

# Project Administration Manual

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

## Contents

### ABBREVIATIONS

I.	PROJECT DESCRIPTION	1
II.	IMPLEMENTATION PLANS	6
	A. Project Readiness Activities	6
	B. Project Readiness Filters	6
	C. Overall Project Implementation Plan	9
III.	PROJECT MANAGEMENT ARRANGEMENTS	11
	A. Project Implementation Organizations – Roles and Responsibilities	11
	B. Key Persons Involved in Implementation	12
	C. Project Organization Structure	15
	D. Project Implementation Support	16
	E. Capacity Development Plan	17
	F. Implementation Arrangements for Capacity Development and Training	25
	G. Consultant’s Services	25
	H. Logistics Support for Capacity Development	26
	I. Indicative Investment Cost	26
IV.	COSTS AND FINANCING	27
	A. Detailed Cost Estimates by Expenditure Category	29
	B. Allocation and Withdrawal of Loan Proceeds	30
	C. Detailed Cost Estimates by Financiers (\$ million)	34
	D. Detailed Cost Estimates by Outputs/Components (\$ million)	35
	E. Detailed Cost Estimates by Year (\$ million)	36
	F. Disbursement S-curve	37
	G. Procurement S-curve	37
	H. Fund Flow Diagram	38
V.	FINANCIAL MANAGEMENT	39
	A. Financial Management Assessment	39
	B. Disbursement	41
	C. Accounting	42
	D. Auditing	43
VI.	PROCUREMENT AND CONSULTING SERVICES	44
	A. Advance Action	44
	B. Procurement of Goods, Works and Consulting Services	44
	C. Procurement Plan	44
VII.	SAFEGUARDS	51
	A. Environment	51
	B. Involuntary Resettlement.	51
	C. Indigenous Peoples	52
VIII.	GENDER AND SOCIAL DIMENSIONS	54
IX.	PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION	56
	A. Project Design and Monitoring Framework	56
	B. Monitoring	59

C.	Evaluation	60
D.	Reporting	61
E.	Stakeholder Communication Strategy	61
X.	ANTICORRUPTION POLICY	71
XI.	ACCOUNTABILITY MECHANISM	71
XII.	RECORD OF PAM CHANGES	71

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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
CQS	=	consultant qualification selection
DMF	=	design and monitoring framework
EARF	=	environmental assessment and review framework
EIA	=	environmental impact assessment
EMP	=	environmental management plan
ESMS	=	environmental and social management system
GACAP	=	governance and anticorruption action plan
GDP	=	gross domestic product
ICB	=	international competitive bidding
IEE	=	initial environmental examination
IPP	=	indigenous people plan
IPPF	=	indigenous people planning framework
LAR	=	land acquisition and resettlement
LIBOR	=	London interbank offered rate
NCB	=	national competitive bidding
NGOs	=	nongovernment organizations
PAI	=	project administration instructions
PAM	=	project administration manual
PIU	=	project implementation unit
QBS	=	quality based selection
QCBS	=	quality- and cost based selection
RRP	=	report and recommendation of the President to the Board
SBD	=	standard bidding documents
SGIA	=	second generation imprest accounts
SOE	=	statement of expenditure
SPS	=	Safeguard Policy Statement
SPRSS	=	summary poverty reduction and social strategy
TOR	=	terms of reference

## I. PROJECT DESCRIPTION

1. The project will enhance the competitiveness of towns along the Southern Economic Corridor (SEC). 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 will finance 10 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 Greater Mekong Subregion (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. **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.

5. **Project Areas.** Four corridor towns along the SEC were selected as Project areas on the basis of their economic potential, infrastructure constraints and expressed commitments:

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.

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.

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.

9. **Poipet** is an important border town situated at the crossing of the Cambodia and Thailand border. The town is approximately 402 kms from the capital city of Phnom Penh and is in easy reach from Thailand. 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 the 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.

10. **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.

11. **Outputs.** The key outputs of the project are as follows: (i) adoption and implementation of Strategic Local 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.

12. The Project will provide the following outputs in the four corridor towns (Table 1).

**Table 1: Summary Description of Subprojects**

Subprojects and Investments	Existing Situation	Description of Proposed Subproject <sup>a</sup>
<p><b>1. Battambang Wastewater Treatment</b></p> <ul style="list-style-type: none"> <li>• Construction of separate sewage interceptors, and piping system</li> <li>• Installation of a WWTP (eastern part)</li> <li>• Construction of storm water drainage canals</li> <li>• Upgrading of existing WWTP (western part)</li> </ul>	<p>The existing wastewater treatment plant (WWTP) in Chamkar Samraong in the western side of the town center is currently not operational and needs rehabilitation in order to restore its full capacity. There are no wastewater treatment facility in the Sangkats of Rottanak and Preah Preach, an emerging urban center on the eastern side of Battambang. Wastewater is disposed in the combined open canals and sewage pipes leading to open agricultural areas without proper treatment. The inadequacy of the current wastewater disposal is adversely affecting local environment and posing health hazards to the local communities.</p>	<p>Rehabilitation of the existing WWTP in Chamkar Samraong in the western side of the town. This includes cleaning of wastewater ponds and restoration of dikes around the ponds, removal of sludge and construction of new inlet pump station. The 1,500 meters (m) outlet canal from the WWTP will also be rehabilitated.</p> <p>Establishment of a new WWTP in Rangkat Sangkat in the eastern side of the town. This will also include:</p> <ul style="list-style-type: none"> <li>• construction of 23.6 kilometers (kms) storm water drainage canals in Rottanak Sangkat</li> <li>• construction of 25.7 kms of separate sewage pipelines in Rottanak Sangkat</li> <li>• construction of 36.7 kms of storm water drainage canals in Preah Preach Sdach Sangkat</li> <li>• construction of 36.7 kms of separate sewage pipelines in Preah Preach Sdach Sangkat</li> </ul> <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>
<p><b>2. Battambang Flood Control</b></p> <ul style="list-style-type: none"> <li>• Construction of flood control structures in two locations along the Sangke River</li> </ul>	<p>A distinctive physical feature of the town of Battambang is Sangke river which flows through the town center. There are sections of the river where the inundated water flows to the town center and these sections require river embankment and flood control measures. During high tide, water level in the river inundates and flood water overflows to several areas of the city due to poor drainage system.</p>	<p>The subproject is intended to mitigate the encroachment of flood waters from the inundation of the Sangke River to the residential and commercial establishment areas in the eastern side of the town center. The subproject involves the construction of river embankment and flood control structures in Wat Sophy in Rottanak Sangkat with approximately 200 m in length and width of 30 m and in Svay Por Sangkat with a length of 100 m and a width of 30 m.</p> <p>The subproject is designed to contribute to the attractiveness of Battambang for private sector investments.</p>
<p><b>3. Battambang Materials Recovery Facility</b></p> <ul style="list-style-type: none"> <li>• Construction of a 800 m<sup>2</sup> material recovery facility</li> </ul>	<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</p>

Subprojects and Investments	Existing Situation	Description of Proposed Subproject <sup>a</sup>
adjacent to the existing dumpsite		processing of recyclable materials which were separated at source by the different waste generators.
<b>4. Bavet Urban Road</b> <ul style="list-style-type: none"> <li>• Improvement and widening of main urban road</li> <li>• Construction of drainage structures on both roadsides</li> <li>• Improved parking spaces for heavy trucks</li> </ul>	The current traffic volume has made the main road too narrow and caused a number of road accidents to road users such as commuters and pedestrians. The absence of drainage structures on the roadsides has resulted in frequent flooding. The urban roads are generally in bad condition with inadequate drainage and a surface of local clayish soil. During rainy season, the main road becomes impassable to small cars. This has also caused great inconvenience to residents and commercial establishments in the area.	The subproject involves the improvement of the 8 kms main urban road. This includes: <ul style="list-style-type: none"> <li>• widening of the main road from a 2-lane road to a 4-lane main urban road;</li> <li>• construction of mid road divider with trees and lighting facilities;</li> <li>• construction of drainage structures on both sides of the 8 kms main road; and</li> <li>• provision of adequate parking spaces for heavy trucks and large vehicles.</li> </ul>
<b>5. Bavet Wastewater Treatment</b> <ul style="list-style-type: none"> <li>• Construction of separate sewage interceptors, and piping system</li> <li>• Upgrading of existing storm water drainage canals</li> <li>• Installation of new WWTP</li> </ul>	Currently, a combined drainage and sewage system exists in Bavet town composed of open canals. These are inadequate and pose as a threat to the environment and health conditions of the local communities.	The subproject will involve the construction of a separate sewage interceptors and pipelines, upgrading of existing storm water drainage canals and the establishment of a new WWTP. The subproject includes: <ul style="list-style-type: none"> <li>• civil works for the construction of concrete canals with a length of 3,180 m and a bottom of 1.5 m of storm water drainage canals from the town center to the WWTP</li> <li>• installation of sewage pipelines with a length of 6,360 meters on each side of the storm water drainage canals</li> <li>• upgrading of a 3.1 kms of access road with three box culverts installed in three designated location.</li> <li>• construction of a new WWTP in a 8-hectare (ha) public land acquired by the Municipal Government of Bavet.</li> </ul>
<b>6. Bavet Materials Recovery Facility</b> <ul style="list-style-type: none"> <li>• Construction of a 800 square meters (m<sup>2</sup>) materials recovery facility adjacent to the existing dumpsite</li> </ul>	Informal and unsanitary waste recycling system; no formal and organized recycling practice.	This subproject will facilitate the sanitary and centralized manual recovery of recyclable materials from the source segregated waste of households, institutions and commercial establishments, casinos and the locators in the special economic zone. It will also include the purchase and processing of recyclable materials which were separated at source by the different waste generators.
<b>7 Neak Loeng Flood Control</b> <ul style="list-style-type: none"> <li>• Construction of flood protection</li> </ul>	The town center is situated in a low laying area which is affected by annual flooding events. During the rainy season, more than 80% of the town is under water. The	The subproject will provide flood protection structure and access road to mitigate perennial flooding of the eastern side of the town center. The subproject will involve: <ul style="list-style-type: none"> <li>• construction of flood protection dike with a</li> </ul>

<b>Subprojects and Investments</b>	<b>Existing Situation</b>	<b>Description of Proposed Subproject<sup>a</sup></b>
dikes and access road <ul style="list-style-type: none"> <li>• Installation of sliding gates and pump station.</li> </ul>	annual flooding is adversely affecting the socio-economic condition of local residents and business establishments in the eastern side of the town center. Neak Loeung does not have flood protection structures to mitigate annual flood occurrences.	total length of 4,500 m to protect an area of 363 ha. <ul style="list-style-type: none"> <li>• construction of access road on top of the flood protection dikes including the installation of box culverts serving as flood control gates.</li> <li>• installation of pump stations for storm water to pump flood waters from the enclosed area of 363 ha to the natural streams outside the protection dikes.</li> </ul>
<b>8. Poipet Wastewater Treatment</b> <ul style="list-style-type: none"> <li>• Construction of separate sewage interceptor, collection and haulage system</li> <li>• Upgrading of existing storm water drainage canals</li> <li>• Installation of new WWTP southeast of the town.</li> </ul>	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.	The subproject will improve and upgrade the storm water drainage canals and sewage pipelines from the town center to the WWTP. The subproject involves: <ul style="list-style-type: none"> <li>• Civil works for the rehabilitation of storm drainage canals with a length of 6,000 m</li> <li>• Installation of 2,400 m sewerage pipelines along each side of the storm drainage canals</li> <li>• Construction of 2,000 m outlet pipes from the site of the WWTP</li> <li>• Construction of a new WWTP in a 10-hectare land area acquired by the municipal government of Poipet.</li> </ul>
<b>9. Poipet Solid Waste Management</b> <ul style="list-style-type: none"> <li>• Establishment of sanitary landfill</li> <li>• Provision of collection trucks and plastic bins</li> <li>• Construction of administration building and weigh bridge</li> <li>• Installation of hazardous waste system</li> </ul>	The collection, transport and disposal of solid waste have become the perennial concerns of local residents and the business sector given the inadequacy of the existing solid waste management system. Only 25% of solid waste being collected and disposed to an unacceptable location and operation of the existing dumpsite. The municipal government engaged the private sector service provider whose capacity and facilities have become inadequate given the expanded coverage due to increasing urban population.	The subproject will establish a modern solid waste management system with an expanded collection, transport and disposal coverage. The subproject involves: <ul style="list-style-type: none"> <li>• establishment of a sanitary landfill for proper disposal of solid waste with access road, leachate collection and treatment, administration and service buildings.</li> <li>• procurement of two additional collection trucks and 1800 120/660 liters plastic bins on wheels with lids and additional equipment for improved operation at the new landfill site; and</li> <li>• procurement of additional equipment for improved operation at the new sanitary landfill site.</li> </ul>
<b>10. Poipet Materials Recovery Facility</b> Construction of a 800 m <sup>2</sup> materials recovery facility adjacent to the new sanitary landfill	Informal and unsanitary waste recycling system; no formal and organized recycling practice	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 casinos. It will also include the purchase and processing of recyclable materials which were separated at source by the different waste generators.

## II. IMPLEMENTATION PLANS

### A. Project Readiness Activities

Indicative Activities	2012					2013					Responsible	
	A	S	O	N	D	J	F	M	A	M		J
Establish project implementation arrangements (PMU/PIUs)												MPWT
Provide budget allocation for government counterpart												MPWT, MEF
Request advance contracting for project start-up activities for:												MPWT, MEF
a. Preparation of detailed engineering design												MPWT
b. Recruitment of project implementation support consultants												ADB
ADB Board approval												ADB
Loan signing												MPWT, MEF, ADB
Loan effectiveness												ADB

### B. Project Readiness Filters

Key Project Preparation Elements	Stage of Project Preparation				
	Identification/Preparation	Appraisal/Fact-Finding	Negotiations	Effectiveness	Current Status
Governance risk plans, including a Complaints Handling Mechanism	Broad content defined	Drafted (included in the PAM)	Completed and agreed. A Project Staff has been assigned as focal point person		Risk assessment and Risk management plan prepared.  Grievance mechanism prepared.
Procurement Capacity Assessment (PCA) of executing agencies (EAs) and implementing agencies ( IAs)		Completed.	Start up actions initiated	Start up actions implemented	Capacity assessment conducted.
Advance Actions (AA) for 1st year Bidding Documents (BDs) for goods and works		MOU between DP and RG includes list of items, timetable and responsibilities for implementation of AA	BD No objection obtained by the DP and issued.	Ready for signing (notably for goods)	None yet.

Key Project Preparation Elements	Stage of Project Preparation				
	Identification/ Preparation	Appraisal/ Fact-Finding	Negotiations	Effectiveness	Current Status
Advance Actions for consultants	Terms of Reference (TORs) for project implementation consultants drafted	TORs finalized.	Advertising, shortlisting and RFP issued.	1. Technical and financial proposals evaluated.  2. Contract negotiations done. 3. Contracts ready for signing	First draft available in the Project Administration Manual (PAM).
Financial Management Capacity Assessment of EAs/IAs		Completed	Start-up actions initiated	Start-up actions implemented, including FM training within 2 months	Financial assessment completed.
Auditing arrangements including TOR		Agreed	Confirmed		Included in the PAM.
Environment Impact Assessment (EIA), Social Impact Assessment and Indigenous People Action Plan (where applicable)	Requirements defined	Agreed	Action plans initiated	Action plans ongoing.	Included in the PAM.
Implementation of Resettlement Plan (at least for 1st year) with attention to: (i) sufficient budget for compensation and income restoration (ii) Coordination with IRC and EA Resettlement Units. (iii) Updating of Resettlement Plan		Uploading of draft Resettlement Plan/after endorsement of borrower (expected in June 2012)	RGC budgets approved	Start implementation by •recruiting an external monitoring agency within 3 months) •conducting detailed measurement survey within 6 months •conducting replacement cost study within 2 months •updating the resettlement plan within 2 months	Not yet, awaiting finalization of RPs.
Identification of Project Director and EA/IA	EA staff assigned to lead project	Definition of their project-related TOR,	Full Project Management Team	"Rules-of-the-game" workshop done	EA and PMU names determined. Only

Key Project Preparation Elements	Stage of Project Preparation				
	Identification/ Preparation	Appraisal/ Fact-Finding	Negotiations	Effectiveness	Current Status
project management team to be responsible for project implementation;	preparation	and back-up arrangements to ensure continuity. Partially done.	assigned	within 3 months	positions identified for PIUs.
Identification of staff at provincial, district and commune levels	EA/IA confirm that staff work plans will be prepared before fact-finding	Not yet done	EA/IA confirm staff availability and that that TORs have been discussed and agreed with field staff		Not yet done.
Budget & funding from DP and RGC for the 1 <sup>st</sup> year of project implementation		Needs defined, budget to be approved.	Confirmed	Available	
M&E baselines		DMF baselines to be verified at start of Project.	Confirmed	Collected within 3 months (if no identification of baselines was done during project preparation)	

### C. Overall Project Implementation Plan

	2013				2014				2015				2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Loan signing</b>	■																							
<b>Loan effectivity</b>		■																						
<b>A. Bavet</b>																								
<b>Urban Roads</b>																								
Detailed engineering design				■	■																			
Land acquisition and resettlement				■	■	■																		
Prequalification and bidding								■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>Wastewater Treatment</b>																								
Detailed engineering design								■	■															
Land acquisition and resettlement								■	■	■														
Prequalification and bidding												■	■	■	■	■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>Materials Recovery Facility</b>																								
Detailed engineering design												■	■											
Land acquisition and resettlement												■	■	■										
Prequalification and bidding																■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>B. Battambang</b>																								
<b>Wastewater Treatment</b>																								
Detailed engineering design								■	■															
Land acquisition and resettlement								■	■	■														
Prequalification and bidding												■	■	■	■	■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>Flood Control</b>																								
Detailed engineering design								■	■															
Land acquisition and resettlement								■	■	■														
Prequalification and bidding												■	■	■	■	■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>Materials Recovery Facility</b>																								
Detailed engineering design												■	■											
Land acquisition and resettlement												■	■	■										
Prequalification and bidding																■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>C. Neak Loeung</b>																								
<b>Flood Protection</b>																								
Detailed engineering design								■	■															
Land acquisition and resettlement								■	■	■														
Prequalification and bidding												■	■	■	■	■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								
<b>D. Poipet</b>																								
<b>Wastewater Treatment</b>																								
Detailed engineering design								■	■															
Land acquisition and resettlement								■	■	■														
Prequalification and bidding												■	■	■	■	■	■	■	■	■	■	■	■	■
Construction of civil works																								
Procurement of equipment																								

	2013				2014				2015				2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Solid Waste Management</b>																								
Detailed engineering design																								
Land acquisition and resettlement																								
Prequalification and bidding																								
Construction of civil works																								
Procurement of equipment																								
<b>Materials Recovery Facility</b>																								
Detailed engineering design																								
Land acquisition and resettlement																								
Prequalification and bidding																								
Construction of civil works																								
Procurement of equipment																								
<b>E. Project Implementation Support</b>																								
Prequalification, selection & awarding of consultants																								
Mobilization																								
Implementation support and benefit monitoring																								
<b>F. Capacity Development and Training</b>																								
Prequalification, selection & awarding of consultants																								
Mobilization																								
Conduct of workshops and seminars																								
<b>G. Independent Monitoring</b>																								
Prequalification, selection & awarding of consultants																								
Mobilization																								
Conduct of workshops and seminars																								

### III. PROJECT MANAGEMENT ARRANGEMENTS

#### A. Project Implementation Organizations – Roles and Responsibilities

Project Organization	Roles and Responsibilities
Ministry of Public Works and Transport (MPWT)	<p>Executing Agency (EA)</p> <ul style="list-style-type: none"> <li>• Assumes overall responsibility for Project implementation and establishment of Project Management Unit (PMU).</li> <li>• Approve medium term and annual rolling plans for Project implementation</li> <li>• Ensure compliance with Loan Covenants</li> <li>• Ensure Government counterpart fund allocation</li> <li>• Establish and manage the Project's imprest accounts</li> <li>• Submit contract awards and disbursement projections</li> <li>• Submit withdrawal applications to ADB</li> <li>• Submit audited project accounts and audited financial statements to ADB</li> <li>• Approve procurement plans, bidding documents, bid evaluation and contract awards</li> <li>• Submit regular quarterly and annual project progress reports to ADB</li> <li>• Submit updated resettlement plans for ADB concurrence prior to implementation</li> <li>• Ensure compliance with ADB's social and environmental policies and guidelines during project implementation</li> <li>• Approve proposed actions in the event of adverse financial audits or monitoring and evaluation reports</li> <li>• Prepare withdrawal application for submission to ADB</li> <li>• Select Consultant for Project Implementation Support and Capacity Development</li> </ul>
Provincial Department of Public Works and Transport (PDPWT)	<p>Implementing Agency (IA)</p> <ul style="list-style-type: none"> <li>• Coordinate and monitor Project activities of the PIU and DCUs</li> <li>• Support PIU in carrying out the approved annual rolling plans</li> <li>• Coordinate in providing capacity development program for PIU and DCUs</li> <li>• Obtain necessary approvals from respective Departments prior to awarding of civil works contracts</li> <li>• Support PIU in the implementation of environmental management plans (EMPs)</li> <li>• Coordinate regular reporting of PIU to EA on EMP implementation</li> <li>• Coordinate the implement the Project's Consultation and Participation Plan, Social Development Plan and Gender Action Plan (GAP)</li> <li>• Undertake regular quality control inspection of Project facilities</li> <li>• Manage the handover of Project facilities to agencies responsible for operation and maintenance</li> <li>• Undertake monitoring in compliance with the Design and Monitoring Framework (DMF) and other project documents such as EMP, Resettlement Plans (RPs) and GAP</li> </ul>
District Office of Public Works and Transport Town of Battambang	<p>Project Implementation Unit (PIU)</p> <ul style="list-style-type: none"> <li>• Undertake day to day management of Project activities</li> <li>• Implement approved annual rolling work and financial plans</li> <li>• Prepare and submit regular quarterly and annual project progress</li> </ul>

Project Organization	Roles and Responsibilities
Town of Bavet Town of Neak Loeung Town of Poipet	reports <ul style="list-style-type: none"> <li>• Supervise civil works contractors</li> <li>• Manage separate Project financial records and account, and prepare financial reports for submission to EA and IA</li> <li>• Ensure that EMPs are incorporated in the detailed designs and included in civil works contracts</li> <li>• Ensure implementation of EMP, submit regular monitoring reports to IA and EA</li> <li>• Ensure implementation of Capacity and Participation Plan, Social Development Plan and GAP</li> <li>• 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</li> <li>• Undertake monitoring with disaggregation of data by sex and income group as required by the Project's design and monitoring framework.</li> </ul>
Asian Development Bank	Project Financier <ul style="list-style-type: none"> <li>• Conduct semi-annual reviews to assess:               <ol style="list-style-type: none"> <li>(i) overall project implementation;</li> <li>(ii) land acquisition and resettlement;</li> <li>(iii) environmental management;</li> <li>(iv) project expenditures, disbursement and counterpart funding;</li> <li>(v) procurement and contract awards;</li> <li>(vi) compliance with loan covenants; and</li> <li>(vii) probability of attaining Project outputs and outcome</li> </ol> </li> <li>• Review and approve procurement and disbursement documents</li> <li>• Regularly update project performance review reports</li> <li>• 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</li> <li>• Conduct Project completion mission.</li> </ul>

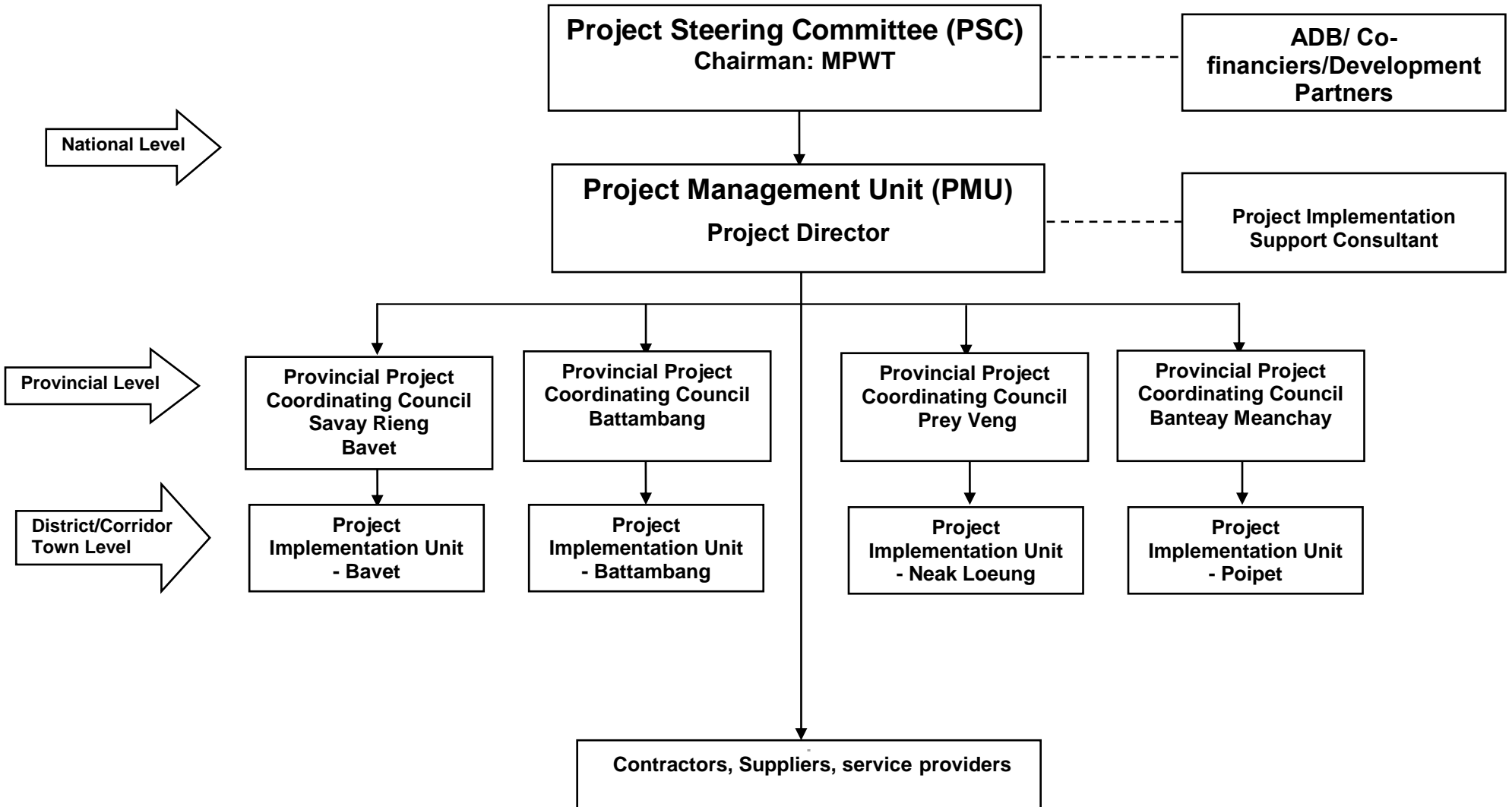
## B. Key Persons Involved in Implementation

<b>Executing Agency</b>  Ministry of Public Works and Transport (MPWT)	Officer's Name	:	H.E. Tauch Chankosal
	Position	:	Secretary of State
	Office Address	:	MPWT, Phnom Penh
	Email address	:	tauchchankosal@hotmail.com
	Telephone No.	:	012 959 599
	Officer's Name	:	Mr. Vong Pisith
	Position	:	Deputy Director General
	Office Address	:	MPWT, Phnom Penh
	Email address	:	vong_pisith@yahoo.com
Telephone No.	:	012 833 411	
<b>Implementing Agency ( IA)</b>  Provincial Department of Public Works and Transport  Province of Battambang	Officer's Name	:	Mr. Khan Manner
	Position	:	Provincial Director

Province of Svay Rieng	Office Address	:	PDPWT, Battambang Province
	Email address	:	N/A
Province of Prey Veng	Telephone No.	:	092 285 206
	Officer's Name	:	Mr. Som Savuth
Province of Banteay Meanchey	Position	:	Provincial Director
	Office Address	:	PDPWT, Svay Rieng Province
	Email address	:	
	Telephone No.	:	012 927 773
	Officer's Name	:	Mr. Noun Chamrong
	Position	:	Provincial Director
	Office Address	:	PDPWT, Prey Veng Province
	Email address	:	N/A
	Telephone No.	:	012 955 379
	Officer's Name	:	Mr. Kim Sovann
	Position	:	Provincial Director
	Office Address	:	PDPWT, Banteay Meanchey
	Email address	:	N/A
	Telephone No.	:	012 806 386
<b>Project Management Unit ( PMU)</b>			
	Officer's Name	:	Mr. Vong Pisith
	Position	:	Deputy Director General
	Office Address	:	MPWT, Phnom Penh
	Email address	:	vong_pisith@yahoo.com
	Telephone No.	:	012 833 411
	<b>Project Implementation Unit ( PIU)</b>		
Battambang	Officer's Name	:	Mr. Oeum Sokhum
	Position	:	Governor
Bavet	Office Address	:	Municipality Office
	Email address	:	N/A
Neak Loeung	Telephone No.	:	
	Officer's Name	:	Mr. Neab Saron
Poipet	Position	:	Governor
	Office Address	:	Bavet Town Office
	Email address	:	017 665 441
	Telephone No.	:	
	Officer's Name	:	Mr. Sao Brasith
	Position	:	Governor of Peam Ro district
	Office Address	:	Peam Ro District office
	Email address	:	N/A
	Telephone No.	:	016 474 736
	Officer's Name	:	Mr. Ngor Meng Chroun
	Position	:	Governor
	Office Address	:	Poipet Town Office
	Email address	:	N/A
	Telephone No.	:	012 739 232
<b>Asian Development Bank</b>			
	Officer's Name	:	Ms. Amy S.P. Leung
	Position	:	Director, Urban Development and Water Division,

		Southeast Asia Department
Office Address	:	6 ADB Avenue, Mandaluyong City 1550 Metro Manila, Philippines
Email address	:	aleung@adb.org
Telephone No.	:	+63 2 632 6379/5613
Officer's Name	:	Mr. Florian Steinberg
Position	:	Senior Urban Development Specialist Urban Development and Water Division, Southeast Asia Department
Office Address	:	6 ADB Avenue, Mandaluyong City 1550 Metro Manila, Philippines
Email address	:	fsteinberg@adb.org
Telephone No.	:	+63 2 632 5581
Officer's Name	:	Mr. Nida Ouk
Position	:	Senior Project Officer Cambodia Resident Mission
Office Address	:	9.Suramarit Blvd. (St.268), Sangkat Chaktomuk, Khan Daun Penh, Phnom Penh
Email address	:	nouk@adb.org
Telephone No.	:	+855 23 215805/ 215806/216417
Officer's Name	:	Ms. Abigail D. Garrovillas
Position	:	Associate Project Officer Urban Development and Water Division, Southeast Asia Department
Office Address	:	6 ADB Avenue, Mandaluyong City 1550 Metro Manila, Philippines
Email address	:	agarrovillas@adb.org
Telephone No.	:	+63 2 632 6964

C. Project Organization Structure



## D. Project Implementation Support

13. The Project will provide management and implementation support to the EA through the project management unit (PMU). This is intended to ensure that project implementation will fully comply with the national government regulations and with ADB's policies and operational requirements in terms of financial management, fund disbursement, procurement procedures, social and environment safeguards, and operation and maintenance (O&M).

14. A team of international and national consultants will be recruited by the EA to provide management support during Project implementation. The consultants will be engaged on intermittent input basis during the 6-year Project period. The recruitment of the consultants will be undertaken in accordance with ADB's *Guidelines on the Use of Consultants*.

15. The indicative list of specialists and experts and the corresponding person-month inputs of the Consultant's Team are as follows:

### 1. International Consultant

Position	Person-month Input
Team Leader, Urban Development Specialist	12
Wastewater Management Specialist	3
Flood Protection and Drainage Specialist	3
Solid Waste Management Specialist	3
Climate Change Adaptation Specialist	3
Social Safeguards, Gender Specialist	3
Resettlement Specialist	3
Procurement Management Specialist	3
Financial Management Specialist	3
Monitoring and Evaluation Specialist	3
Sub-total	39

### 2. National Consultant

Position	Person-month Input
Deputy Team Leader, Civil Engineering Expert	24
Wastewater Treatment Expert	8
Urban Roads Expert	8
Solid Waste Management Expert	8
Financial Management Expert	8
Procurement Management Expert	8
Resettlement Expert	8
Environment Expert	8
Social Safeguards, Gender Expert	8
Monitoring and Evaluation Expert	8
External Monitoring Organization	5
Sub-total	101

16. The outline Terms of Reference including the scope of services and qualification requirements of each of the consultant is presented in Linked Document.

17. **Logistics for Project Implementation Support.** The PMU will be provided an office within the premises of the EA. The PIS consultants will purchase equipment and vehicles, and cover operating cost to facilitate the consulting services. The list and types of equipment and vehicles will be prepared by the PMU with the assistance of Project implementation support consultant. The list will be submitted to the EA for approval prior to procurement.

18. **Indicative Cost for Project Implementation Support.** The estimated investment cost for Project implementation support amounts to \$1.68 million. This will provide the cost of consultant's services amounting to \$1.09 million, the purchase of office equipment and vehicles worth \$0.30 million, operating cost for management support in the amount of \$0.24 million and external monitoring amounting to \$0.05 million. The cost breakdown is presented in Linked Document.

#### **E. Capacity Development Plan**

19. 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.

20. 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.

21. 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.

22. 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.

23. 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.

24. 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**

25. At the early stage of Project implementation, PIS 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.

26. 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. Capacity Building for Project Management**

27. An initial assessment of the Project management capacities of the EA and IAs indicated the need for broadening knowledge on the principles of effective management and building competencies on the management of priority urban infrastructure. The indicative list of capacity development and training interventions in terms of context and description, source and number of number of participants including cost estimates is as follows:

<b>Context and Description</b>	<b>Participants from</b>	<b>Number of Participants</b>	<b>Indicative Cost</b>
<b>Best Practices in Project Management of ODA-funded projects.</b> Designated Project Staff will participate in a training program on effective project management that will involve lectures, group discussions and field visits to Project sites.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	18	\$10,000
<b>Training on Work and Financial Planning (WFP).</b> This is a series of workshop events and follow-through on-the-job sessions designed to develop the capacities of designated Project staff in preparing annual rolling work and financial plans.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	22	\$10,000 (4 workshop series at \$2,500/ event)
<b>Project Administrative Management Procedures.</b> Designated Project administrative staff will participate in a series of training programs designed to develop and improve competencies in administrative management procedures based on ADB guidelines.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	18	\$10,000 (4 sessions at \$2,500/ event)
<b>Public Awareness and Project Orientation.</b> This is a series of Project orientation and briefing events with local community organizations, participating government agencies, NGOs and private sector groups.	Community Organizations, Government Agencies, NGOs, Private Sector	200	\$10,000 (2 events at \$5,000/ event)
<b>Training on Coordination and Networking Mechanisms.</b> Capacity building measures will be designed to enhance and further strengthen coordination mechanism during Project implementation.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	22	\$10,000 (4 sessions at \$2,500/ event)
<b>Training on Project Website and Management.</b> Training in establishing and managing Project website is in adherence to the principles of transparency and good governance.	PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	12	\$20,000 (Establishment of website, training of Project staff)

28. The consultants will develop (i) terms of reference for a working group of GMS corridor towns, to be established under the GMS Economic Corridor Forum (ECF) and (ii) twinning arrangements among corridor towns, both nationally or among the GMS region.

29. Additional capacity development and training programs will be identified based on needs assessment conducted during the course of Project implementation.

### 3. Improving Capacities for Financial and Procurement Management

30. The training programs will be anchored on the existing systems and procedures of the national government on ODA projects and the ADB guidelines on financial management. The capacity building interventions on financial management will be closely coordinated with the Ministry of Finance and measures will be development on the long term sustainability of the financial management capacity measures. The indicative list of capacity building and training programs on financial management includes the following:

Content and Description	Participants From	Number of Participants	Indicative Cost
<b>Financial Procedures and Practices.</b> Project administrative and finance staff will be provided hands-on training on efficient financial management practices in accordance with Government and ADB guidelines	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	15	\$12,000
<b>Imprest Account and Fund Disbursement.</b> Project staff will be given training on the use of the imprest account and fund disbursement of ADB-funded project.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	10	\$6,000
<b>Internal Finance Controls.</b> Training programs will be extended on developing and adopting internal finance control system for the Project.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	10	\$6,000
<b>Financial Status and Audit Reporting.</b> Project staff will be trained in preparing financial statements and progress reports for an ADB-funded Project.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet	10	\$6,000
<b>Financial Cost Recovery for Revenue Generating Subprojects.</b> Capacity building will be provided in cost recovery mechanism related to collection, recording and management of fees and charges and the use of revenue proceeds for O&M.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and District Authorities	20	\$10,000 (4 sessions at \$2,500/ event)

31. Capacity building assistance on procurement management will be carried out to enable the EA, PMU and PIUs understand and follow procurement procedures based on the national and ADB procurement guidelines. The assistance will involve formal and informal training programs through on-the-job sessions in the preparation of bidding documents, selection criteria and bid evaluation processes. The following capacity building and training programs have been initially identified:

Content and Description	Participants from	Number of Participants	Indicative Cost
<b>ADB Procurement Guidelines and Procedures.</b> This involves in-country seminar-workshop on procurement management, procedures and practices and follow-through training for Project Staff.	EA, PMU and PIUs of Project towns, Provincial and district Authorities	10	\$6,000
<b>Application of Procurement Methods and Procedures .</b> This will involve on-the-job training sessions on procurement methods such as ICB, NCB and other methods.	EA, PMU and PIUs of Project towns, Provincial and district Authorities	10	

Content and Description	Participants from	Number of Participants	Indicative Cost
<b>Quality Control and inspection system.</b> Training on contract management, quality control and inspection system through direct application and field inspection procedures will be conducted.	EA, PMU and PIUs of Project towns, Provincial and District Authorities	10	\$6,000
<b>Procurement Plan Preparation, Reporting and Monitoring.</b> Training activities and on-the-job sessions on the preparation of selection criteria, draft bidding documents and evaluation procedures.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet.	10	\$6,000

#### 4. Developing Capacities for Social and Environment Safeguards

32. The importance of social and poverty assessment (PSA) in the project preparation and design will be an integral component of the capacity building assistance to the PMU and PIUs, local development staff of provincial and district authorities. Capacity building and training programs will incorporate the provisions of the policies and requirements of the national government and in conformity with the ADB Safeguards Policy Statement. The capacity building and training interventions that have been initially assessed involve the following:

Content and Description	Participants from	Number of Participants	Indicative Cost
<b>Poverty and Social Impact Assessment.</b> Capacity building and training assistance will focus on the assessment of potential social impact of the urban infrastructure on affected households.	EA, PMU, PIUs of Bavet, Battambang, Neak Loeung and Poipet.	14	\$10,000
<b>Consultation and Participation (C&amp;P) Approaches.</b> Project staff involved in social and environment safeguards will be provided training programs on community consultative dialogues, FGDs, and KIIs	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet.	14	\$10,000
<b>Training on Data Generation and PPMS.</b> Training will be conducted in the collection and analysis of secondary and primary data and information in relation to PSA and PPMS. This will also involve hands on sessions on the collection and analysis of gender-disaggregated data and information.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet.  Beneficiary communities	70	\$20,000
<b>Stakeholder's Awareness Raising.</b> This will involve a series of seminars, forums and consultative meetings on the impact of urban infrastructure investments in reducing poverty and in uplifting the socio-economic conditions of Project beneficiaries, social and environment safeguards measures.	Community Organizations, Government Agencies, NGOs Private Sector	200	\$30,000

33. The capacity building program will take into consideration effective gender mainstreaming in the project area to assess risk of being disadvantaged by the project impacts, or have the risk of not realizing the full potential of project benefits and opportunities if gender issues are not mainstreamed in Project management and implementation activities. The capacity building on gender consideration will involve the following activities:

Context and Description	Participant from	Number of Participants	Indicative Cost
<b>Gender Sensitization Training.</b> This is a series of training programs and seminars intended to create awareness on gender consideration in Project management and implementation.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet.	80	\$30,000
<b>Women Empowerment Training.</b> This will involve vocational and livelihood skills training courses, participation in local decision making and gender equity promotion.	Women from 3 corridor towns, Ministry of Women Affairs, NGOs	600 (150/town)	\$80,000 (\$20,000/town activities)
<b>Gender Awareness and IEC Training.</b> This involves series of awareness and campaign training programs on sanitation, health and hygiene program at community levels and road safety at school levels.	Beneficiary communities, Provincial and district authorities, NGOs	200	\$20,000
<b>Gender Action Planning.</b> Capacity building and training involves updating of GAP through a series of workshops, seminars and focused group discussions. Project will attend these training events as integral part of capacity development.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. NGOs, Ministry of Women Affairs, private sector.	30	\$20,000

34. Capacity building and training assistance will be provided to the Project staff on the review of the initial environmental examination (IEE) reports and in updating the Environment Management Plan (EMP). The Environment Specialist of the PIS consultant will assist the PMU conduct seminars and workshop events including consultative forums on public awareness on the impacts and mitigating measures of urban infrastructure subprojects in the corridor towns. Capacity building on environment safeguards will involve the following activities:

Context and Description	Participant from	Number of Participants	Indicative Cost
<b>Updating Environment Management Plan.</b> Project staff involved in the social and environment safeguards will participate in the updating process as an integral part of capacity building and developing competence in safeguards monitoring and reporting.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet.	14	\$10,000
<b>Public Awareness on Impacts and mitigating measures.</b> This is intended to raise public awareness on the environmental safeguards and on the impact of urban infrastructure on the local environment.	Community Organizations, Government Agencies, NGOs, Private Sector	200	See budget on Stakeholder's Awareness Raising under Social

Context and Description	Participant from	Number of Participants	Indicative Cost
			Safeguards
<b>Integration of environment management elements.</b> Capacity building and training programs will be extended on the integration of environment into regular operation and maintenance procedures and in ensuring the integration of environment concerns in the bid evaluation and contract of awards documents	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$10,000
<b>Environment safeguards in urban infrastructure investment.</b> Project staff will be capacitated in the understanding the key elements of the EMP and in ensuring its effective implementation.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$5,000
<b>Urban Environment Infrastructure Training.</b> These are training programs f on specific environment related topics such as sewerage and drainage management, urban road management, flood control and protection and waste management, national regulation and ADB's safeguards policy statement, including recording and data management systems.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$10,000
<b>Training on Climate Resilience Measures.</b> The training will involve knowledge exchanges and experiential sharing on adaptation measures aimed at adjusting activities, systems or organizational arrangements to account for the effects of climate change now and in the future in a manner that is efficient, effective and equitable.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	30	\$30,000

35. The PIS consultant will assist the PMU in establishing network with MONRE, relevant training institutions and HRD learning centers for the undertaking the capacity building and training programs.

## 5. Capacity Building for Operation and Maintenance of Urban Infrastructure

36. During Project implementation, the PMU in close partnership with PIS Consultant will coordinate with the Provincial and district authorities on the requirements and procedures for proper O&M arrangements for the priority urban infrastructure. Specific O&M manual will be prepared for waste water treatment, sanitary landfill and solid waste management, flood control and protection, and urban roads and drainage management. The indicative list of capacity building and training activities in relation to O&M of urban infrastructure under the Project include the following:

Content and Description	Participant	Number of Participants	Indicative Cost
<b>Training on Operation and Maintenance Planning.</b> This will be done through a series of workshops and focused group discussions. Representatives from provincial and district authorities who will be involved in O&M of the urban infrastructure will be invited to	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$20,000 (\$5,000/ town)

Content and Description	Participant	Number of Participants	Indicative Cost
participate in the preparation of the O&M plan as part of institutional capacity building.			
<b>O&amp;M System and Procedures.</b> This will involve mentoring on general understanding of the relationship between their operating plans and priorities, the skill level of O&M personnel and types of equipment and materials for proper O&M.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$10,000 (\$5,000/town)
<b>Managed system for revenue collection.</b> This will involve the development of a managed system for the collection of revenues from solid waste management, wastewater treatment and river embankment. through workshops and focus group discussions.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	30	\$10,000
<b>Training on O&amp;M Finance and Accounting.</b> This will involve calculation of costs, setting up services tariff and the price value of the management and operation contract between asset owner and service provider. and developing financing and accounting system for revenue generating subprojects	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$10,000

37. As part of the PIS, 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.

38. 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.

## 6. Capacity Building Assistance in Monitoring, Reporting and Evaluation

39. At the commencement of the consulting services, the PIS consultant will assist the PMU in developing the PPMS. Through the Project performance monitoring system (PPMS), the PMU will undertake monitoring activities on an annual basis, adopting the same indicators and parameters, and will report its findings and recommendations to the EA and ADB. With the assistance of the PIS consultant, the PMU will adopt the PPMS to keep regular track of physical and financial progress as these relates to the expected outputs and deliverables indicated in the approved work and financial plans and in the DMF. The capacity building and training interventions in monitoring, reporting and evaluation will involve the following activities:

Content and Description	Participant from	Number of Participants	Indicative Cost
<b>PPMS Training.</b> The PMS consultant will assist the PMU in developing and	EA, PMU and PIUs of Bavet,	30	\$10,000

<b>Content and Description</b>	<b>Participant from</b>	<b>Number of Participants</b>	<b>Indicative Cost</b>
adopting the PPMS and in keeping regular track of physical and financial progress as these relates to the expected outputs and deliverables indicated in the approved work and financial plans and in the DMF.	Battambang, Neak Loeung and Poipet. Provincial and district Authorities		
<b>Physical and Financial Progress reporting.</b> Hands on training on the preparation of regular physical and financial progress report based on the performance indicators defined in the DMF.	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$10,000
<b>Monitoring compliance of social and environment safeguards.</b> Project Staff will be trained on tracking the implementation of the gender action plan and resettlement plan and monitor the compliance of plan implementation to the social and environment safeguards based on the ADB Safeguards Policy Statement	EA, PMU and PIUs of Bavet, Battambang, Neak Loeung and Poipet. Provincial and district Authorities	20	\$10,000

40. External monitoring organization (EMO) will be engaged to monitor compliance of the social and environment safeguards in relation to the implementation of the resettlement plans (RPs), the EMPs, gender action plan (GAP) and the stakeholder's participation plan. The PMU will be assisted by the PIS consultant in finalizing the scope of work and terms of reference including the procurement of EMO. The PIU will also be assisted in the coordinating and supervising the activities of the EMO during their period of engagements.

#### **F. Implementation Arrangements for Capacity Development and Training**

41. 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.

42. 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.

#### **G. Consultant's Services**

43. A team of international and national consultant will be engaged by the Project to assist the PMU in carrying out the capacity development and training support to Project staff and key Project Stakeholders. The Consultants will be engaged on an intermittent input basis during the 6-year Project implementation period. The recruitment of the Consultants will be undertaken in accordance with ADB's Guidelines on the Use of Consultants.

44. The indicative list of specialists and experts and the corresponding person-month inputs is presented in the table below:

<b>Position</b>	<b>Person-month Input</b>
International Consultant:	
Capacity Development Specialist	9
Training Specialist (s)	9
Sub-total	18
National Consultant:	
Institutional Development Expert	12
Training Specialist (s)	12
Sub-total	24
Total	42

45. The outline terms of reference (TOR) including the scope of services and qualification requirements of individual consultant is presented in Linked document C.

#### **H. Logistics Support for Capacity Development**

46. The PMU will provide support for the purchase of training equipment and facilities including operating cost to facilitate the implementation of the capacity development and training programs. The list and types of equipment and facilities will be prepared by PMU and Project consultant during the Project Start Up activities under the advance contracting arrangements. The list will be submitted to the EA for approval prior to procurement procedures.

#### **I. Indicative Investment Cost**

47. The estimated investment cost for undertaking capacity development and training programs under the Project amount to \$1.49 million. This will cover the cost of consultant's services to be engaged for capacity development which amounts to \$0.52 million, expenses for seminars and workshop events amounting to \$0.42 million and the provision of training equipment and facilities worth \$0.05 million. The investment cost also includes the establishment of the Urban Infrastructure Resource Center at MPWT and the Provincial Wastewater Management Authorities amounting to \$0.50 million.

#### IV. COSTS AND FINANCING

48. The total cost of the project is estimated at \$54.78 million equivalent, including taxes, duties, and physical and price contingencies (Table 2).

**Table 2: Cost Estimates by Outputs**  
(\$ million)

Item	Amounts <sup>a</sup>
<b>A. Base Cost <sup>b</sup></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	1.57
6. Capacity Development and Training	1.49
7. External Monitoring	0.11
<b>Subtotal (A)</b>	<b>44.90</b>
<b>B. Contingencies <sup>c</sup></b>	
1. Physical contingencies	4.43
2. Price contingencies	4.54
<b>Subtotal (B)</b>	<b>8.97</b>
<b>C. Financing Charges during Implementation <sup>d</sup></b>	<b>0.91</b>
<b>Total (A+B+C)</b>	<b>54.78</b>

<sup>a</sup> Inclusive of taxes and duties of \$5.23 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.

<sup>b</sup> In December 2011 prices.

<sup>c</sup> Physical contingencies computed at 10% 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 parity exchange rates. Annual rates are as follows:

Annual Rates	2012	2013	2014	2015	2016	2017	2018
Foreign Currency	-1.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%

<sup>d</sup> 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.

49. 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.

50. The Urban Environmental Infrastructure Fund (UEIF), through its UFPF,<sup>1</sup> will provide US dollar denominated cofinancing of \$1.5 million equivalent, while the Strategic Climate Fund (SCF), under its PPCR,<sup>2</sup> 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

<sup>1</sup> Contributor: Government of Sweden.

<sup>2</sup> Under the Pilot Program for Climate Resilience financed by the ADB Strategic Climate Fund.

\$6.88 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 3.

**Table 3: Financing Plan (\$ million)**

<b>Source</b>	<b>Total Cost</b>	<b>Share of Total (%)</b>
Asian Development Bank	37.00	67.6
ADB Strategic Climate Fund (Loan) <sup>a</sup>	5.00	9.1
ADB Strategic Climate Fund (Grant) <sup>a</sup>	4.40	8.0
Urban Environmental Infrastructure Fund under the Urban Financing Partnership Facility <sup>b</sup>	1.50	2.7
Royal Government of Cambodia	6.88	12.6
<b>Total</b>	<b>54.78</b>	<b>100.0</b>

<sup>a</sup> 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.

<sup>b</sup> Contributor: the Government of Sweden.

**A. Detailed Cost Estimates by Expenditure Category**

	<b>(KHR Million)</b>			<b>(US\$ Million)</b>			<b>%</b>	<b>% Total</b>
	<b>Local</b>	<b>Foreign</b>	<b>Total</b>	<b>Local</b>	<b>Foreign</b>	<b>Total</b>	<b>Foreign Exchange</b>	<b>Base Costs</b>
<b>I. Investment Costs</b>								
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	61,624	89,111	150,734	14.93	21.59	36.52	59	81
D. Equipment	579	5,215	5,794	0.14	1.26	1.40	90	3
E. Capital Goods	33	47	80	0.01	0.01	0.02	59	-
F. Consulting Services	10,491	8,372	18,863	2.54	2.03	4.57	44	10
G. Project Implementation Support	1,169	124	1,294	0.28	0.03	0.31	10	1
H. Capacity Development and Training	1,483	610	2,093	0.36	0.15	0.51	29	1
Subtotal (I)	81,812	103,479	185,290	19.82	25.07	44.90	56	100
Physical Contingencies	7,932	10,348	18,280	1.92	2.51	4.43	57	10
Price Contingencies	16,283	2,452	18,735	3.95	0.59	4.54	13	10
Subtotal (Including Contingencies)	106,026	116,278	222,305	25.69	28.18	53.87	52	120
Interest During Implementation	-	3,751	3,751	-	0.91	0.91	100	2
<b>Total Project Costs</b>	<b>106,026</b>	<b>120,030</b>	<b>226,056</b>	<b>25.69</b>	<b>29.08</b>	<b>54.78</b>	<b>53</b>	<b>122</b>

**B. Allocation and Withdrawal of Loan Proceeds**

<b>ALLOCATION AND WITHDRAWAL OF LOAN PROCEEDS (Greater Mekong Subregion Corridor Towns Development Project)</b>				
<b>No.</b>	<b>Item</b>	<b>Total Amount Allocated for ADB Financing (SDR)</b>		<b>Basis for Withdrawal from the Loan Account</b>
		<b>Category</b>	<b>Subcategory</b>	
1	Works	18,451,000		
1A	Battambang Wastewater Treatment		6,247,000	74.9% of total expenditure claimed*
1B	Battambang Flood Control		829,000	68.0% of total expenditure claimed*
1C	Bavet Wastewater Treatment		1,277,000	68.0% of total expenditure claimed*
1D	Bavet Urban Roads		5,010,000	100.0% of total expenditure claimed*
1E	Neak Loeung Flood Control		1,581,000	68.0% of total expenditure claimed*
1F	Poipet Wastewater Treatment		1,576,000	68.0% of total expenditure claimed*
1G	Poipet Solid Waste Management		1,931,000	100.0% of total expenditure claimed*
2	Consulting Services	2,859,000		
2A	Battambang Wastewater Treatment		415,000	68.0% of total expenditure claimed*
2B	Battambang Flood Control		60,000	68.0% of total expenditure claimed*
2C	Bavet Wastewater Treatment		138,000	68.0% of total expenditure claimed*
2D	Bavet Urban Roads		405,000	100.0% of total expenditure claimed*
2E	Neak Loeung Flood Control		114,000	68.0% of total expenditure claimed*
2F	Poipet Wastewater Treatment		114,000	68.0% of total expenditure claimed*
2G	Poipet Solid Waste Management		124,000	100.0% of total expenditure claimed*
2H	Project Implementation Support		714,000	70.2% of total expenditure claimed*
2I	Capacity Development and Training		694,000	72.5% of total expenditure claimed*
2J	External Monitoring		81,000	100.0% of total expenditure claimed*
3	Interest during Construction	582,000		100.0% of total amount due
4	Unallocated	2,131,000		
	<b>Total</b>	<b>24,023,000</b>		

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

<b>ALLOCATION AND WITHDRAWAL OF LOAN PROCEEDS (Greater Mekong Subregion Corridor Towns Development Project)</b>				
<b>Number</b>	<b>Item</b>	<b>Total Amount Allocated for ADB Financing</b>		<b>Basis for Withdrawal from the Loan Account</b>
		<b>Category</b>	<b>(\$) Subcategory</b>	
1	Works	3,780,000		
1A	Battambang Wastewater Treatment		1,745,000	13.6% of total expenditure claimed*
1B	Battambang Flood Control		321,000	17.0% of total expenditure claimed*
1C	Bavet Wastewater Treatment		493,000	17.0% of total expenditure claimed*
1D	Neak Loeung Flood Control		612,000	17.0% of total expenditure claimed*
1E	Poipet Wastewater Treatment		609,000	17.0% of total expenditure claimed*
2	Consulting Services	754,000		
2A	Battambang Wastewater Treatment		161,000	17.0% of total expenditure claimed*
2B	Battambang Flood Control		23,000	17.0% of total expenditure claimed*
2C	Bavet Wastewater Treatment		54,000	17.0% of total expenditure claimed*
2D	Neak Loeung Flood Control		44,000	17.0% of total expenditure claimed*
2E	Poipet Wastewater Treatment		44,000	17.0% of total expenditure claimed*
2F	Project Implementation Support		228,000	14.6% of total expenditure claimed*
2G	Capacity Development and Training		200,000	13.6% of total expenditure claimed*
3	Service Charge	13,000		100.0% of total amount due
4	Unallocated	453,000		
	<b>Total</b>	<b>5,000,000</b>		

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

<b>ALLOCATION AND WITHDRAWAL OF GRANT PROCEEDS (Greater Mekong Subregion Corridor Towns Development Project)</b>				
<b>Number</b>	<b>Item</b>	<b>Amount Allocated (\$)</b>		<b>Basis for Withdrawal from the Grant Account</b>
		<b>Category</b>	<b>Subcategory</b>	
1	Works	3,270,000		
1A	Battambang Wastewater Treatment		1,481,000	11.5% of total expenditure claimed*
1B	Battambang Flood Control		282,000	15.0% of total expenditure claimed*
1C	Bavet Wastewater Treatment		434,000	15.0% of total expenditure claimed*
1D	Neak Loeung Flood Control		537,000	15.0% of total expenditure claimed*
1E	Poipet Wastewater Treatment		536,000	15.0% of total expenditure claimed*
2	Consulting Services	730,000		
2A	Battambang Wastewater Treatment		141,000	15.0% of total expenditure claimed*
2B	Battambang Flood Control		20,000	15.0% of total expenditure claimed*
2C	Bavet Wastewater Treatment		47,000	15.0% of total expenditure claimed*
2D	Neak Loeung Flood Control		39,000	15.0% of total expenditure claimed*
2E	Poipet Wastewater Treatment		39,000	15.0% of total expenditure claimed*
2F	Project Implementation Support		238,000	15.2% of total expenditure claimed*
2G	Capacity Development and Training		206,000	13.9% of total expenditure claimed*
3	Unallocated	400,000		
	<b>Total</b>	<b>4,400,000</b>		

\*Exclusive of taxes and duties imposed within the territory of the Recipient.

<b>ALLOCATION AND WITHDRAWAL OF GRANT PROCEEDS (Greater Mekong Subregion Corridor Towns Development Project)</b>				
<b>Number</b>	<b>Item</b>	<b>Amount Allocated (\$)</b>		<b>Basis for Withdrawal from the Grant Account</b>
		<b>Category</b>	<b>Subcategory</b>	
1	Works	1,254,000		
1A	Battambang Materials Recovery Facility		430,000	100.0% of total expenditure claimed*
1B	Bavet Materials Recovery Facility		382,000	100.0% of total expenditure claimed*
1C	Poipet Materials Recovery Facility		442,000	100.0% of total expenditure claimed*
2	Consulting Services	109,000		
2A	Battambang Materials Recovery Facility		37,000	100.0% of total expenditure claimed*
2B	Bavet Materials Recovery Facility		33,000	100.0% of total expenditure claimed*
2C	Poipet Materials Recovery Facility		39,000	100.0% of total expenditure claimed*
3	Unallocated	137,000		
	<b>Total</b>	<b>1,500,000</b>		

\*Exclusive of taxes and duties imposed within the territory of the Recipient.

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

	Asian Development Bank (Loan)		ADB Strategic Climate Fund (Loan)		ADB Strategic Climate Fund (Grant)		UEIF-UFPF (Grant)		Royal Government of Cambodia			Total		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	Taxes & Duties	Subtotal	%	Amount	%
<b>A Works<sup>a</sup></b>														
1 Battambang Flood Control	1.28	61.2	0.32	15.3	0.28	13.5	-	-	-	0.21	0.21	10.0	2.09	3.8
2 Battambang Wastewater Treatment	9.62	67.4	1.75	12.2	1.48	10.4	-	-	-	1.43	1.43	10.0	14.28	26.1
3 Battambang MRF	-	-	-	-	-	-	0.43	90.0	-	0.05	0.05	10.0	0.48	0.9
4 Baveit Wastewater Treatment	1.97	61.2	0.49	15.3	0.43	13.5	-	-	-	0.32	0.32	10.0	3.22	5.9
5 Baveit Urban Roads	7.72	90.0	-	-	-	-	-	-	-	0.86	0.86	10.0	8.57	15.7
6 Baveit MRF	-	-	-	-	-	-	0.38	90.0	-	0.04	0.04	10.0	0.42	0.8
7 Neak Loeung Flood Protection	2.44	61.2	0.61	15.3	0.54	13.5	-	-	-	0.40	0.40	10.0	3.98	7.3
8 Poipet Wastewater Treatment	2.43	61.2	0.61	15.3	0.54	13.5	-	-	-	0.40	0.40	10.0	3.97	7.2
9 Poipet Solid Waste Management	2.97	89.9	-	-	-	-	-	-	-	0.33	0.33	10.1	3.31	6.0
10 Poipet MRF	-	-	-	-	-	-	0.44	90.0	-	0.05	0.05	10.0	0.49	0.9
<b>Subtotal (A)</b>	<b>28.42</b>	<b>69.7</b>	<b>3.78</b>	<b>9.3</b>	<b>3.27</b>	<b>8.0</b>	<b>1.25</b>	<b>3.1</b>	<b>-</b>	<b>4.08</b>	<b>4.08</b>	<b>10.0</b>	<b>40.80</b>	<b>74.5</b>
<b>B Consulting Services<sup>b</sup></b>														
1 Battambang Flood Control	0.09	61.3	0.02	15.3	0.02	13.3	-	-	-	0.02	0.02	10.0	0.15	0.3
2 Battambang Wastewater Treatment	0.64	61.2	0.16	15.3	0.14	13.5	-	-	-	0.10	0.10	10.0	1.04	1.9
3 Battambang MRF	-	-	-	-	-	-	0.04	90.9	-	0.00	0.00	9.1	0.04	0.1
4 Baveit Wastewater Treatment	0.21	61.1	0.05	15.3	0.05	13.5	-	-	-	0.04	0.04	10.1	0.35	0.6
5 Baveit Urban Roads	0.62	90.0	-	-	-	-	-	-	-	0.07	0.07	10.0	0.69	1.3
6 Baveit MRF	-	-	-	-	-	-	0.03	88.2	-	0.00	0.00	11.8	0.03	0.1
7 Neak Loeung Flood Protection	0.18	61.1	0.04	15.3	0.04	13.5	-	-	-	0.03	0.03	10.1	0.29	0.5
8 Poipet Wastewater Treatment	0.18	61.1	0.04	15.3	0.04	13.5	-	-	-	0.03	0.03	10.1	0.29	0.5
9 Poipet Solid Waste Management	0.19	90.1	-	-	-	-	-	-	-	0.02	0.02	9.9	0.21	0.4
10 Poipet MRF	-	-	-	-	-	-	0.04	90.9	-	0.00	0.00	9.1	0.04	0.1
<b>11 Project Implementation Support<sup>c</sup></b>	<b>1.10</b>	<b>63.2</b>	<b>0.23</b>	<b>13.1</b>	<b>0.24</b>	<b>13.7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.17</b>	<b>0.17</b>	<b>10.0</b>	<b>1.74</b>	<b>3.2</b>
12 Capacity Development and Training <sup>d</sup>	1.07	65.2	0.20	12.2	0.21	12.6	-	-	-	0.16	0.16	10.0	1.64	3.0
13 Independent Monitoring	0.12	89.9	-	-	-	-	-	-	-	0.01	0.01	10.1	0.14	0.3
<b>Subtotal (B)</b>	<b>4.40</b>	<b>66.1</b>	<b>0.75</b>	<b>11.3</b>	<b>0.73</b>	<b>11.0</b>	<b>0.11</b>	<b>1.7</b>	<b>-</b>	<b>0.67</b>	<b>0.67</b>	<b>10.0</b>	<b>6.66</b>	<b>12.2</b>
<b>C Land Acquisition and Resettlement</b>	-	-	-	-	-	-	-	-	<b>1.56</b>	-	<b>1.56</b>	<b>99.9</b>	<b>1.56</b>	<b>2.8</b>
<b>D Physical Contingency</b>	<b>3.28</b>	<b>67.7</b>	<b>0.46</b>	<b>9.4</b>	<b>0.40</b>	<b>8.3</b>	<b>0.14</b>	<b>2.9</b>	<b>0.10</b>	<b>0.48</b>	<b>0.57</b>	<b>11.8</b>	<b>4.85</b>	<b>8.9</b>
<b>Subtotal (A - D)</b>	<b>36.10</b>	<b>67.0</b>	<b>4.99</b>	<b>9.3</b>	<b>4.40</b>	<b>8.2</b>	<b>1.50</b>	<b>2.8</b>	<b>1.65</b>	<b>5.23</b>	<b>6.88</b>	<b>12.8</b>	<b>53.87</b>	<b>98.3</b>
Interest During Construction	0.90	98.6	0.01	1.4	-	-	-	-	-	-	-	0.0	0.91	1.7
<b>Total Project Cost</b>	<b>37.00</b>	<b>67.5</b>	<b>5.00</b>	<b>9.1</b>	<b>4.40</b>	<b>8.0</b>	<b>1.50</b>	<b>2.7</b>	<b>1.65</b>	<b>5.23</b>	<b>6.88</b>	<b>12.6</b>	<b>54.78</b>	<b>100.0</b>

UEIF = Urban Environmental Infrastructure Fund, UFPF = Urban Financing Partnership Facility

<sup>a</sup> Includes civil works, equipment, capital goods and applicable price contingencies.

<sup>b</sup> Includes detailed engineering design and construction supervision costs for subprojects.

<sup>c</sup> Includes procurement of vehicles and equipment and operational costs within the Consultant's contract.

<sup>d</sup> Includes procurement of equipment, conduct of trainings, seminars and conferences and other operational costs within the Consultant's contract.

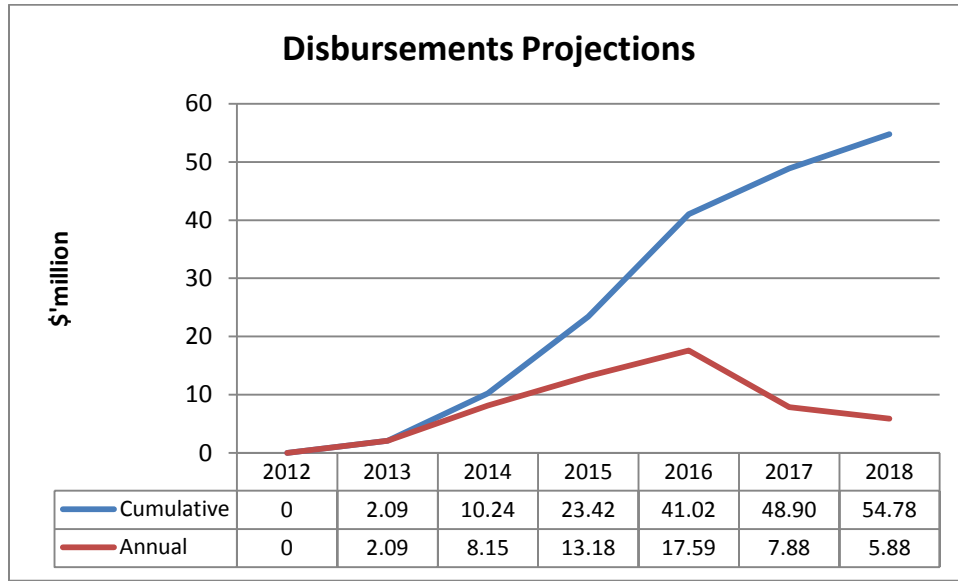
## D. Detailed Cost Estimates by Outputs/Components (\$ million)

	Battambang		Bavet			Neak Leoung		Poipet		Project Implementation Support			Training				Total		
	Wastewater Treatment	Flood Control	Materials Recovery Facility	Urban Road	Wastewater Treatment	Materials Recovery Facility	Flood Protection	Wastewater Treatment	Solid Waste management	Materials Recovery Facility	Equipment and PIS Consultant	Vehicles	Operations	Workshops and Equipment and		Infrastructure Resource Center		Independent Monitoring	
			Urban Road		Materials Recovery Facility	Seminars				Vehicles									
<b>I. Investment Costs</b>																			
A. Involuntary Resettlement	0.56	0.04	-	-	-	-	0.29	0.06	0.00	-	-	-	-	-	-	-	-	-	0.96
B. Land Acquisition	0.60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.60
C. Civil Works	12.87	1.92	0.32	7.79	2.86	0.27	3.65	3.64	2.37	0.33	-	-	-	-	-	-	0.50	36.52	
D. Equipment	-	-	0.12	-	0.05	0.12	-	-	0.65	0.12	-	0.31	-	-	-	0.05	-	-	1.40
E. Capital Goods	-	-	0.01	-	-	0.01	-	-	-	0.01	-	-	-	-	-	-	-	-	0.02
F. Consulting Services	1.06	0.15	0.04	0.63	0.36	0.03	0.29	0.29	0.19	0.04	0.95	-	-	0.43	-	-	-	0.11	4.57
G. Project Implementation Support	-	-	-	-	-	-	-	-	-	-	-	-	0.31	-	-	-	-	-	0.31
H. Capacity Development and Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.51	-	-	-	0.51
<b>Subtotal (I)</b>	15.09	2.12	0.48	8.42	3.26	0.43	4.24	4.00	3.21	0.49	0.95	0.31	0.31	0.43	0.51	0.05	0.50	0.11	44.90
Physical Contingencies	1.45	0.21	0.05	0.84	0.33	0.04	0.42	0.40	0.32	0.05	0.09	0.03	0.03	0.04	0.05	0.00	0.05	0.01	4.43
Price Contingencies	1.53	0.18	0.04	0.93	0.33	0.04	0.36	0.35	0.34	0.05	0.10	0.00	0.08	0.04	0.09	0.00	0.04	0.03	4.54
<b>Total PROJECT COSTS</b>	18.07	2.51	0.57	10.19	3.92	0.51	5.02	4.75	3.87	0.59	1.15	0.34	0.42	0.51	0.64	0.05	0.59	0.15	53.87
Taxes	1.69	0.25	0.06	1.02	0.39	0.05	0.47	0.47	0.39	0.06	0.11	0.03	0.04	0.05	0.06	0.01	0.06	0.02	5.22
Foreign Exchange	8.93	1.34	0.34	5.49	2.18	0.31	2.55	2.54	2.33	0.35	0.63	0.31	0.03	0.28	0.17	0.05	0.33	-	28.18

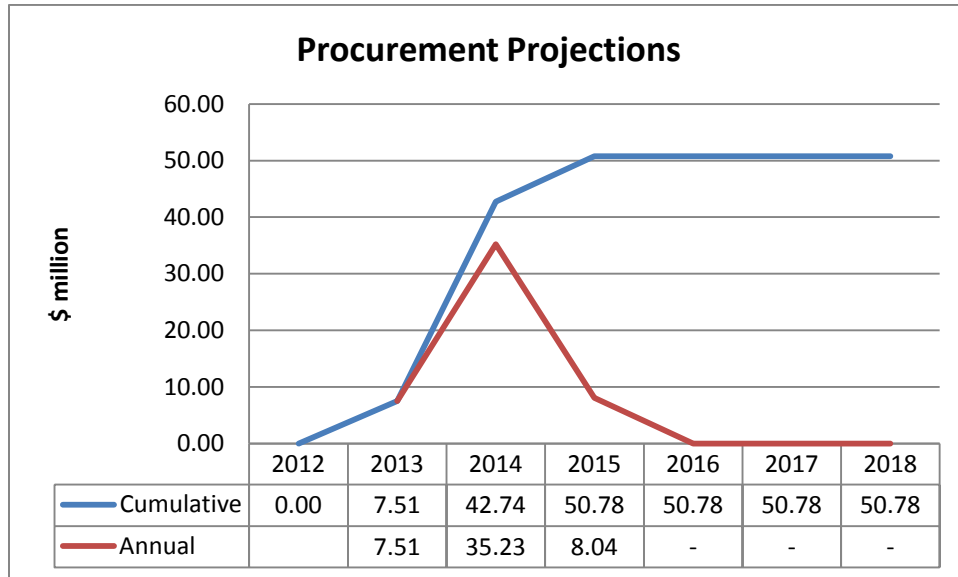
**E. Detailed Cost Estimates by Year (\$ million)**

	2013	2014	2015	2016	2017	2018	Total
<b>I. Investment Costs</b>							
A. Involuntary Resettlement	0.50	0.46	-	-	-	-	0.96
B. Land Acquisition	0.60	-	-	-	-	-	0.60
C. Civil Works	-	4.40	9.85	13.11	5.53	3.63	36.52
D. Equipment	-	0.35	-	0.35	0.05	0.66	1.40
E. Capital Goods	-	-	-	0.02	-	-	0.02
F. Consulting Services	0.78	1.39	0.82	0.79	0.51	0.28	4.57
G. Project Implementation Support	-	0.06	0.06	0.06	0.07	0.07	0.31
H. Capacity Development and Training	-	0.12	0.12	0.13	0.13	-	0.51
<b>Subtotal (I)</b>	<b>1.88</b>	<b>6.78</b>	<b>10.86</b>	<b>14.46</b>	<b>6.29</b>	<b>4.63</b>	<b>44.90</b>
Physical Contingencies	0.13	0.68	1.09	1.45	0.63	0.46	4.43
Price Contingencies	0.09	0.66	1.16	1.51	0.68	0.45	4.54
<b>Subtotal (including contingencies)</b>	<b>2.09</b>	<b>8.12</b>	<b>13.10</b>	<b>17.41</b>	<b>7.60</b>	<b>5.54</b>	<b>53.87</b>
Interest During Construction	0.00	0.03	0.08	0.18	0.28	0.34	0.91
<b>Total Project Cost</b>	<b>2.09</b>	<b>8.15</b>	<b>13.18</b>	<b>17.59</b>	<b>7.88</b>	<b>5.88</b>	<b>54.78</b>

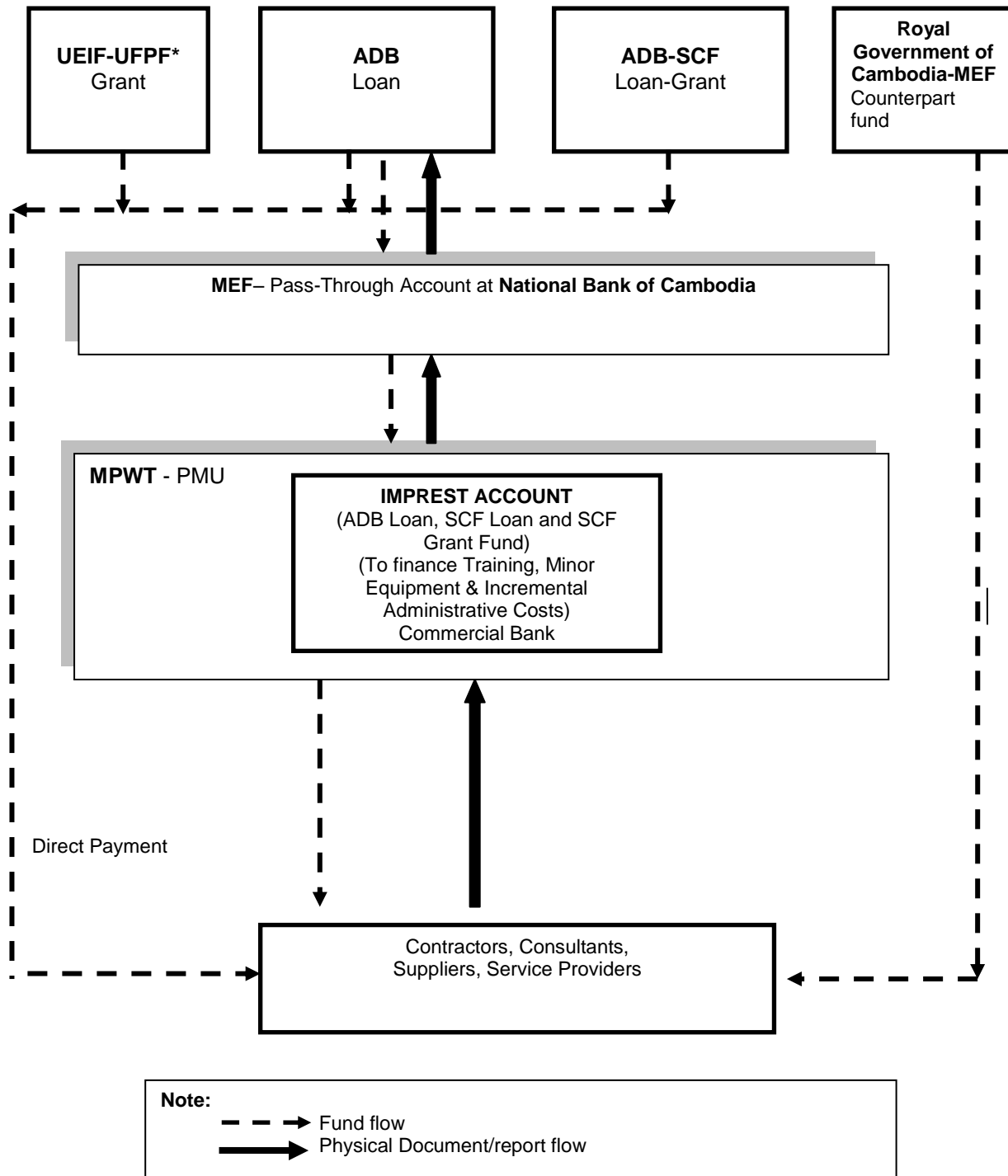
**F. Disbursement S-curve**



**G. Procurement S-curve**



**H. 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

51. 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.

52. Financial risk is mitigated as shown in Table 3. 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 3. Financial Management Risk Assessment and Mitigation Measures**

Risk	Risk Level before	Mitigation	Risk Level after
<b>Financial Management Arrangements</b>			
Risk of failure to meet the four FMA criteria: - Budget, accounting, funds disbursement, financial reporting and auditing	H	<ol style="list-style-type: none"> <li>1. Install computerized double-entry accounting package meeting international standards with audit trace retention, capable of automatic project quarterly reports generation.</li> <li>2. A Project Manager for day-to-day role with skills appropriate for responsibilities including finance, accounting task oversight and administration</li> </ol>	L
- Internal controls	H	<ol style="list-style-type: none"> <li>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</li> <li>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.</li> </ol>	L

Risk	Risk Level before	Mitigation	Risk Level after
		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 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.	
<b>Project Specific Risk</b>			
- 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
<b>Country Issues</b>			
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.

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

**Table 4. 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/refresher 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	As in Project Management Arrangements section of PAM	EA	Q2, 2013

Planned Action	Output	Responsible Party	Due Date
operational			
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.

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

## B. Disbursement

55. The ADB loan, SCF loan and grant and UEIF grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook*<sup>3</sup> (2012, as amended from time to time), and detailed arrangements agreed upon between the Government and ADB.

56. Pursuant to ADB's Safeguard Policy Statement (2009) (SPS)<sup>4</sup> 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.

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

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

59. The PMU, located at the MPWT, will administer three separate Imprest Accounts.<sup>5</sup> 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.

<sup>3</sup> Available at <http://www.adb.org/documents/loan-disbursement-handbook>.

<sup>4</sup> Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>

<sup>5</sup> Disbursement procedures discussed in Chapter 6 of *Loan Disbursement Handbook*.

60. 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.<sup>6</sup>

61. 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.

62. **Statement of Expenditure (SOE) Procedure:** The SOE procedure<sup>7</sup> will be used for reimbursement and to liquidate and replenish the imprest accounts for eligible expenditures. 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

63. PMU and IAs 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.

64. 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.

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<sup>6</sup> Follow the format provided in Appendix 10C of the *Loan Disbursement Handbook*.

<sup>7</sup> Checklist for SOE procedures and formats are available at Appendix 9B of the *Loan Disbursement Handbook*

#### **D. Auditing**

65. 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.

66. 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**

67. 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.

68. 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**

69. 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.

70. 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.

71. 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.

72. All consulting services shall be recruited in accordance with the ADB's *Guidelines on the Use of Consultants*. The scope of services and TOR for the consulting services are presented in Section D. An estimated 240 person-months involving the services of 112 international and 128 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.

73. **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**

**Project Name:** GMS Southern Economic Corridor Towns Development Project – Cambodia **Executing Agency:** Ministry of Public Works and Transport

**Loan No.:** xxx

**Loan and Grant**

**Amount:** (ADF-Loan) SDR 24.037 million  
 (SCF-Loan) US\$5 million  
 (SCF-Grant) US\$ 4.4 million  
 (UEIF-UFPF Grant) US\$1.5 million

**Date of First Procurement:** 19 October 2012

**Date of this Procurement Plan:** 19 October 2012

**Process Thresholds, Review, and 18-Month Procurement Plan**

**a. Project Procurement Thresholds**

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

**Procurement of Goods and Works**

<b>Method</b>	<b>Threshold</b>
International Competitive Bidding (ICB) for Works	Above \$1,000,000
International Competitive Bidding for Goods	Above \$500,000
National Competitive Bidding (NCB) for Works	Beneath that stated for ICB, Works
National Competitive Bidding for Goods	Beneath that stated for ICB, Goods
Shopping for Works	Below \$100,000
Shopping for Goods	Below \$100,000

**b. ADB Prior or Post Review**

Except as ADB may otherwise agree, the following prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

<b>Procurement Method</b>	<b>Prior or Post</b>	<b>Comments</b>
Procurement of Goods and Works		
ICB Works	Prior	All bidding documents and contracts.
ICB Goods	Prior	All bidding documents and contracts.
NCB works	Prior	Prior review for first set of bidding documents for EA and for each procurement method
NCB works	Prior/Post	Prior review for first set of bidding documents for EA post review for succeeding packages
Recruitment of Consulting Firms		
Quality- and Cost-Based Selection	Prior	

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(QCBS)

Recruitment of Individual Consultants Prior Through ICS

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**a. Goods and Works Contracts Estimated to Cost More than \$1 Million**

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

<b>General Description</b>	<b>Contract Value (\$ million)</b>	<b>Procurement Method</b>	<b>Prequalification of Bidders</b>	<b>Advertisement Date (quarter/year)</b>
(1)	(2)	(3)	(4)	(5)
Battambang Flood Control Subproject	2.09	ICB	No	Q2 2014
Battambang Wastewater Treatment Subproject	14.28	ICB	No	Q2 2014
Bavet Urban Roads Subproject	8.57	ICB	No	Q2 2014
Neak Loeung Flood Control Subproject	3.98	ICB	No	Q2 2014
Poipet Wastewater Treatment Subproject	3.97	ICB	No	Q2 2014

\*Includes taxes and duties and applicable price contingencies.

**b. Consulting Services Contracts**

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

<b>General Description</b>	<b>Contract Value</b> (\$' million)	<b>Recruitment Method</b>	<b>Advertisement Date</b> (quarter/year)	<b>International or National Assignment</b>
DED and Construction Supervision for Battambang Wastewater Treatment Subproject	1.04	QCBS	Q3 2013	International and national
DED and Construction Supervision for Battambang Flood Control Subproject	0.15	CQS	Q3 2013	International and national
DED and Construction Supervision for Bavet Urban Road Subproject	0.69	QCBS	Q3 2013	International and national
DED and Construction Supervision for Neak Loeung Flood Control Subproject	0.29	QCBS	Q3 2013	International and national
DED and Construction Supervision for Poipet Wastewater Treatment Subproject	0.29	QCBS	Q3 2013	International and national
Project Implementation Support	1.74	QCBS	Q1 2013	International and national
Capacity Development and Training	1.64	QCBS	Q3 2013	International and national
External Monitoring	0.14	CQS	Q3 2013	National

\*Includes taxes and duties and applicable price contingencies.

#### **c. Goods and Works Contracts Estimated to Cost Less than \$1 Million**

The following table groups lower-value goods and works contracts for which procurement is either ongoing or expected to commence within the next 18 months.

<b>General Description</b>	<b>Value of Contracts</b> (\$ million, cumulative)	<b>Number of Contracts</b>	<b>Procurement / Recruitment Method</b>
-	-	-	-

#### **d. Project Procurement Plan**

The following table provides an indicative list of all procurement of goods, works, and consulting services over the life of the project.

<b>General Description</b>	<b>Estimated Values (\$million)</b>	<b>Estimated No. of Contracts</b>	<b>Procurement Method</b>	<b>Responsible Agencies</b>
Battambang Wastewater Treatment Subproject				
DED and Construction Supervision	1.04	1	QCBS	MPWT
Construction	14.28	1	ICB	MPWT
Battambang Flood Control Subproject				
DED and Construction Supervision	0.15	1	CQS	MPWT
Construction	2.09	1	ICB	MPWT
Battambang Materials Recovery Facility Subproject				
DED and Construction Supervision	0.04	1	CQS	MPWT
Construction	0.48	1	NCB	MPWT
Bavet Urban Road Subproject				
DED and Construction Supervision	0.69	1	QCBS	MPWT
Construction	8.57	1	ICB	MPWT
Bavet Wastewater Treatment Subproject				
DED and Construction Supervision	0.35	1	QCBS	MPWT
Construction	3.21	1	ICB	MPWT
Bavet Materials Recovery Facility Subproject				
DED and Construction Supervision	0.04	1	CQS	MPWT
Construction	0.42	1	NCB	MPWT
Neak Loeung Flood Control Subproject				
DED and Construction Supervision	0.29	1	QCBS	MPWT
Construction	3.98	1	ICB	MPWT
Poipet Wastewater Treatment Subproject				
DED and Construction Supervision	0.29	1	QCBS	MPWT
Construction	3.97	1	ICB	MPWT

\*Includes taxes and duties and applicable price contingencies.

<b>General Description</b>	<b>Estimated Values (\$million)</b>	<b>Estimated No. of Contracts</b>	<b>Procurement Method</b>	<b>Responsible Agencies</b>
Poipet Solid Waste Management Subproject				
DED and Construction Supervision	0.21	1	QCBS	MPWT
Construction	3.31	1	ICB	MPWT
Poipet Materials Recovery Facility Subproject				
DED and Construction Supervision	0.04	1	QCBS	MPWT
Construction	0.49	1	NCB	MPWT
Project Implementation Support Consultants	1.74	1	QCBS	MPWT
Capacity Development and Training	1.64	1	QCBS	MPWT
External Monitoring	0.14	1	CQS	MPWT
<b>Total Packages</b>		<b>23</b>		

\*Includes taxes and duties and applicable price contingencies.

ADB = Asian Development Bank, CQS = consultants' qualification selection, ICB = international competitive bidding, MPWT = Ministry of Public Works and Transport, NCB = national competitive bidding, QCBS = quality- and cost-based selection.

<sup>a</sup> QCBS based on 90:10 quality–cost weight

## **C. National Competitive Bidding**

### **1. General**

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

### **2. Application**

8. 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.

### **3. Eligibility**

9. 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.

### **4. Advertising**

10. 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.

## **5. Anti-Corruption**

11. 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

## **6. Rejection of all Bids and Rebidding**

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

## **7. Bidding Documents**

13. 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.

## **8. Member Country Restrictions**

14. 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.

## VII. SAFEGUARDS

74. 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

75. 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.

76. 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 ADBs 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.

77. 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, (i) 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).

78. 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 (Linked Document).

### **C. Indigenous Peoples**

79. 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.

80. 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.

81. 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.

82. 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.

## VIII. GENDER AND SOCIAL DIMENSIONS

83. 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
<b>Output 1: Strategic Local Economic Development Plan (SLEDP) adopted and implemented</b>	
1.1. GAP Component 1 - Institutional Strengthening for Gender and Development  Funded under capacity development and training	<ul style="list-style-type: none"> <li>• Gender issues reflected and mainstreamed in planning documents including socio-economic development plans and master plans;</li> <li>• 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;</li> <li>• 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.</li> </ul>
<b>Output 2: Priority urban infrastructure investments implemented</b>	
2.1 GAP Component 2 – Empowerment for Women in Urban Community Development and Skills Training  Funded under capacity development and training	<ul style="list-style-type: none"> <li>• Market assessment survey undertaken indicating current demand and economic growth areas in towns.</li> <li>• Training for women to better position their entry in the growing employment demand areas arising from project interventions, targeting at least 500 women per town, for example, construction skills training targeting women</li> <li>• A target of 90% 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.</li> <li>• Construction phase employment, construction workers will be 30% female; contractor records to be sex disaggregated for monitoring purposes</li> </ul>
2.2 GAP component 3 – HIV awareness and prevention  Funded by construction companies	<ul style="list-style-type: none"> <li>• Awareness training provided by external HIV organizations and/or NGOs subcontracted by contractors during workforce mobilization for laborers and community surrounding construction locales</li> </ul>
2.3 GAP component 4 – sanitation, health and hygiene program  Funded under capacity development and training	<ul style="list-style-type: none"> <li>• Training 2 health and sanitation promoters (male and female) in each town through a training of trainers (TOT) program</li> <li>• Establish and train 2 LWU staff as facilitators for IEC completion in each town.</li> </ul>
2.4 GAP component 5 – road safety campaign  Funded under capacity development and training	<ul style="list-style-type: none"> <li>• Target girls as well as boys in school awareness campaigns</li> </ul>

<b>Output 3: Institutional capacities strengthened</b>	
3.1 GAP component 6 – institutional strengthening for gender and development  Cost incl. in project output 1	<ul style="list-style-type: none"> <li>• Ensure that 30% of the overall staff positions and 30% of the management positions in the Project Management Units and Project Support Units to be female</li> </ul>

84. **Institutional responsibilities and monitoring.** The EA's PMU will support and assist the PIUs in implementing and internal monitoring of the GAP. The PMS consultant will include a national (12 person-months) and international (3 person-months, intermittent) 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.

## IX. 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><b>Impact</b> The towns of Battambang, Bavet, Neak Loeung, and Poipet will become centers of economic activity in the Southern Economic Corridor</p>	<p>By 2023 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<sup>a</sup> 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 Annual socioeconomic data of the government, i.e., National Institute of Statistics, 2009. General Population Census of Cambodia, 2008 National business data</p> <p>Project progress reports with employment impact data of female participants Labor data school attendance records (reported incidence of sick days, i.e., missed work and missed school) Annual socioeconomic surveys disaggregated by sex</p>	<p><b>Assumption</b> Government remains fully committed to the project</p> <p><b>Risk</b> Corridor towns unable to collect revenue for wastewater treatment plants, sanitary landfill, and solid waste management</p>
<p><b>Outcome</b> Urban infrastructure improved and climate resilience enhanced in Battambang, Bavet, Neak Loeung, and Poipet</p>	<p>From 2013 to 2018 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><b>Assumption</b> The government remains committed to sustainable management of urban infrastructure as a national development priority</p> <p><b>Risk</b> Government regulations do not fully support sustainable decentralized operation and maintenance of urban infrastructure</p>
<p><b>Outputs</b> 1.SLEDPs adopted and implemented in Battambang, Bavet, Neak Loeung, and Poipet</p>	<p>By 2018 SLEDPs with sex-specific and climate-resilience measures incorporated, adopted, and disclosed; updated as required 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><b>Assumptions</b> Local authorities endorse the SLEDPs and associated budgets Women's participation in SLEDP preparation increased, women's needs identified through participatory processes and reflected in the SLEDPs 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><b>Battambang</b></p> <p>(i) Wastewater treatment (PPCR)</p> <p>(ii) Flood control (PPCR)</p> <p>(iii) Materials recovery facility</p> <p><b>Bavet</b></p> <p>(iv) Wastewater treatment (PPCR)</p> <p>(v) Urban roads</p> <p>(vi) Materials recovery facility</p> <p><b>Neak Loeung</b></p> <p>(vii) Flood protection (PPCR)</p> <p><b>Poipet</b></p> <p>(viii) Wastewater treatment (PPCR)</p> <p>(ix) Solid waste management</p> <p>(x) Materials recovery facility</p>	<p>Priority infrastructure operational by 2018</p> <p>30% of construction workers hired under the project are female</p> <p>(i) 52,000 residents serviced by new and rehabilitated wastewater treatment plants (capacity 2,800 m<sup>3</sup>/day). Flood events of facility reduced (based on 50-year flood frequency)</p> <p>(ii) Flood events of city center, near river, reduced (based on 50-year flood frequency), benefiting 15,120 persons</p> <p>(iii) 30 m<sup>3</sup> of recyclables per day segregated benefiting 128,000 residents</p> <p>(iv) 29,000 residents serviced by wastewater treatment plant (capacity 255 m<sup>3</sup>/day); flood events of facility reduced (based on 50-year flood frequency)</p> <p>(v) 8 km of main urban road upgraded with drainage structures, benefiting 37,100 residents</p> <p>(vi) 30 m<sup>3</sup> of recyclables per day segregated, benefiting 24,000 residents</p> <p>(vii) 5.4 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>(viii) 65,000 residents serviced by wastewater treatment plants (capacity 16,400 m<sup>3</sup>/day). flood events of facility reduced (based on 50-year flood frequency)</p> <p>(ix) 20 tons/day of solid waste deposited in sanitary landfill, benefiting 58,600 residents</p> <p>(x) 30 m<sup>3</sup> of recyclables from dry sources segregated, benefiting 58,600</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><b>Risks</b></p> <p>Local authorities do not recognize the need for continued capacity development</p> <p>Required budgets for sustaining operations are not allocated</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
3. Institutional capacity strengthened	<p>By 2018</p> <p>2,000 people trained in project management and implementation, financial management, procurement, 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&amp;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><b>Risks</b></p> <p>Delayed or incomplete settlement of land acquisition and resettlement entitlements</p> <p>Lack of municipal quality control and performance evaluation</p>

Activities with Milestones	Inputs	
	Item	Amount (\$ million)
<b>1. Four SLEDPs adopted and implemented</b>	<b>ADB loan: \$37 million</b>	
1.1 Adopt four SLEDPs, with gender-specific measures incorporated, by 2014	Civil works	28.41
1.2 Update SLEDPs as required by 2018	Consulting services	4.40
<b>2. Urban infrastructure investments implemented</b>	Contingencies	3.28
2.1 Complete detailed design by Q4 2013	Interest during construction	0.90
2.2 Complete land acquisition and resettlement by Q2 2014	<b>ADB Strategic Climate Fund loan: \$5 million</b>	
2.3 Conduct prequalification and bidding by Q3 2013	Civil works	3.78
2.4 Sign contract by Q4 2013	Consulting services	0.76
2.5 Complete civil works by Q4 2016	Contingencies	0.45
<b>3. Institutional capacities strengthened</b>	Interest during construction	0.01
2.1. Conduct capacity needs assessment and update capacity development plan Q3 2013	<b>ADB Strategic Climate Fund grant: \$4.4 million</b>	
2.2. Conduct public awareness and information campaign program Q2 2014	Civil works	3.27
2.3. Conduct training needs assessment related to female employment opportunities triggered by the project, by 2014	Consulting services	0.73
2.4. Prepare capacity building modules and training manuals for project management, procurement and financial disbursement, and monitoring and evaluation by Q2 2014	Contingencies	0.40
2.5. Establish networks and coordination with training institutions and human resource development learning centers for capacity development	<b>Urban Environmental Infrastructure Fund grant: \$1.5 million</b>	
2.6. Implement institutional capacity development plan from 2013 to 2016	Civil works	1.25
	Consulting services	0.11
	Contingencies	0.14
	<b>Government of Cambodia: \$6.87 million</b>	
	Civil works	4.08
	Consulting services	0.67
	Land acquisition and resettlement	1.55

ADB = Asian Development Bank, GDP = gross domestic product, ha = hectare, km = kilometer, m<sup>3</sup> = cubic meter, PIU = project implementation unit, PMU = project management unit, PPCR = Pilot Program for Climate Resilience, Q = quarter, SLEDP = strategic local economic development plan.

<sup>a</sup> 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**

### **1. Project Performance Monitoring**

85. 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.

86. 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.

### **2. Compliance Monitoring**

87. 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.

### **3. Safeguards Monitoring**

#### **a. Resettlement**

88. The EA is responsible for the internal monitoring of the implementation of the RPs. With the assistance of the PIS consultants, the EA will supervise and manage the monitoring of resettlement activities and implementation arrangements. Quarterly reports will be prepared by the PIS consultants 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.

89. 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.

#### **b. External Monitoring and Evaluation**

90. The EA will engage the services of an External Monitoring Organization (EMO) to undertake independent review of the RPs and determine where intended goals are being achieved and corrective measures are required. The purpose of the external monitor is to verify that the RPs, GAPS and the EMPs 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.

91. An external monitoring report will be prepared by the EMO to be submitted directly to the ADB and to the EA every six months. The report 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 EMO reports will be presented and discussed by the EMO with EA, IAs and PIUs where remedial measures and courses of further actions will be agreed.

**c. Monitoring the EMP**

92. 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.

**d. Gender and Social Dimension Monitoring**

93. 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**

94. 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.

95. 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**

96. 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.

97. 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.

98. 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**

99. Based on ADB's guidelines for communication and consultation,<sup>8</sup> 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.

100. 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.

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<sup>8</sup> ADB. 2011. *Public Communications Policy*. Manila.

## **1. Identification of Stakeholders**

101. 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.

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

103. 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.

## **2. Participation of Stakeholders**

104. 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.

105. 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.

106. 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.

107. 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.

**Table 5 – Stakeholder Communication Strategy for the Project**

Objective	Messages/Means of Communication/ Activities	Timing (Date or Period)	Responsibility and Resources/Co st (\$)	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					
64					
Establish flow of	Meetings to	PPTA	MPWT, PPTA	Battambang,	Timing and

information about Project	discuss and agree the level of information;		Team	Banteay Meanchey, and Svay Rieng Provincial Governments, PDPWTs	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	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

	aspect of the Project; Incorporated into IEEs, PSAs, RFs and EMPs where appropriate				
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	
<b>DETAILED DESIGN PHASE</b>					
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	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

			objection from ADB		
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
<b>CONSTRUCTION PHASE</b>					
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	As required by	During	Contractor;	PDPWDs/DDPWD	Successful

local government, communes/villages and police to manage construction access and traffic issues in respect of road subprojects	EMP; Address issues as required; Recorded for monitoring purposes	construction activities and works	Battambang, Banteay Meanchey, and Svay Rieng Provincial Governments /PIUs, PMSC Police	s, Beneficiary community leaders,	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
<b>OPERATIONAL PHASE</b>					
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	As indicated in GAP, SDP	IAs/PIUs, PISC, NGOs as required, Police,	Beneficiary Communities	Following hand-over of project facilities to responsible

	addition to physical measures such as speed humps or ‘sleeping policemen” and road signage)	and EMPs	other agencies as required		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).

## **X. ANTICORRUPTION POLICY**

108. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the Project.<sup>9</sup> 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.<sup>10</sup>

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

## **XI. ACCOUNTABILITY MECHANISM**

110. 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.<sup>11</sup>

## **XII. RECORD OF PAM CHANGES**

111. 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.

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<sup>9</sup> Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

<sup>10</sup> ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

<sup>11</sup> For further information see: <http://compliance.adb.org/>.

## A. Terms of Reference Project Management Support Consultants

1. A team of international and national consultants will be engaged by Executing Agency (EA) to carry out the consulting services for Project management support. The consultants will work cohesively in a team effort to deliver the required consulting services and outputs. The engagement of consulting services under the Loan project will be undertaken by the EA through the Project Management Unit (PMU). The consulting services shall be recruited in accordance with the ADB's *Guidelines on the Use of Consultants*.

2. The general scope of services of the Consultant's Team 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 operation and maintenance. The individual members of the Team will be engaged on an intermittent input basis during the 6-year Project period. The Team will assist the PMU in carrying out its tasks and responsibilities in a time-efficient and cost-effective manner.

3. The team composition including the scope of services and qualification requirement of the individual Consultant are as follows:

Consultant (Inputs)	Scope of services	Qualification
<b>International Consultant</b>		
<p><b>International Team Leader, Urban Development Specialist</b></p> <p>Input: 24 person-months</p>	<p>Manage and coordinate overall consulting services inputs in close collaboration with the executing agency (EA) and project management unit (PMU)</p> <p>Establish strong partnership with Project stakeholders and confirm their commitments to Project implementation.</p> <p>Prepare detailed time bound implementation schedules and work and financial plans based on the agreed scope of work and approved TOR.</p> <p>Develop a Project Performance and Monitoring System (PPMS) in close collaboration with the Monitoring and Evaluation Specialist at the earliest stage of engagement.</p> <p>Participate in drawing up baseline surveys and oversee survey activities as basis for measuring pre-project and post-project conditions.</p> <p>Ensure quality control over detailed designs, cost estimates, procurement documents, construction activities and delivery of goods and services.</p>	<p>Masters in Urban Planning, Development Economics or related subject.</p> <p>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 years as Team Leader.</p> <p>Experience in coordinating and managing a team of experts to perform multidisciplinary assignments and to prepare and manage project implementation.</p> <p>Should have excellent organizational and interpersonal skills, be reactive and client oriented, hands on and results oriented.</p> <p>Must have a demonstrated ability to work with a multi-disciplinary team with</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Prepare and ensure timely submission of regular progress reports to EA and ADB and initiate actions in the event of any adverse variances against target indicators.</p> <p>Provide direct training in project management and operation for PMU and PIUs and overall guidance to the implementation of capacity development plans.</p> <p>Ensure that all social and environmental safeguards are fully implemented Help ensure compliance of Project implementation with relevant ADB policies and guidelines.</p> <p>Participate as a member of the ADB Project Completion Review mission.</p>	<p>counterparts and others project stakeholders.</p>
<p><b>Wastewater Management Expert</b></p> <p>Input: 12 person-months</p>	<p>Provide guidance in the implementation of the wastewater treatment subproject involving construction of drainage networks, sewage pipelines and establishment of wastewater treatment plant (WWTP).</p> <p>Review and finalize detailed designs, cost estimates and procurement documents.</p> <p>Assist in preparing details on the specifications and bidding documents for civil works, goods and services.</p> <p>Provide site management guidance in relation to civil works and construction activities related to drainage networks and sewage pipelines, and installation of WWTPs.</p> <p>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 Project implementation.</p> <p>Ensure the engineering quality of civil</p>	<p>University degree in degree in geotechnical engineering or an equivalent academic qualification.</p> <p>At least 10 years of professional work experience in managing, designing and supervising construction of drainage networks, sewage pipeline and wastewater treatment plants, of which 5 years have been ODA-funded projects.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>works and construction activities.</p> <p>Ensure proper hand over arrangements of the wastewater treatment facilities, drainage structures and pipelines to agencies responsible for operation and maintenance (O&amp;M).</p> <p>Conduct capacity development needs assessment in planning and implementation, operation and maintenance of wastewater subprojects and develop training programs for participating agencies and district authorities.</p>	
<p><b>Flood Protection and Drainage Expert</b></p> <p>Input: 12 person-months</p>	<p>Provide guidance in the implementation of flood protection and drainage structures subproject.</p> <p>Review and finalize detailed designs, cost estimates and procurement documents.</p> <p>Assist in preparing details on the specifications and bidding documents</p> <p>Provide site management guidance in relation to the construction of flood protection and control measures, access roads and drainage structures.</p> <p>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 Project implementation.</p> <p>Ensure the engineering quality of civil works and construction activities.</p> <p>Ensure proper hand over arrangements of the flood protection facilities under the Project to agencies that are responsible for operation and maintenance.</p> <p>Conduct capacity development needs assessment in planning and implementation, O&amp;M of flood protection and drainage structures and develop</p>	<p>University degree in civil or municipal engineering or in an equivalent academic qualification.</p> <p>At least 10 years of work experience in flood protection and drainage management in developing countries, of which 5 years have been on ODA-funded projects.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	training programs and capacity development measures for participating agencies and local institutions.	
<p><b>Solid Waste Management Specialist</b></p> <p>Input: 6 person-months</p>	<p>Provide guidance in the implementation of the sanitary landfill and solid waste management subproject.</p> <p>Review and finalize detailed designs, cost estimates and procurement documents.</p> <p>Assist in preparing details on the specifications and bidding documents</p> <p>Provide site management guidance in relation to the establishment of the sanitary landfill including access roads and related facilities.</p> <p>Prepare work plans and schedule of activities and regular physical reports of subproject activities on sanitary landfill and solid waste management.</p> <p>Ensure the engineering quality of civil works and construction activities.</p> <p>Ensure proper hand over arrangements of the sanitary landfill and related facilities and equipment under the Project to the implementing agency and district authorities that are responsible for O&amp;M.</p> <p>Conduct capacity development needs assessment in planning and implementation, O&amp;M of sanitary landfill and solid waste management subprojects and develop training programs and capacity development measures for participating agencies and district authorities.</p>	<p>University degree in civil or municipal engineering or in an equivalent academic qualification.</p> <p>At least 10 years of work experience in the project design of solid waste management and installation of sanitary landfill, in developing countries, of which 5 years have been on ODA-funded projects.</p>
<p><b>Financial Management Specialist</b></p>	<p>Advise EA and PMU on organizational arrangements for effective financial management for project implementation.</p> <p>Assist in developing procedures for financial accounting, reporting and</p>	<p>University degree in Accountancy, Business Administration majoring in Finance or related academic qualification.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
<p>Input: 8 person-months</p>	<p>auditing, and loan disbursement for the Project.</p> <p>Assist in processing ADB loan withdrawal including certificates and reporting formats for efficient flow of funds between Government, contractors and ADB.</p> <p>Assist in preparing and updating financial records, projections and reports in accordance with the procedural requirement of the Government and ADB.</p> <p>Review current budgeting, accounting and financial reporting of the EA and participating agencies at the provincial and district levels and recommend measures to improve the efficiency and accuracy of budgeting, accounting and financial reporting systems</p> <p>Review internal control systems in the EA and PMU and recommend improvements for internal control systems.</p> <p>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 EA, PMU and PIUs.</p> <p>Install good practices and knowledge enhancement for project accounting and financial management through on-the-job training and hands on sessions.</p> <p>Participate as a member of the ADB Project Completion Review on financial management and loan disbursements.</p>	<p>At least 10 years of work experience in financial management or audit and financial analysis of urban infrastructure, of which 5 years have been on ODA-funded projects.</p> <p>Must be familiar with ADB's loan disbursement procedures and project accounting requirements.</p>
<p><b>Procurement Specialist</b></p> <p>Input: 4 person-months</p>	<p>Assist in the harmonization of Government and ADB procurement procedures and requirements.</p> <p>Assist and train designated Project staff of EA, PMU and PIUs on ADB procurement guidelines and requirements.</p>	<p>University degree in Business Administration, Economics, Engineering, or related fields, combined with specialized experience in similar undertaking.</p> <p>At least 10 years of work</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Advise on the preparation of bidding documents, including the preparation of the selection criteria.</p> <p>Assist in the preparation of draft bidding documents for detailed monitoring and evaluation including selection criteria.</p> <p>Advise on proper procedures to cover alternative procurement options, including international and national competitive bidding and shopping for low value inputs.</p> <p>Advise on the selection of shortlisted firms to undertake contracted work, and on the selection of the winning bidder.</p> <p>Advise on the quality control and inspection systems to be introduced as part of the overall procurement process.</p> <p>Assist in the preparation of reports on the progress of the procurement process and related required courses of actions.</p> <p>Extend additional technical assistance and training in addressing issues related to procurement procedures as maybe requested by the EA and ADB.</p>	<p>experience in procurement management, of which 5 years have been on ODA-funded projects</p> <p>Must be familiar with ADB procurement guidelines</p>
<p><b>Resettlement Specialist</b></p> <p>Input: 3 person-months</p>	<p>Review and update the Resettlement Plans prepared during the project preparatory TA and make necessary refinements following consultative meetings with EA and PMU.</p> <p>Review and reconfirm resettlement support packages and make necessary adjustments acceptable to the government and ADB.</p> <p>Undertake due diligence assessment and prepare corrective action plans to identify permanent and temporary socio-economic impacts resulting from land acquisition, changes in land use or restrictions of access to assets and common property resources, and handle grievance and redress cases.</p>	<p>Master's degree in social sciences, sociology or equivalent academic qualifications.</p> <p>At least 10 years of work experience in resettlement planning, of which 5 years have been with ODA-funded projects</p> <p>Should have an in-depth understanding of and international best practices and policy on involuntary resettlement issues.</p> <p>Extensive experience in community mobilization and analysis of resettlement issues in Cambodia would an</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Define 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.</p> <p>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.</p> <p>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.</p> <p>Ensure that gender and indigenous peoples issues are fully covered within the resettlement and livelihood restoration phases of the Project.</p> <p>Investigate resettlement plan implementation issues identified by the external monitoring organization and ADB Review mission and draw up for corrective actions.</p> <p>Provide resettlement training to Project Staff on : (i) national laws and regulations, (ii) ADB policy and procedural requirements, (iii) resettlement planning, implementation and supervision,(iv) monitoring and evaluation.</p> <p>Participate as member of the ADB Project completion review on resettlement related issues.</p>	<p>advantage.</p> <p>Must have a clear understanding of resettlement checklists and guidelines of ADB or other international donor agencies will be an asset.</p> <p>Must be familiar with ADB Safeguards Policy Statement</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
<p><b>Social Development, Gender Specialist</b></p> <p>Input: 3 person-months</p>	<p>Update social development plans and gender action plan (GAP) and poverty action plans and provide assistance for their implementation during Project implementation.</p> <p>Review the social safeguards framework and advise on necessary adjustments to urban infrastructure investments acceptable to the Government and ADB.</p> <p>Review and reconfirm the social safeguards packages developed during the PPTA process.</p> <p>Conduct due diligence study and recommend corrective action plans to identify permanent and temporary socio-economic impacts resulting from urban infrastructure investments.</p> <p>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.</p> <p>Ensure that gender and indigenous people's issues are covered in the subproject implementation and subsequent investment planning.</p> <p>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.</p> <p>Investigate implementation issues and critical concerns identified by EA and ADB during Review missions, discuss findings and draw up recommended courses of action.</p> <p>Provide capacity building assistance and</p>	<p>University degree in social development, and related social sciences or an equivalent academic qualification.</p> <p>At least 10 years of relevant professional experience in social development work, gender action planning and social safeguards measures, of which 5 years have been with ODA-funded projects</p> <p>Must possess strong analytical skills relevant to poverty and social assessment.</p> <p>Must be familiar with poverty and social issues in Cambodia.</p> <p>Should have excellent interpersonal skills, be reactive and results oriented.</p> <p>Must be familiar with ADB Safeguards Policy</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>training programs to Project staff on social safeguards frameworks, guidelines and requirements of the government and ADB.</p> <p>Assist in the monitoring and evaluation of social safeguards measures during Project implementation and in the preparation of regular reports.</p> <p>Participate as a member of the ADB Project Completion Review and provide inputs on gender issues and social safeguards concerns.</p>	
<p><b>Climate Change Adaptation Specialist</b></p> <p>Input: 3 person-months</p>	<p>Review and update the climate resiliency framework prepared during the TA and recommend necessary refinements and improvements based on government and ADB policies and requirement.</p> <p>Ensure that climate change adaptation and resiliency measures are considered in detailed designs and technical engineering of the urban infrastructure subprojects under the Project.</p> <p>Assist in updating the environment management plans to include climate change adaptation and resiliency</p> <p>Assess the capacity development needs of Project staff in climate resiliency measures and recommend appropriate capacity building interventions and training programs</p> <p>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.</p> <p>Ensure that climate resiliency 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.</p> <p>Coordinate with participating Ministries,</p>	<p>Masters degree in environmental science, urban planning or civil or municipal engineering or an equivalent professional qualification.</p> <p>At least 10 years of relevant work experience on climate resilience measures for urban infrastructure, of which 5 years should have been on ODA projects related to flood control and drainage, river bank protection, solid waste management, wastewater treatment and urban roads.</p> <p>Must have a demonstrated ability to work within a multi-disciplinary consulting team with counterparts and others project stakeholders.</p> <p>Excellent English writing and communication skills.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Provincial Department, District Offices and corridor town authorities on regulatory and compliance issues related to climate change adaptation and resiliency measures.</p> <p>Advise on climate resiliency related concerns that may arise during Project implementation and recommend appropriate action plans;</p> <p>Assist in preparing public awareness programs on climate change adaptation and resiliency.</p> <p>Assist in monitoring impact of climate resiliency measures on urban sector development.</p>	
<p><b>Monitoring and Evaluation Specialist</b></p> <p>Input: 8 person-months</p>	<p>Together with Team Leader, develop the PPMS involving the use of projected targets, performance indicators, assumptions and risks specified in the Design and Monitoring Framework (DMF).</p> <p>Advise and train Project Staff in the overall requirements for monitoring and evaluation, including performance against overall project milestone, safeguards monitoring and financial commitments. Assist in the preparation of quarterly physical and financial progress report on Project achievement, including an annual summary progress report.</p> <p>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.</p> <p>Undertake baseline data and information gathering, conduct necessary surveys and conduct analysis of survey results.</p> <p>Assist in harmonizing the requirements for monitoring and evaluation of the</p>	<p>University degree in economics, social development or civil engineering or a related academic qualification.</p> <p>At least 10 years of work experience in monitoring and evaluation processes, of which 5 years have been with ODA-funded projects.</p> <p>Familiarity with PPMS, DMF and related monitoring and evaluation tools of ADB-funded projects</p> <p>Must have a demonstrated ability to work within a multi-disciplinary team with counterparts and others project stakeholders.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>government and ADB and in developing the Project's monitoring and evaluation framework.</p> <p>Assist and train the Project staff in preparing detailed data monitoring formats, survey designs and schedule of monitoring and evaluation activities.</p> <p>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.</p>	
<b>National Consultant</b>		
<p><b>Deputy Team Leader (Civil Engineer – National)</b></p> <p>Input: 36 person-months</p>	<p>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.</p> <p>Monitors the progress of all project activities and advises the team leader any potential discrepancies between planning and implementation.</p> <p>Works with Team Leader and other consultants to prepare quarterly and annual reports as required.</p> <p>Ensures that all project procurement and contracting follows appropriate Government and ADB procedures.</p> <p>Prepares evaluation guidelines and scoring sheets, and trains relevant PMU staff in their use.</p> <p>Works with PMU to develop contracts that meet ADB and Government requirements. Provide overall support for selection of contractors, suppliers, contract management, and quality control and inspection</p> <p>Review and finalize the detailed designs, cost estimates and bidding documents</p>	<p>Master's degree in civil or municipal engineering or an equivalent professional qualification.</p> <p>At least 8 years of experience in civil and municipal engineering works, of which 4 years have been on ODA-funded projects</p> <p>Extensive experience in the management and implementation of urban infrastructure subprojects.</p> <p>Should have a demonstrated ability to work within a multi-disciplinary team of national and international experts.</p> <p>Should have excellent interpersonal skills, be reactive and results oriented.</p> <p>Fluency English writing and communication skills.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Provide site management guidance in relation to construction</p> <p>Help conduct planning scheduling and reporting of urban infrastructure subprojects</p> <p>Assist in ensuring quality of construction</p>	
<p><b>Solid Waste Management Specialist</b></p> <p>Input: 18 person-months</p>	<p>Provide guidance in the implementation of the sanitary landfill and solid waste management subproject.</p> <p>Review and finalize detailed designs, cost estimates and procurement documents.</p> <p>Assist in preparing details on the specifications and bidding documents</p> <p>Provide site management guidance in relation to the establishment of the sanitary landfill including access roads and related facilities.</p> <p>Prepare work plans and schedule of activities and regular physical reports of subproject activities on sanitary landfill and solid waste management.</p> <p>Ensure the engineering quality of civil works and construction activities.</p> <p>Ensure proper hand over arrangements of the sanitary landfill and related facilities and equipment under the Project to the implementing agency and district authorities that are responsible for O&amp;M.</p> <p>Conduct capacity development needs assessment in planning and implementation, O&amp;M of sanitary landfill and solid waste management subprojects and develop training programs and capacity development measures for participating agencies and district authorities.</p>	<p>University degree in civil or municipal engineering or in an equivalent academic qualification.</p> <p>At least 6 years of work experience in the project design of solid waste management and installation of sanitary landfill, in developing countries, of which 3 years have been on ODA-funded projects.</p> <p>Fluency English writing and communication skills.</p>
<p><b>Wastewater Management Expert</b></p>	<p>Provide guidance in the implementation of the wastewater treatment subproject involving construction of drainage networks, sewage pipelines and establishment of</p>	<p>University degree in municipal or civil engineering or in chemistry or an equivalent</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
<p>Input:</p> <p>24 person-months</p>	<p>wastewater treatment plant.</p> <p>Assists in the design work for drainage, river bank protection and solid waste components.</p> <p>Review and finalize detailed designs, cost estimates and procurement documents.</p> <p>Assist in preparing details on the specifications and bidding documents</p> <p>Provide site management guidance in relation to civil works and construction activities related to drainage networks and sewage pipelines, and installation of WWTPs.</p> <p>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 Project implementation.</p> <p>Ensure the engineering quality of civil works and construction activities.</p> <p>Ensure proper hand over arrangements of the wastewater facilities under the Project to the agencies that are responsible for O&amp;M.</p> <p>Conduct capacity development needs assessment in planning and implementation, O&amp;M of wastewater subprojects and develop training programs and capacity development measures for participating agencies and local institutions.</p>	<p>academic qualification.</p> <p>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 have been ODA projects.</p> <p>Fluency in written and spoken English is required.</p>
<p><b>Flood Protection and Drainage Expert</b></p> <p>Input:</p> <p>24 person-months</p>	<p>Provide guidance in the implementation of flood protection and drainage structures subproject.</p> <p>Review and finalize detailed designs, cost estimates and procurement documents.</p> <p>Assist in preparing details on the specifications and bidding documents</p>	<p>University degree in municipal or civil engineering or hydrology or an equivalent academic qualification.</p> <p>At least 8 years of work experience in the implementation and management of flood protection and drainage structures, of</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Provide site management guidance in relation to the construction of flood protection and control measures, access roads and drainage structures.</p> <p>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 Project implementation.</p> <p>Ensure the engineering quality of civil works and construction activities.</p> <p>Ensure proper hand over arrangements of the flood protection facilities under the Project to agencies that are responsible for operation and maintenance.</p> <p>Conduct capacity development needs assessment in planning and implementation, O&amp;M of flood protection and drainage structures and develop training programs and capacity development measures for participating agencies and local institutions.</p>	<p>which 4 years have been ODA projects.</p> <p>Fluency in written and spoken English is required.</p> <p>Must have a demonstrated ability to work within a multi-disciplinary team of national and international consultant.</p>
<p><b>Financial Management Expert</b></p> <p>Input: 24 person-months</p>	<p>Advises on establishing standard procedures for maintaining project accounts, and developing and establishing within the PMU proper financial management and planning procedures.</p> <p>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.</p> <p>Advise Project staff on organizational arrangements for effective financial management for project implementation.</p> <p>Assist in developing procedures for</p>	<p>University degree in Finance or Accountancy or an equivalent academic qualification.</p> <p>At least 6 years of experience of financial management and fund disbursements for urban infrastructure investments, of which 3 years have been with ODA funded projects.</p> <p>Experience and familiarity with ADB disbursement procedures would be an advantage.</p> <p>Fluency in English writing and communication skills is required.</p> <p>Must have a demonstrated ability to work within a multi-</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>financial accounting, reporting and auditing, and loan disbursement for the Project.</p> <p>Assist in processing ADB loan withdrawal including certificates and reporting formats for efficient flow of funds between Government, contractors and ADB.</p> <p>Assist in preparing and updating financial records, projections and reports in accordance with the procedural requirement of the Government and ADB.</p> <p>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.</p> <p>Review internal control systems in the EA and PMU and recommend improvements for internal control systems.</p> <p>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 PSUs.</p> <p>Install good practices and knowledge enhancement for project accounting and financial management through on-the-job training and hands on sessions.</p> <p>Participate as a member of the ADB Project Completion Review on financial management and loan disbursements.</p>	<p>disciplinary team of national and international consultant</p>
<p><b>Procurement Expert</b></p> <p>Input:</p> <p>24 person-months</p>	<p>Assist in the harmonization of Government and ADB procurement procedures and requirements.</p> <p>Provide technical assistance and training to designated Project staff on ADB procurement guidelines and requirements.</p> <p>Advise on the preparation of bidding</p>	<p>University degree in Business Administration, Economics, Engineering, or related fields, combined with specialized experience in similar undertaking.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>documents, including the preparation of the selection criteria.</p> <p>Assist in the preparation of draft bidding documents for detailed monitoring and evaluation including selection criteria.</p> <p>Advise on proper procedures to cover alternative procurement options, including international and national competitive bidding and shopping for low value inputs.</p> <p>Advise on the selection of shortlisted firms to undertake contracted work, and on the selection of the winning bidder.</p> <p>Advise on the quality control and inspection systems to be introduced as part of the overall procurement process.</p> <p>Assist PMU in the preparation of reports on the progress of the procurement process and related required courses of actions.</p> <p>Extend additional technical assistance and training in addressing issues related to procurement procedures as maybe requested by the EA and ADB.</p>	<p>At least 6 years of experience of financial management and fund disbursements for urban infrastructure investments, of which 3 years have been with ODA funded projects.</p> <p>Experience on ADB procurement procedures would be an advantage.</p> <p>Fluency in English writing and communication skills is required.</p>
<p><b>Resettlement Expert</b></p> <p>Input: 12 person-month</p>	<p>Work with the International Resettlement Specialists on 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.</p> <p>Review and reconfirm resettlement support packages and make necessary adjustments acceptable to the government and ADB.</p> <p>Undertake due diligence assessment and prepare corrective action plans to identify permanent and temporary socio-economic impacts resulting from land acquisition, changes in land use or restrictions of access to assets and common property resources, and handle grievance and redress cases.</p> <p>Define categories of impact and eligibility of</p>	<p>Master's degree in social sciences, sociology or equivalent academic qualification</p> <p>At least 6 years of experience of resettlement planning, of which 3 years have been with ODA funded projects.</p> <p>Knowledge and experience in the application of the ADB Safeguards Policy Statement would be an advantage.</p> <p>Fluency in English writing and communication skills is required.</p> <p>Must have a demonstrated ability to work with a multi-disciplinary team of international</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>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.</p> <p>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.</p> <p>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.</p> <p>Ensure that gender and indigenous peoples issues are fully covered within the resettlement and livelihood restoration phases of the Project.</p> <p>Investigate resettlement plan implementation issues identified by the external monitoring organization and ADB Review mission and draw up for corrective actions.</p> <p>Provide resettlement training to Project Staff on: (i) national laws and regulations, (ii) ADB policy and procedural requirements, (iii) resettlement planning, implementation and supervision,(iv) monitoring and evaluation.</p> <p>Participate as member of the ADB Project completion review on resettlement related issues.</p> <p>Assist in assessing the land acquisition and resettlement (LAR) plans. Help preparing detailed plans to carry out LAR implementation plans for project affected persons, assets and income sources, compensation costs, impact on subproject</p>	<p>and national consultants.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	budgets, reflecting the accepted policies.	
<p><b>Social Development, Gender Expert</b></p> <p>Input: 12 person-months</p>	<p>Update gender action plan (GAP) and poverty action plans and provide assistance for their implementation during Project implementation.</p> <p>Review the social safeguards framework and advise on necessary adjustments to urban infrastructure investments acceptable to the Government and ADB.</p> <p>Review and reconfirm the social safeguards packages developed during the TA.</p> <p>Conduct due diligence study and recommend corrective action plans to identify permanent and temporary socio-economic impacts resulting from urban infrastructure investments.</p> <p>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.</p> <p>Ensure that gender and indigenous people's issues are covered in the subproject implementation and subsequent investment planning.</p> <p>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.</p> <p>Investigate implementation issues and critical concerns identified by EA and ADB during Review missions, discuss findings and draw up recommended courses of action.</p> <p>Provide capacity building assistance and training programs to Project Staff on social safeguards measures, guidelines and requirements of the government and ADB.</p>	<p>Master's degree in social sciences, sociology or equivalent academic qualification</p> <p>At least 8 years of work experience in poverty and social assessment, gender action planning and social safeguards measures, of which 5 years have been with ODA funded projects.</p> <p>Knowledge and experience in the application of the ADB Safeguards Policy Statement would be an advantage.</p> <p>Fluency in English writing and communication skills is required.</p> <p>Must have a demonstrated ability to work with a multi-disciplinary team of international and national consultants.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Assist Project Staff in the monitoring and evaluation for social safeguards measures during Project implementation and in the preparation of regular reports.</p> <p>Develop and manage information, education and communication (IEC) programs to generate public awareness on the Project and assist in monitoring impact of IEC programs.</p> <p>Participate as a member of the ADB Project Completion Review and provide inputs on gender issues and social development concerns.</p>	
<p><b>Environment Expert</b></p> <p>Input: 12 person-months</p>	<p>Review and update the IEE reports and EMPs prepared during the TA and recommend necessary refinements and improvements based on government and ADB policies and requirement.</p> <p>Ensure that environment management plans (EMP) and related environmental considerations are factored in detailed designs and technical engineering of the urban infrastructure subprojects under the Project.</p> <p>Conducts environmental safeguards due diligence assessments. Assists in consultations with project-affected people for drafting safeguard documents.</p> <p>Assess the capacity development needs of Project Staff on environment safeguards measures and recommend appropriate capacity building interventions and training programs, including the preparation of TOR for independent environment monitoring, as may be necessary.</p> <p>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.</p> <p>Coordinate with participating Ministries,</p>	<p>Master's degree in environmental science, environment management and engineering or equivalent academic qualification.</p> <p>At least 8 years of experience preparing IEE and EIA reports and environment management plans, of which 4 years have been with ODA projects</p> <p>Knowledge and experience in the application of the ADB Social Safeguards policy would be an advantage.</p> <p>Fluency in English writing and communication skills is required.</p> <p>Must have a demonstrated ability to work with multi-disciplinary team of national and international consultants..</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>Provincial People’s Committee and local authorities on regulatory and compliance issues related to environment safeguards.</p> <p>Advise on environment related concerns that may arise during Project implementation and recommend appropriate action plans;</p> <p>Assist in monitoring implementation of environmental safeguards, including the impact environmental measure on urban sector development.</p>	
<p><b>Monitoring and Evaluation Specialist</b></p> <p>Input: 12 person-months</p>	<p>In close collaboration with the Team Leader, prepare the PPMS involving the use of projected targets, performance indicators, assumptions and risks specified in the DMF.</p> <p>Work with the staff of the PMU to determine information needs for project progress monitoring;</p> <p>Establish monitoring parameters, and a comprehensive monitoring database.</p> <p>Develops monitoring procedures for each subproject and orients and trains PMU staff in monitoring procedures.</p> <p>Manage monitoring and evaluation activities, and prepares required monitoring reports. Determines project evaluation requirements, and develops terms of reference for independent evaluation.</p> <p>Advise and train Project staff in the overall requirements Project monitoring and evaluation, including performance against overall project milestone, safeguards monitoring and financial commitments.</p> <p>Assist in the preparation of quarterly physical and financial progress report on Project achievement, including an annual summary progress report.</p> <p>Assist in managing the monitoring of</p>	<p>Master’s Degree in social sciences, sociology, economics, urban geography or a related discipline.</p> <p>At least 5 years of work experience in monitoring and evaluation of ODA-funded projects preferably urban sector development projects.</p> <p>Knowledge and experience in the application of the Project Performance Monitoring System and Design Monitoring Framework would be an advantage.</p> <p>Fluency in English writing and communication skills is required.</p> <p>Must have a demonstrated ability to work with a multi-disciplinary team of international and national consultants.</p>

<b>Consultant (Inputs)</b>	<b>Scope of services</b>	<b>Qualification</b>
	<p>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.</p> <p>Undertake baseline data and information gathering, conduct necessary surveys and conduct analysis of survey results.</p> <p>Assist in harmonizing the requirements for monitoring and evaluation of the government and ADB and in developing the Project's monitoring and evaluation framework.</p> <p>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.</p> <p>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.</p>	

## B. Outline Terms of Reference of Consultant for Capacity Development and Training

1. A team of international and national consultants will be engaged to carry out the consulting services for capacity development and training services under the Project. The consultants will work cohesively in a team effort to deliver the required consulting services and outputs. The engagement of consulting services under the Loan project will be undertaken by the Executing Agency (EA) through the Project Management Unit (PMU). The consultant's services shall be recruited in accordance with the ADB's Guidelines on the Use of Consultants.

2. The general scope of services of the Consultant's Team is intended to ensure full compliance with government and ADB's policies and operational requirements in capacity building and institutional strengthening in Project management and implementation. The individual members of the Team will be engaged on a intermittent input basis during the 6-year Project period. The Team will assist the PMU in carrying out its tasks and responsibilities in a time-efficient and cost-effective manner.

3. The team composition including the scope of services and qualification requirement of the individual Consultant are as follows:

Consultant (Inputs)	Scope of services	Qualification
<p><b>International Capacity Development Specialist</b></p> <p>Input: 8 person-months</p>	<p>Provide guidance to EAs and PMU in the implementation of the capacity development plan.</p> <p>Undertake further analysis of the institutional capacity of Project Staff in Project management and implementation, financial and procurement management, social and environment safeguards, and operation and maintenance.</p> <p>Advise on institutional and organizational arrangements for the effective implementation of capacity development plan.</p> <p>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</p> <p>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.</p> <p>Advise in developing performance system</p>	<p>Master's degree in development management, public administration or equivalent academic qualification.</p> <p>At least 10 years of work experience in institutional capacity development. Relevant experience in urban sector development would be preferred</p> <p>Knowledge and experience in the application of ADB guidelines on project management would be an advantage.</p> <p>Must have a demonstrated ability to work with a multi-disciplinary team of international and national consultants.</p>

	<p>related to the impact of capacity building interventions and training programs.</p> <p>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</p> <p>Assist in the preparation of regular reports on the progress and outcome of the capacity development plan.</p> <p>Work closely with Specialists of the Project Management Support consultant in undertaking the capacity development assistance in project management and implementation, operation and maintenance of urban infrastructure investments.</p> <p>Coordinate with participating ministries, training institutions and HRD learning centers in developing sustainability measures for capacity development and training.</p>	
<p><b>Training Specialist/ Resource Persons</b></p> <p>Input:</p> <p>18 person-months (international)</p> <p>24 person-months (national)</p>	<p>Design and undertake capacity needs assessment methods on specific capacity development requirements of Project staff on project management and implementation.</p> <p>Prepare activity designs for specific capacity development modules and training programs for designated Project staff.</p> <p>Coordinate and establish network with relevant training institutions and HRD learning centers for the conduct of capacity development programs and training sessions.</p> <p>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.</p> <p>Prepare and submit reports on the outcome of the capacity development programs and training sessions.</p>	<p>Master's degree in human resource development or relevant academic qualification.</p> <p>At least 10 years of relevant work experience in conducting capacity development and training programs, of which 5 years have been with ODA-funded projects</p> <p>Strong analytical skills on capacity development needs and requirements</p> <p>Excellent communication and presentation skills in written and verbal English.</p> <p>Experience and knowledge of ADB procedures and requirement on capacity development and training.</p>

<p><b>National Capacity Development Expert</b></p> <p>Input: 18 person-months</p>	<p>Provide guidance to EAs and PMU in the implementation of the capacity development plan.</p> <p>Undertake further analysis of the institutional capacity of Project Staff in Project management and implementation, financial and procurement management, social and environment safeguards, and operation and maintenance.</p> <p>Advise on institutional and organizational arrangements for the effective implementation of capacity development plan.</p> <p>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</p> <p>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.</p> <p>Advise in developing performance system related to the impact of capacity building interventions and training programs.</p> <p>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</p> <p>Assist in the preparation of regular reports on the progress and outcome of the capacity development plan.</p> <p>Work closely with Specialists of the Project Management Support consultant in undertaking the capacity development assistance in project management and implementation, operation and maintenance of urban infrastructure investments. Coordinate with participating ministries, training institutions and HRD learning centers in developing sustainability</p>	<p>University degree in development management, or public administration, or related field</p> <p>At least 6 years of relevant experience in capacity development and training, of which 3 years have been with ODA funded projects.</p> <p>Excellent communication and presentation skills in written and verbal English.</p> <p>Experience and knowledge of ADB procedures and requirement on capacity development and training.</p>
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	measures for capacity development and training.	
<p><b>External Monitoring Organization</b></p> <p>Input: 3 person-months</p>	<p>Undertake independent review of social and environmental safeguards and determine where intended goals are being achieved and corrective measures are required.</p> <p>Verify that resettlement plans, gender action plans and environment management plans have been implemented in an effective and timely manner in accordance with approved plans and guidelines from the government and ADB.</p> <p>Assess the degree of achievements in terms of Project objectives (e.g. displaced households were able to restore or better their incomes and living standards).</p> <p>Prepare and submit external monitoring reports containing the progress of plan implementation, identified issues and problems including recommendations for courses of actions and corrective measures to the EA and ADB.</p> <p>Monitor and identify indicators for: Consultation, Participation and Disclosure; Compensation and Entitlements; Rehabilitation and Relocation; Gender Strategy and Ethnic Minorities Specific Actions; Grievance and Complaints.</p> <p>Conduct of a Post Implementation Study of project impacts and recommendations for project replication or expansion/extension.</p>	<p>At least 10 years of relevant experience in conducting independent monitoring of social and environmental safeguards</p>