status of resettlement plan implementation, information of people affected and assistance provided to displaced people;
- (v) oversee the baseline data and information gathering, conduct necessary surveys and conduct analysis of survey results;
- (vi) assist in harmonizing the requirements for monitoring and evaluation of the government and ADB and in developing the project's monitoring and evaluation framework;
- (vii) assist and train the project staff in preparing detailed data monitoring formats, survey designs and schedule of monitoring and evaluation activities; and
- (viii) assist in the preparation of scope of services and TOR for the conduct of detailed monitoring and evaluation studies, procurement and selection of service providers.

14. The M&E Specialist will hold a degree from a recognized university in economics, social development, civil engineering or other relevant discipline. He /she will have at least 10 years of work experience in monitoring and evaluation processes, of which 5 years will have been with ODA-funded projects. Familiarity with PPMS, DMF and related monitoring and evaluation tools of ADB-funded projects is a pre-requisite. He/she must have demonstrated ability to work within a multi-disciplinary team with counterparts and project stakeholders.

h. Capacity Development Specialist (4 p-m, International)

15. The International Capacity Development Specialist will report to the team leader and will be responsible for coordination and delivery of capacity development activities. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field to work with the PIUs. The specialist will be responsible for the following scope of work:

- (i) work closely with the training specialist and the relevant technical specialists to undertake capacity development assessment for project staff in project management, financial and procurement management, social and environment safeguards, and operation and maintenance of urban infrastructure investments;
- (ii) advise on institutional and organizational arrangements for the effective implementation of capacity development plan;
- (iii) assist in the preparation of activity designs for the conduct of workshops and seminars, on-the-job sessions and training programs related to the capacity development plan;
- (iv) assist in developing procedures for capacity building and training and selection of appropriate staff who would be participating in specific training programs and capacity building assistance;
- (v) advise in developing performance evaluation system related to the impact of capacity building interventions and training programs;
- (vi) assist in identifying relevant training institutions and HRD centers including qualified resource persons to be engaged for capacity building and training programs for the project;
- (vii) coordinate with participating ministries, training institutions and HRD learning centers in developing sustainability measures for capacity development and training.

16. The International Capacity Development Specialist will hold a Master's degree from a recognized university in development management, public administration or other relevant discipline. He/she will have at least 10 years of work experience in institutional capacity development. Relevant experience in urban sector development would be preferred.

i. Training Specialist (5 p-m, International)

17. The International Training Specialist will work in close collaboration with the Capacity Development Specialist and will report directly to the Team leader. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field to carry out capacity needs assessment and to participate in training workshops and seminars. The specialist will be responsible for the following scope of work:

- (i) assist in capacity needs assessment on specific capacity development requirements of project staff;
- (ii) prepare activity designs for specific capacity development modules and training programs for designated project staff;
- (iii) assist in coordination with relevant training institutions and HRD learning centers for the conduct of capacity development programs and training sessions; and
- (iv) prepare a capacity development and training programs for project staff and officials from participating provincial departments, District authorities and the private sector.

18. The International Specialist will hold a Master's degree in human resource development or other relevant discipline. He/she will have at least 10 years of relevant work experience in conducting capacity development and training programs, of which 5 years with ODA-funded projects. Strong analytical skills on capacity development needs assessment are considered a requirement. Experience and knowledge of ADB procedures and requirement on capacity development and training will be an advantage.

2. National Consultants

a. Civil Engineer /Deputy Team Leader (33 p-m, National)

19. The National Civil Engineer/ Deputy Team Leader will report directly to the Team Leader and assist the Team Leader with overall project management and delivery of the defined tasks of the PISCD team. In addition the Civil Engineer will work in close collaboration with the International Urban Road, Flood Protection and Drainage Engineer. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field. He/she will be responsible for the following scope of work:

- (i) In collaboration with the Team Leader, ensures that all planning, coordination, and implementation of project activities are carried out according to plan, and reflect the relevant policies, procedures and guidelines of the Government of Cambodia and ADB;
- (ii) monitors the progress of all project activities and advises the team leader on any potential discrepancies between planning and implementation;
- (iii) in collaboration with the international Urban Road, Flood Protection and Drainage Engineer, provide guidance in the implementation of urban roads, flood protection and drainage subprojects;
- (iv) review and advise on detailed designs, cost estimates and procurement documents related to urban roads, flood protection and drainage structure subprojects or subproject components;

- (v) assist in preparing specifications and bidding documents related to urban roads, flood protection and drainage structure subprojects or subproject components;
- (vi) provide site management guidance in relation to the construction of flood protection and control measures, access roads and drainage structures;
- (vii) prepare work plans and schedule of activities including submission of regular physical reports on civil works and construction activities on flood protection and drainage structures and draw up corrective measures to address critical issues and problems related to subproject implementation;
- (viii) ensure proper hand-over arrangements of the flood protection facilities under the project to agencies that are responsible for operation and maintenance;
- (ix) assist with capacity development needs assessment in planning and implementation, O&M of urban roads, flood protection and drainage structures;
- (x) help the EA on an intermittent basis for project review, assessment of project outputs and outcomes; and
- (xi) Help the EA draft the EA's project completion report (PCR).

20. The National Civil Engineer/ Deputy Team Leader will hold a Master's degree in civil or municipal engineering or other relevant discipline from a recognized university. He/she will have at least 8 years of experience in civil and municipal engineering works, of which 4 years will have been on ODA-funded projects. He /she will have extensive experience in the management and implementation of urban infrastructure subprojects and have demonstrated ability to work within a multi-disciplinary team of national and international experts. He/she should have excellent interpersonal skills, be reactive and results oriented. Fluency in both spoken and written English is essential.

b. Wastewater Management Specialist (10 p-m, National)

21. The National Wastewater Management Specialist will work closely with the international Sanitary Engineer. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field. He/she will be responsible for the following scope of work:

- (i) provide guidance in the implementation of the wastewater treatment subproject involving construction of sewerage collectors and systems, and establishment of WWTP;
- (ii) assists in the design of wastewater treatment subprojects or subproject components;
- (iii) review and advise on detailed designs, cost estimates and procurement documents related to wastewater treatment subprojects or subproject components;
- (iv) assist in preparing specifications and bidding documents related to wastewater treatment subprojects or subproject components;
- (v) provide site management guidance in relation to civil works and construction activities related to sewerage collectors and systems, and WWTP;
- (vi) prepare work plans and schedule of activities and regular physical reports of subproject activities and draw up corrective measures to address critical issues and problems related to subproject implementation;
- (vii) ensure the engineering quality of civil works and construction activities related to sewerage collectors and wastewater treatment subprojects or subproject components;
- (viii) ensure proper hand-over arrangements of wastewater facilities to the agencies that are responsible for O&M of such facilities; and
- (ix) assist in assessing capacity development needs in planning and implementation, and O&M of wastewater treatment subprojects for participating agencies and district authorities.

22. The National Wastewater Management Specialist will hold a university degree in municipal or civil engineering, chemistry or other relevant discipline. He /she will have at least 8 years of work experience in the implementation and management of WWTPs, construction of drainage networks and sewage pipelines, of which 4 years will have been with ODA funded projects. Fluency in in both written and spoken English is essential.

c. Solid Waste Management Specialist (10 p-m, National)

23. The National Solid Waste Management Specialist will work closely with the international Sanitary Engineer. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field. He/she will be responsible for the following scope of work:

- (i) provide guidance in the implementation of the sanitary landfill and solid waste management subprojects;
- (ii) review and advise on detailed designs, cost estimates and procurement documents related to solid waste management subprojects or subproject components;
- (iii) assist in preparing details on the specifications and bidding documents related to solid waste management subprojects or subproject components;
- (iv) provide site management guidance in relation to the establishment of the sanitary landfill including access roads and related facilities;
- (v) prepare work plans and schedule of activities and regular physical reports of subproject activities on sanitary landfill and solid waste management;
- (vi) ensure the engineering quality of civil works and construction activities related to solid waste management subprojects or subproject components;
- (vii) ensure proper hand-over arrangements of the sanitary landfill, solid waste management facilities and equipment to the implementing agency and district authorities that are responsible for O&M; and
- (viii) assist in assessing the capacity development needs in planning and implementation, and O&M of sanitary landfill and solid waste management subprojects for participating agencies and district authorities.

24. The National Solid Waste Management Specialist will hold a university degree from a recognized university in civil or municipal engineering or other relevant discipline. He/she will have at least 6 years of work experience in the design of solid waste management project and installation of sanitary landfill in developing countries, of which 3 years will have been on ODA-funded projects. Fluency in both spoken and written English is essential.

d. Financial Management Specialist (10 p-m, National)

25. The National Financial Management Specialist will report directly to, and work closely with the team leader. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field to assist the PIUs with financial management issues. He/she will be responsible for the following scope of work:

- (i) advises on establishing standard procedures for maintaining project accounts, and developing and establishing within the PMU proper financial management and planning procedures;
- (ii) assists on developing budgets and schedules for project activities, based on annual work plans, and where required, provide training in accounting and financial management to PMU staff;
- (iii) advise project staff on organizational arrangements for effective financial management for project implementation;

- (iv) assist in developing procedures for financial accounting, reporting and auditing, and loan disbursement for the project;
- (v) assist in processing of ADB loan withdrawal applications including certificates and reporting formats for efficient flow of funds between Government, contractors and ADB;
- (vi) advise on the use and management of imprest accounts;
- (vii) assist in preparing and updating financial records, projections and reports in accordance with the procedural requirement of the Government and ADB;
- (viii) review current budgeting, accounting and financial reporting of the EA and Treasury agencies at the provincial and district levels and recommend measures to improve the efficiency and accuracy of budgeting, accounting and financial reporting systems;
- (ix) review internal control systems in the EA and PMU and recommend improvements for internal control systems;
- (x) plan and organize financial management capacity building and training covering ADB loan disbursement procedures and financial management practices for the administrative and finance staff of the EAs, PMUs and PIUs; and
- (xi) install good practices and knowledge enhancement for project accounting and financial management through on-the-job training and hands on sessions.

26. The National Financial Management Specialist will hold a Master degree or equivalent from a recognized university in Business Administration, Finance, Accounting or other relevant discipline. He/she will have at least 10 years of experience of financial management and fund disbursements for urban infrastructure investments, of which 5 years will have been with ODA funded projects. Experience and familiarity with ADB disbursement procedures would be an advantage. Fluency in both written and spoken English is essential.

e. Procurement Specialist (10 p-m, National)

27. The National Procurement Specialist will work closely with the international Procurement Specialist. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field to assist the PIUs with procurement issues. He/she will be responsible for the following scope of work:

- (i) assist in the harmonization of Government and ADB procurement procedures and requirements;
- (ii) assist in training designated project staff of EA, PMU and PIUs on ADB procurement guidelines and requirements;
- (iii) advise on the preparation of procurement documents, including bidding documents and bid evaluation reports for procurement of goods, and civil works under ICB, NCB and Shopping procedures;
- (iv) advise on the selection and recruitment of consultants, including preparation of selection criteria;
- (v) advise on ADB procurement procedures including ICB, NCB and Shopping procedures;
- (vi) assist in the preparation of template bid documents and bid evaluation reports for procurement of goods and civil works under ICB, NCB and shopping procedures;
- (vii) advise on the quality control and inspection systems to be introduced as part of the overall procurement process;
- (viii) assist in the preparation of reports on the progress of the procurement process and related required courses of actions;
- (ix) extend additional technical assistance and training in addressing issues related to procurement procedures as maybe requested by the EA and ADB; and

- (x) assist in assessing capacity development needs of project staff regarding procurement procedures.

28. The National Procurement Specialist will hold a degree from a recognized university in Business Administration, Economics, Engineering, or other relevant discipline combined with specialized experience in similar undertaking. He/she will have at least 6 years of experience in procurement of civil works and goods packages for urban infrastructure investments, of which 3 years will have been with ODA funded projects. Experience on ADB procurement procedures would be an advantage. Fluency in both spoken and written English is essential.

f. Resettlement Specialist (10 p-m, National)

29. The National Resettlement Specialist will work closely with the international Social Development and Resettlement Specialist. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field to assist the PIUs with resettlement issues. He/she will be responsible for the following scope of work:

- (i) assist the International Resettlement Specialists in the review and update of the Resettlement Plans prepared during the project preparatory TA and make necessary refinements following consultative meetings with EA and PMU;
- (ii) review and reconfirm resettlement support packages and make necessary adjustments acceptable to the government and ADB;
- (iii) assist in defining categories of impact and eligibility of affected household for compensation, and prepare entitlement matrix covering compensation for lost assets and income including assistance to achieve to achieve full replacement costs for lost assets, income and livelihoods;
- (iv) prepare consultation plans and formats for documenting consultations with affected people in accordance with ADB policies, and provide technical assistance in the conduct of consultations with affected persons and project stakeholders;
- (v) assess stakeholder's concerns and recommend possible changes in project designs to minimize resettlement impacts and assist EA and PMU get the endorsement of the resettlement plan prior to submission to ADB review and approval;
- (vi) ensure that gender and indigenous peoples issues are being appropriately considered within the resettlement and livelihood restoration phases of the project;
- (vii) investigate resettlement plan implementation issues identified by the external monitoring organization and ADB Review mission and draw up for corrective actions;
- (viii) provide on-the-job training to project Staff on resettlement matters including:
 - a. national laws and regulations,
 - b. ADB policy and procedural requirements,
 - c. resettlement planning, implementation and supervision,
 - d. monitoring and evaluation;
- (ix) assist in assessing the land acquisition and resettlement (LAR) plans;
- (x) help preparing detailed plans to carry out LAR implementation plans for project affected persons, assets and income sources, compensation costs, impact on subproject budgets, reflecting the accepted policies; and
- (xi) assist in the assessment of capacity development needs of project staff regarding resettlement and land acquisition.

30. The National Resettlement Specialist will hold a Master's degree from a recognized university in social sciences, sociology or other relevant discipline. He /she will have at least 6 years of experience in resettlement planning, of which 3 years will have been with ODA funded projects. Knowledge and experience in the application of the ADB Safeguards Policy Statement would be an advantage. Fluency in both spoken and written English is essential.

g. Environment Specialist (8 p-m, National)

31. The National Environment Specialist will work closely with the international environment and climate change adaptation specialist and advise on environment procedures and requirements of the Government and ADB. He/she will be based in Phnom Penh at the PMU but will be required to travel frequently to the field. He/she will be responsible for the following scope of work:

- (i) review and update the Initial Environmental Evaluation (IEE) reports and environment management plans (EMP) prepared during the PPTA and recommend necessary refinements and improvements based on government and ADB policies and requirement;
- (ii) ensure that EMPs and related environmental considerations are factored in detailed designs and technical engineering of the urban infrastructure subprojects under the project;
- (iii) assists in consultations with project-affected people for drafting safeguard documents;
- (iv) ensure that environment safeguards measures are adequately considered in the bidding documents and in the evaluation criteria for selection and awarding of contracts for civil works, goods and services;
- (v) coordinate with participating Ministries, Provincial and local authorities on regulatory and compliance issues related to environment safeguards;
- (vi) advise on environment related concerns that may arise during project implementation and recommend appropriate action plans; and
- (vii) assist in monitoring the implementation of environmental safeguards, including the impact environmental measure on urban sector development; and
- (viii) assist in assessing the capacity development needs of project staff on environment safeguards measures;

32. The National Environment Specialist will hold a Master's degree or equivalent from a recognized university in environmental science, environment management, engineering or other relevant discipline. He/she will have at least 8 years of experience preparing IEE and EIA reports and environment management plans, of which 4 years will have been with ODA projects. Knowledge and experience in the application of the ADB safeguard policy would be an advantage. Fluency in both spoken and written English is essential.

h. Social Safeguard/Gender Specialist (8 p-m, National)

33. The National Social Development Specialist will work closely with the international Social Development /Resettlement Specialist. He/she will be based in Phnom Penh at the PMU but will be required to travel frequently to the field to assist the PIUs with social development and gender issues. He/she will be responsible for the following scope of work:

- (i) assist in the update of gender action plan (GAP) and poverty action plans and provide assistance for their implementation during project implementation;
- (ii) review the social safeguards framework and advise on necessary adjustments to urban infrastructure investments acceptable to the Government and ADB;
- (iii) review and reconfirm the social safeguards packages developed during the TA;
- (iv) prepare plans and formats for documenting consultation with key stakeholders as well as affected communities and households and summarizing issues raised, agreed actions in accordance with government and ADB policies on social safeguards;
- (v) ensure that gender and indigenous people's issues are covered in the subproject implementation and subsequent investment planning;
- (vi) coordinate with Resettlement Specialist on gender and social development aspects of resettlement plans, assess training needs and determine social development activities for affected communities and households;

- (vii) investigate implementation issues and critical concerns identified by EA and ADB during Review missions, discuss findings and draw up recommended courses of action;
- (viii) assist project staff in the monitoring and evaluation for social safeguards measures during project implementation and in the preparation of regular reports;
- (ix) develop and manage information, education and communication (IEC) programs to generate public awareness on the project and assist in monitoring impact of IEC programs; and
- (x) assist in assessment of capacity development needs of project staff on social safeguards measures, guidelines and requirements of the government and ADB.

34. The National Social Development Specialist will hold a Master's degree or equivalent from a recognized university in social sciences, sociology or other relevant discipline. He /she will have at least 8 years of work experience in poverty and social assessment, gender action planning and social safeguards measures, of which 5 years will have been with ODA funded projects. Knowledge and experience in the application of the ADB Safeguards Policy Statement would be an advantage. Fluency in both spoken and written English is essential.

i. Monitoring and Evaluation Specialist (8 p-m, National)

35. The National M&E Specialist will work closely with the international M&E Specialist. He/she will be based in Phnom Penh at the PMU but may be required to travel frequently to the field to assist the PIUs in monitoring and evaluation of project activities. He/she will be responsible for the following scope of work:

- (i) in close collaboration with the International M&E Specialist and the Team Leader, prepare the PPMS involving the use of projected targets, performance indicators, assumptions and risks specified in the DMF;
- (ii) work with the staff of the PMU to determine information needs for project progress monitoring;
- (iii) establish monitoring parameters, and a comprehensive monitoring database;
- (iv) develops monitoring procedures for each subproject and orient and train PMU staff in monitoring procedures;
- (v) manage monitoring and evaluation activities, and prepares required monitoring reports;
- (vi) determine project evaluation requirements, and develops terms of reference for independent evaluation.
- (vii) advise and train project staff in the overall requirements of project monitoring and evaluation, including performance against overall project milestone, safeguards monitoring and financial commitments;
- (viii) assist in the preparation of quarterly physical and financial progress report on project achievement, including an annual summary progress report;
- (ix) assist in managing the monitoring of resettlement activities and implementation arrangements and preparation of quarterly reports on the status of resettlement plan implementation, information of people affected and assistance provided to displaced people;
- (x) undertake baseline data and information gathering, conduct necessary surveys and conduct analysis of survey results;
- (xi) assist in harmonizing the requirements for monitoring and evaluation of the government and ADB and in developing the project's monitoring and evaluation framework;
- (xii) assist and train the staff of the EA, IAs and PIUs prepare detailed data monitoring formats, survey designs and schedule of monitoring and evaluation activities; and

- (xiii) assist in the preparation of scope of services and TOR for the conduct of detailed monitoring and evaluation studies, procurement and selection of service providers.

36. The National M&E Specialist will hold a Master's Degree or equivalent from a recognized university in social sciences, sociology, economics, urban geography or other relevant discipline. He /she will have at least 8 years of work experience including 5 years in monitoring and evaluation of ODA-funded projects preferably in the urban development sector. Knowledge and experience in the application of the PPMS and DMF would be an advantage. Fluency in both spoken and written English is essential.

j. Capacity Development Specialist (8 p-m, National)

37. The National Capacity Development Specialist will work closely with the International Capacity Development Specialist. He will be based in Phnom Penh at the PMU but may be required to travel to the field. The specialist will be responsible for the following scope of work:

- (i) provide guidance to EAs and PMU in the implementation of the capacity development plan;
- (ii) advise on institutional and organizational arrangements for the effective implementation of capacity development plan;
- (iii) assist in the preparation of activity designs for the conduct of workshops and seminars, on-the-job sessions and training programs related to the capacity development plan
- (iv) assist in developing procedures for capacity building and training and selection of appropriate staff who would be participating in specific training programs and capacity building assistance;
- (v) advise in developing performance system related to the impact of capacity building interventions and training programs;
- (vi) assist in establishing network and linkages with relevant training institutions and HRD centers including qualified resource persons to be engaged for capacity building and training programs for the project;
- (vii) assist in the preparation of regular reports on the progress and outcome of the capacity development plan;
- (viii) work closely with the technical specialists in undertaking the capacity development needs assessment in project management and implementation, operation and maintenance of urban infrastructure investments; and
- (ix) coordinate with participating ministries, training institutions and HRD learning centers in developing sustainability measures for capacity development and training.

38. The National Capacity Development Specialist will have a university degree from a recognized university in development management, public administration, or other relevant discipline. He/she will have at least 6 years of relevant experience in capacity development and training, of which 3 years will have been with ODA funded projects. Excellent communication and presentation skills in both spoken and written English are considered essential. Experience and knowledge of ADB procedures and requirement on capacity development and training will be considered an advantage.

k. Training Specialists (3 individuals at 10 p-m each, National)

39. The three National Training Specialists will work closely with the international capacity development specialist and the international training specialist. He/she will be based in Phnom Penh at the PMU but will be required to travel frequently to the field to carry out capacity assessment and deliver workshops and training seminars. The specialists will be responsible for the following scope of work:

- (i) design and undertake capacity needs assessment methods on specific capacity development requirements of project staff on project management and implementation;
- (ii) prepare activity designs for specific capacity development modules and training programs for designated project staff;
- (iii) coordinate and establish network with relevant training institutions and HRD learning centers for the conduct of capacity development programs and training sessions;
- (iv) organize and manage capacity development programs and training sessions for project staff and participants from participating provincial departments, District authorities and from the private sector; and
- (v) prepare and submit reports on the outcome of the capacity development programs and training sessions.

40. The three National Training Specialists will hold a Master's degree or equivalent from a recognized university in human resource development or other relevant discipline. They will have at least 10 years of relevant work experience in conducting capacity development and training programs, of which 5 years will have been with ODA-funded projects. Excellent communication and presentation skills and fluency in both spoken and written English are essential. Experience and knowledge of ADB procedures and requirement on capacity development and training will be an advantage.

3. Reporting Requirement

41. The Team Leader will report directly to the Project Director of the PMU and will advise on management of all project activities. He will plan and coordinate the work of the team of consultants and ensure close cooperation and integration of the team with the PMU staff. The National Deputy Team Leader will report to the Team Leader, and in the absence of the Team Leader will report directly to the Project Director of the PMU. The team will be based at the PMU in Phnom Penh but will be required to travel frequently to the field.

42. The Team Leader will prepare an inception report within one month of mobilization detailing the work program and highlighting administrative and procedural issues that need to be addressed. The Team Leader will ensure that the draft project performance monitoring system (PPMS) is prepared and submitted to the PMU director within two months of mobilization. The Team Leader or in his absence, the Deputy Team Leader will assist the PMU in the preparation of Quarterly Progress Reports, incorporating the PPMS indicators and based on a format which is consistent with ADB's project performance reporting system. The consultants will assist the PMU in the preparation of monthly financial reports to the EA and ADB.

CAPACITY DEVELOPMENT PLAN

1. The Project has been designed to provide the enabling environment for strategic local economic development, urban infrastructure investment and institutional capacity strengthening in support of the regional cooperation strategy of ADB in guiding urban development in Cambodia. This is considered as the first major urban sector development assistance of the ADB in the GMS that integrates urban environment improvement and economic infrastructure with institutional capacity development for sustained economic growth. The Project is prepared to address institutional constraints for planned development, inadequacy of infrastructure investments, and critical environmental concerns in the participating corridor towns. The provision of essential urban infrastructure and services as well as the strengthening of the management and implementation capacity is expected to contribute to the economic transformation of these corridor towns.

2. The Project's capacity development plan will form an integral part of the ADB supported urban infrastructure investment initiatives and is intended to ensure not only the smooth implementation of urban infrastructure but also to provide sustainable capacity development. The plan supports the climate resilience of participating corridor towns through adaptation initiatives that would reduce impact of climate risk on urban infrastructure investments. Capacity building measures to climate resilience will ensure better understanding of climate change adaptation in order to sustain urban growth and local economic development.

3. Capacity building interventions are aligned to the capacity development programs of the national government in addressing institutional capacity gaps that are apparent in the context of the decentralization and deconcentration (D&D) reforms. Such interventions are consistent with the goals of ADB's country program strategy on ensuring aid effectiveness in the urban sector.

4. The technical and financial assistance from the ADB that were complemented by institutional support from Official Development Assistance (ODA) provided important lessons in crafting the capacity development plan for corridor towns under the Project. Among the lessons learned include the following:

- (i) the need to strengthen institutional capacities and skills in project management as part of Project start up activities;
- (ii) the provision of adequate technical and financial assistance to the implementing agencies in project implementation, financial resources management, and procurement procedures;
- (iii) developing appropriate measures to reduce time for revising and finalizing designs and bidding documents;
- (iv) pursuing advance action for land acquisition and resettlement; and
- (v) establishing project coordination mechanism and networking with relevant government agencies, and private sector groups for effective project implementation.

5. These lessons learned will be considered essential component activities of the capacity development plan, with the end in view of contributing to effective Project implementation in the participating corridor towns.

6. The Project is designed to improve the capacities of the EA and the implementing units through the management and implementation of priority urban infrastructure and essential support services. The Project's capacity development plan will be anchored on the core components of the ADB capacity development framework along the essential themes of project management and implementation, contract management and procurement, social and environment safeguards and O&M.

1. Capacity Needs Assessment

7. At the early stage of Project implementation, PISCD consultant will undertake capacity needs assessment of designated Project Staff from the EA, the PMU, the implementing agencies (IAs) at the provincial level and the Project Implementation Units (PIUs) at the district levels. The assessment process will focus on Project implementation and management systems, financial and procurement management, implementation and monitoring of social and environmental safeguards and Project O&M. The results of the assessments will serve as basis for updating the capacity development plan and in preparing the activity designs for capacity building assistance and training programs.

8. The assessment will also focus on the specific technical and administrative requirements for managing and implementing urban infrastructure such as WWTPs, flood control and protection, solid waste management and sanitary landfill, and urban roads and drainage structures. From the results of the assessment, the capacity development will be reviewed and updated by PMU with the assistance of Consultant engaged under the Project for capacity development and training. Capacity building and training interventions which will form part of the updated capacity development plan will be undertaken through a series of workshop and seminar events on specific themes on "how to manage" topics and on-the-job sessions for special technical and financial trainings on "how to do it" courses.

2. Training Program Based on Results of Training Needs Assessment

Course Title	Title of Module		Participants from	Number of Participants	Cost (US\$)
1 General Training	1.1	Overview of Urban Infrastructure	EA, PMU, PIUs	36	16,240.00
	1.2	Coordination and Networking Mechanisms	EA, PMU, PIUs	36	
	1.3	Gender Sensitization Training	EA, PMU, PIUs	36	
	1.4	Consultation and Participation Approaches for Safeguards	EA, PMU, PIUs	20	5,470.00
2 Fundamental Technical Training on Urban Infrastructure	2.1	Fundamentals of Sewer Systems	EA, PMU, PIUs	16	9,330.00
	2.2	Fundamentals of Wastewater Treatment Systems	EA, PMU, PIUs	16	
	2.3	Fundamentals of Solid Waste Management and Sanitary Landfill	EA, PMU, PIUs	17	9,330.00

Course Title	Title of Module		Participants from	Number of Participants	Cost (US\$)
	2.4	Fundamentals of Flood Protection and Drainage	EA, PMU, PIUs	16	
3 Urban Mapping	3.1	Town Mapping and Aerial Image Data Collection	EA, PMU, PIUs	6	10,185.00
	3.2	GIS Mapping by Using Computer Software ArcMAP	EA, PMU, PIUs	12	13,545.00
4 Project Management	4.1	Best Practices in Project Management of ODA-Funded Projects	EA, PMU, PIUs	16	10,190.00
	4.2	Work and Financial Planning	EA, PMU, PIUs	16	
	4.3	Project Administrative Management Procedures	EA, PMU, PIUs	16	10,690.00
	4.4	Human Resource Management	EA, PMU, PIUs	16	
5 Procurement Management	5.1	RGC and ADB Procurement Policies and Roles	EA, PMU, PIUs	No	To be done by ADB Trainers
	5.2	Methods of Procurement and Procurement Planning	EA, PMU, PIUs	No	To be done by ADB Trainers
	5.3	Executing the Procurement Process	EA, PMU, PIUs	No	To be done by ADB Trainers
	5.4	Bid and Proposal Evaluation	EA, PMU, PIUs	No	To be done by ADB Trainers
6 Financial Management	6.1	Internal Finance Controls	EA, PMU, PIUs	No	To be done by ADB Trainers
	6.2	Financial Accounting Systems	EA, PMU, PIUs	No	To be done by ADB Trainers
	6.3	Imprest Account and Fund Disbursement	EA, PMU, PIUs	No	To be done by ADB Trainers
	6.4	Financial Status and Audit Reporting	EA, PMU, PIUs	No	To be done by ADB Trainers
7 Social Safeguards and Resettlement	7.1	Poverty and Social Impact Assessments	EA, PMU, PIUs	19	8,010.00
	7.2	Social Safeguards and Resettlement	EA, PMU, PIUs	20	5,680.00

Course Title	Title of Module		Participants from	Number of Participants	Cost (US\$)
8 Environmental Safeguards	8.1	Integration of Environment Management Elements	EA, PMU, PIUs	29	9,790.00
	8.2	Updating the Environmental Management Plan	EA, PMU, PIUs	11	
	8.3	Climate Resilience Measures	EA, PMU, PIUs	28	10,540.00
	8.4	Environmental Safeguards on Urban Environment Investments	EA, PMU, PIUs	24	
9 Gender Safeguards	9.1	Gender Action Plan	EA, PMU, PIUs	14	5,770.00
10 Monitoring, Reporting and Evaluation	10.1	PPMS Training, Physical and Financial Progress Reporting	EA, PMU, PIUs	24	5,930.00
	10.2	Monitoring Compliance of Social and Environmental Safeguards	EA, PMU, PIUs	24	5,930.00
11 Operation and Maintenance of Urban Infrastructure	11.1	Urban Asset Management	EA, PMU, PIUs	12	16,890.00
	11.2	Operation and Maintenance Planning, Systems and Procedures	EA, PMU, PIUs	No	Not included in program
	11.3	Financial Cost recovery for Revenue Generating Projects	EA, PMU, PIUs	No	Not included in program
	11.4	O&M Financial Management, Billing and Collection	EA, PMU, PIUs	No	Not included in program
			Total	480	153,520.00

9s part of the PISCD, discussions with the EA on the proposed establishment of the Urban Infrastructure Resource Center within the MPWT to provide continuing support to provincial and district offices on specialized technical services, relevant data and information in urban environment infrastructure such as wastewater and sewerage management. This Resource Center will be linked to the proposed establishment of PWMA in the provinces of Battambang, Banteay Meanchay, and Svay Rieng where the subproject on wastewater treatment are going to be implemented in the towns of Battambang, Poipet, and Bavet respectively.

9. As the designated EA of the Project, MPWT will be provided logistics support in terms of equipment and vehicles to be used by the PMU and PIUs during Project implementation. The PIS consultant will assist the EA in determining the list of equipment and number and types of vehicles that will be required for Project implementation.

10. External Monitoring Consultants (EMCs) will be engaged to monitor compliance of the social and environment safeguards in relation to the implementation of the resettlement plans (RPs), the EMPs. The PMU will be assisted by the PISCD consultant in finalizing the scope of

work and terms of reference including the procurement of EMCs. The PIU will also be assisted in the coordinating and supervising the activities of the EMCs during their period of engagements.

e. Implementation Arrangements for Capacity Development and Training

11. The institutional capacity development plan will be implemented by the EA through the PMU. Capacity building assistance and training programs on financial and procurement management will be closely coordinated with the Ministry of Economy and Finance. PMU will work closely with MONRE on the training programs involving the updating of the EMPs and mitigation measures on environment safeguards. The capacity development on gender consideration will be coordinated with the Ministry of Women's Affairs and sustainability measures will be developed during Project implementation. The training programs on the O&M of urban infrastructure will involve the participation of provincial and district authorities to ensure sustainability decentralized O&M arrangements.

12. Specialized capacity building and training programs will be coordinated with relevant training institutions and HRD learning centers. The sustainability measures for capacity development and training will be linked to the on-going discussions at the MPWT level and proposed arrangements for the establishment of the Urban Development Institute that will be mandated to oversee, assist and manage capacity development and training programs related to urban sector development.

RISK ASSESSMENT AND RISK MANAGEMENT PLAN (RARMP)

In all instances, the Loan Agreement shall be the overriding legal document. Asian Development Bank (ADB) *Procurement Guidelines* (2010, as amended from time to time [Procurement Guidelines]) and ADB *Guidelines on the Use of Consultants by the Asian Development Bank and its Borrowers* (2010, as amended from time to time [Consulting Guidelines]), shall be applied pursuant to the Loan Agreement as they may be modified by the Loan Agreement. The Government of Cambodia's policies and procedures shall be applicable to the extent there is no discrepancy with the Loan Agreement or ADB's Procurement Guidelines and Consulting Guidelines. In the event there is a discrepancy, then the Loan Agreement, the Procurement Guidelines and the Consulting Guidelines shall apply.

No.	Risk/Issue	Assessment without Mitigation	Action to Mitigate Risk	Responsibility	Target/ Monitoring	Status as at (insert date)	Supporting Evidence
Element 1: Procurement							
1.a	Irregularities relating to leaking prior or post procurement information before the contract award, collusion during the bidding process, and bid evaluation.	High	EA and IAs to establish procurement committee under the project, in accordance with the government's 2012 SOP/Procurement Manual, and in line with ADB guidelines. EA and/or IAs shall ensure that the Declarations of Fraud and Ethical Conduct for Procurement Review Committee members and bidders (contractors, suppliers and consultants) are signed for each transaction. A copy of the declarations of winning bidders shall be part of the awarded contracts.	EA/IAs	Every procurement transaction. EA/IA project director to monitor. ADB to verify during review missions, prior reviews and post reviews		
1.b	Insufficient compliance with procedures	High	EA and IAs are to adhere strictly to the procedures and guidelines set forth in the Loan Agreement, ADB's Procurement Guidelines, and SOP/procurement manual that also cover international competitive bidding, and national competitive bidding and shopping.	EA/IAs MEF to monitor for compliance with the Loan Agreement, ADB's Procurement Guidelines and the SOP/procurement manual.	Every procurement transaction. EA/IA project director to monitor. ADB to verify during review missions, prior reviews and post reviews		
1.c	Weak procurement capacity.	High	The EA and IAs will receive continued hands-on training and technical assistance from consultants recruited under the project. The government's SOP/procurement manual will be used under the project. Recruitment of a well-experienced procurement officer and website officer in PMU4 is the key to avoid delays in procurement process which will definitely lead to the overall delay of the project.	ADB EA/IAs	Throughout Project duration Throughout Project duration		

No.	Risk/Issue	Assessment without Mitigation	Action to Mitigate Risk	Responsibility	Target/ Monitoring	Status as at (insert date)	Supporting Evidence
			Project to closely monitor and review procurement conduct, and where necessary, take measures to improve procurement procedures based on lessons learnt from each successive procurement activity. EA/IAs will recruit additional national and/or national procurement staff if required.	EA, MEF and ADB EA/IAs	Throughout Project duration		
1.d	Delayed execution of schedules in the Procurement Plans and failure to track to procurement transactions.	High	Preparation of realistic annual Procurement Plan as guided by the Procurement Guidelines, tied to annual work plan and budget. The EA/IAs will maintain Procurement Monitoring and Tracking Forms as defined in the SOPs and Procurement Manual, and take actions to recover delays through additional consultant inputs if necessary.	EA/IAs to prepare updated procurement plans and procurement tracking form.	Update procurement plan and procurement monitoring and tracking form every review mission or more frequently if required to reflect project implementation needs.		
1.e	Informal payments by contractors, suppliers and consultants	High	All contractors, suppliers and consultants – firms or individuals, national and international – bidding for contracts under the project shall sign the Declaration on Ethical Conduct and Fraud and Corruption in the SOP/ procurement manual.	EA/IAs and MEF	Throughout Project duration		
Element 2: Financial Management							
2.a	Weak internal controls	High	EA and IAs shall follow the financial management procedures specified in: (i) the Project Financing Agreement; (ii) the government's SOP and Financial Management Manual.	EA/IAs MEF to monitor for compliance with SOP/FMM, Loan Agreement and ADB's Anticorruption Policy	Throughout Project duration		
2.b	Weak financial management capacity	High	EA and IAs to receive continued hands-on training and technical assistance from consultants recruited under the project. The government's 2012 SOP/Financial Management Manual as well as relevant provisions of the Loan Agreement and ADB's Procurement Guidelines and Consulting Guidelines will be used.	EA and IAs and ADB	Throughout Project duration Training to take place as a part of the capacity building program, at the start of Project Implementation.		

No.	Risk/Issue	Assessment without Mitigation	Action to Mitigate Risk	Responsibility	Target/ Monitoring	Status as at (insert date)	Supporting Evidence
			Project to closely monitor and review financial management conduct and make necessary improvements as required.	EA and IAs			
2.c	Minimize cash transactions	High	Project to make all progress payments to contractors, suppliers and consultants – firms, individuals, national and international – by check or transfer to bank accounts, and retain evidence for audit and donor supervision missions.	MEF, EA and IAs	Throughout Project duration		
2.d	Delayed or non-existent reconciliation of advances for operating costs and expenses	High	Project to reconcile advances for operating expenses to staff or field offices within one week of the end of each month. No further advances to be paid until previous advance reconciled and cleared against documentary evidence.	EA and IAs	Throughout Project duration Project director to monitor and ADB to verify during review missions.		
Element 3 : Disclosure							
3.a	Possible conflict of interest among Project staff	Extremely High	Project staff to disclose private and public affiliations or personal interest before becoming involved in any project-related transaction, such as contract award. EA to prepare a declaration statement for staff's signature.	EA/IAs to ensure all Project staff sign the disclosures	Throughout Project duration Project director to ensure all project staff signs the disclosures.		
3.b	Inadequate transparency and disclosure	High	Project to agree information to be disclosed on the project and EA/IA websites biannually, with hard copies available for public inspection on request. At a minimum, the Project will disclose the information required by the Loan Agreement.	EA and ADB to agree the final list. Project director to arrange disclosure	Throughout Project duration.		
Element 4: Complaints and Remedies Mechanism							
5.a	Inadequate complaints and remedies mechanisms		Project to build well-defined complaints mechanism into project documents; complaints procedures regarding procurement to follow process set out in Loan Agreement and SOP/PM. Following established publication of evaluation and awards, debriefing mechanism is also necessary not only to enhance transparency but also for the losing bidders to know their weak points.	EA/IAs EA and IAs in consultation with ADB	At effectiveness		

This information is being disclosed to the public in accordance with ADB's Access to Information Policy.

No.	Risk/Issue	Assessment without Mitigation	Action to Mitigate Risk	Responsibility	Target/ Monitoring	Status as at (<i>insert date</i>)	Supporting Evidence
Element 5: Code of Ethical Conduct							
6.a	Poor enforcement of the Code of Conduct for civil servants		Project to provide copies of the relevant laws/articles on Code of Conducts for civil servants to all project staff, including contracted staff. Project will maintain signed declaration of receipt of these documents by all project staff, including contracted staff. Similarly, all members of the procurement committee undertaking the evaluation shall sign the Declaration on Ethical Conduct.	EA and IAs	Throughout Project duration		
Element 6: Sanctions							
7.a	<i>Inadequate sanctions for fraudulent and corrupt activity by Project staff, contractors, suppliers and consultants</i>		Identify and apply sanctions available under current law and regulations of Cambodia and ADB's Loan Regulations, Loan Agreement, Procurement Guidelines and Consulting Guidelines. Sanctions for individuals may include transfer of duties, retraining, suspension, dismissal, re-grading, and prosecution under Cambodian Law. Sanctions for firms may include: termination of contract, debarment or blacklisting under ADB's Procurement Guidelines and Consulting Guidelines, or prosecution under Cambodian Law	EA and IAs, and in consultation with ADB	Effectiveness		
Element 7: Project Specific Elements							
7.a	Poor enforcement of contract terms and need to conduct contractors performance evaluation		EA to ensure that contract terms are strictly enforced and the loan consultant will be a party to ensuring quality control of contract outputs, include acceptance of completion of works and services.	EA and IAs	Throughout Project duration		
7.b	Poor quality of design and works construction		EA and IAs to ensure that approved infrastructure's design standards and specification developed by the respective agencies are utilized for the design of structures under the project. Project to recruit experienced detailed design consultant on a timely basis to assist the project.	EA and IAs, and with ADB NOL	Throughout Project duration Contract signed immediately after effectiveness		

No.	Risk/Issue	Assessment without Mitigation	Action to Mitigate Risk	Responsibility	Target/ Monitoring	Status as at (<i>insert date</i>)	Supporting Evidence
7.c	Risk of low quality construction and supervision		<p>Project to recruit experienced site supervision consultants to assist EA/IAs.</p> <p>Regular technical audit is to be undertaken with any adverse findings to be acted upon immediately.</p> <p>Project to evaluate contractors' performance with poor performing contractors declared ineligible to bid for at least one year.</p>	<p>EA and IAs, and with ADB NOL</p> <p>EA and IAs</p> <p>EA and IAs, and with ADB NOL</p>	<p>Prior to award of first works contract.</p> <p>Throughout Project duration.</p> <p>Annually in July</p>		