

Project Administration Manual

Project Number:50102
Loan and/or Grant Number(s): {LXXXX; GXXXX}
March 2018

Kingdom of Cambodia: Second Urban
Environmental Management in the Tonle Sap Basin
Project

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
AFS	–	audited financial statements
AH	–	affected household
AP	–	Affected Person
CQS	–	consultant qualification selection
DMF	–	design and monitoring framework
EA	–	Executing Agency
EARF	–	environmental assessment and review framework
EMP	–	environmental management plan
GACAP	–	governance and anticorruption action plan
GDPW	–	General Department of Public Works
GDR	–	General Department of Resettlement
ICB	–	international competitive bidding
IEE	–	initial environmental examination
IPPF	–	indigenous people planning framework
IRC	–	Inter-ministerial Resettlement Committee
LAR	–	land acquisition and resettlement
MEF	–	Ministry of Economy and Finance
MOE	–	Ministry of Environment
MOI	–	Ministry of Interior
MLMUPC	–	Ministry of Land Management, Urban Planning and Construction
MPWT	–	Ministry of Public Works and Transport
NCB	–	national competitive bidding
NGOs	–	nongovernment organizations
O&M	–	operation and maintenance
PAM	–	project administration manual
PCA	–	procurement capacity assessment
PCC	–	Provincial Coordinating Committee
PDPWT	–	provincial departments of public works and transport
PIU	–	project implementation unit
PMIS	–	project management and implementation support
PMU	–	project management unit
PPMS	–	Project Performance Management System
PSC	–	Project Steering Committee
QBS	–	quality based selection
QCBS	–	quality- and cost-based selection
RP	–	resettlement plans
SBD	–	standard bidding documents
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
SWM	–	solid waste management
TOR	–	terms of reference

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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 the policies and procedures of the government and Asian Development Bank (ADB). 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 Department of Public Works and Transport (DPWT) are wholly responsible for the implementation of ADB-financed projects, as agreed jointly between the borrower and ADB, and in accordance with the policies and procedures of the government and ADB. ADB staff is responsible for supporting implementation including compliance by MPWT and DPWT 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 loan agreement. 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 loan agreement, the provisions of the loan 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.

I. PROJECT DESCRIPTION

A. Summary

1. The project will improve urban environmental services in Battambang, Serei Saophoan and Stung Saen, three of Cambodia's provincial cities located around the Tonle Sap lake. The project will also improve institutional effectiveness to provide sustainable services and support an improved policy and planning environment for wastewater and solid waste management.

B. Impact and Outcome

2. **Impact:** Sustainable, inclusive, equitable and resilient growth achieved.

3. **Outcome:** improved urban environmental services in participating cities.

C. Outputs

4. **Output 1: Improved public services.** The project will finance three wastewater sub-projects: (i) a new 4,800 m³/day capacity WWTP at Battambang and 86.8 km of new sewers, (ii) a new 2,500 m³/day capacity WWTP in Stung Saen and 39.2km of new sewers, and (iii) a new 2,500 m³/day capacity WWTP in Serei Saophoan and 78.2km of new sewers.¹ The project will finance two drainage sub-projects: (i) a 17.1 km drainage network in Stung Saen; and (ii) a 8.5km drainage network in Serei Saophoan. The project will finance three controlled landfills: (i) 48,000 m³ landfill in Stung Saen; (ii) 130,000m³ landfill in Serei Saophoan and (iii) 350,000m³ landfill in Battambang. The project will also finance the provision of about 100 public toilets in markets and schools as well as provision of free latrines for 760 poor households.

5. **Output 2: Improved institutional effectiveness.** The project will strengthen institutional effectiveness through improving staff capacity in critical areas (including improved urban service delivery, O&M of urban facilities, public private partnerships and other institutional arrangements), supporting the establishment of urban service units, and dedicated consultant support for project management. As a long-term contribution to the sector, the project will promote gender inclusivity and finance scholarships in civil engineering for 15 women.

6. **Output 3: Improved policy and planning environment.** The project will develop urban development strategies and master plans for all three cities. It will develop a road map for financial sustainability for wastewater and solid waste (including a proposed road map and arrangement for tariffs, and mechanism for ensuring household connections). It will build community awareness on the benefits of proper sanitation and separate sewage systems and safe disposal of solid waste.

¹ The project will also finance free household connections to the sewer system (i.e. the line from the sewer to the boundary of the property). The project also includes a financing allocation for on-site plumbing (i.e. the plumbing needed within the boundary of the property). This will be provided as a subsidy to ID poor households, however, the government may choose to recover all or part of this cost for non-ID poor households.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: {Title}

Indicative Activities	Months						Responsible Individual/Unit/Agency/Government
	1	2	3	4	5	6	
Advance contracting actions							
Retroactive financing actions							
Establish project implementation arrangements							
ADB Board approval							
Loan {grant} signing							
Government legal opinion provided							
Government budget inclusion							
Loan {grant} effectiveness							

Source(s): {Indicate source(s)}

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Project Implementation Organizations	Management Roles and Responsibilities
Project Steering Committee	<ul style="list-style-type: none"> - Comprises representatives of MEF, MLMUPC, MPWT, MOE, MOI and TSA - Hold periodic steering meeting to address project implementation issues - Provide strategic guidance and support to the PMUs, PIUs and GDR - Ensure compliance with loan covenants as agreed with ADB - Facilitate interagency and inter-ministerial coordination - Oversee project implementation and administration
Executing Agency	
Ministry of Public Works and Transport (MPWT)	<ul style="list-style-type: none"> - Provide policy guidance during implementation - Serve as focal agency to ADB and development partners, government offices whose coordination, endorsement or approval and monitoring activities are required and/or mandated by existing policies or laws - Procurement of civil works and consulting services - Administration of loan disbursements - Assist Provincial PIUs as required
Project Management Unit (PMU)	<p>Project Management and Administration</p> <ul style="list-style-type: none"> - Responsible for project implementation and management - Liaison/coordination with ADB, GDR, MEF, provincial governments and PIUs - Establish and oversee project accounting and auditing - Ensure adequate counterpart funds allocation - Budgeting and financial planning/management, disbursement - Provide to ADB all disbursement-related documentation - Preparation of reports mandated under the loan agreements and the framework financing agreement to ADB - Establish, maintain and update the project performance monitoring system - Carry out periodic quality audits of the civil works contracts - Coordinate Project Steering Committee meetings - Prepare quarterly progress reports, and project completion report at the end of the project, with support of the project consultants. <p>Procurement of Goods, Works, and Services:</p> <ul style="list-style-type: none"> - Invite bids and evaluate/prepare bid evaluation reports for further approval - Conduct procurement and consulting service recruitment activities including advertisement, evaluation, negotiation and contract award <p><i>Note: The PMU will be supported by the Project Management Consultants.</i></p>
Implementing Agencies	
Banteay Meanchey, Battambang and Kampong Thom Provincial Governments / DPWT	<ul style="list-style-type: none"> - Approve and allocate counterpart budget for the PIUs - Assist interdepartmental coordination within the province - Communicate with the PMU for project implementation progress and activities - Provide support and coordination for land acquisition and resettlement activities
Project Implementation Units (PIUs)	<p>Project Management and Administration:</p> <ul style="list-style-type: none"> - Implement day-to-day project implementation in project towns - Liaise with PMU on project implementation - Open and maintain subproject account and contract level accounting - Manage detailed surveys, investigations, and engineering designs for all subcomponents

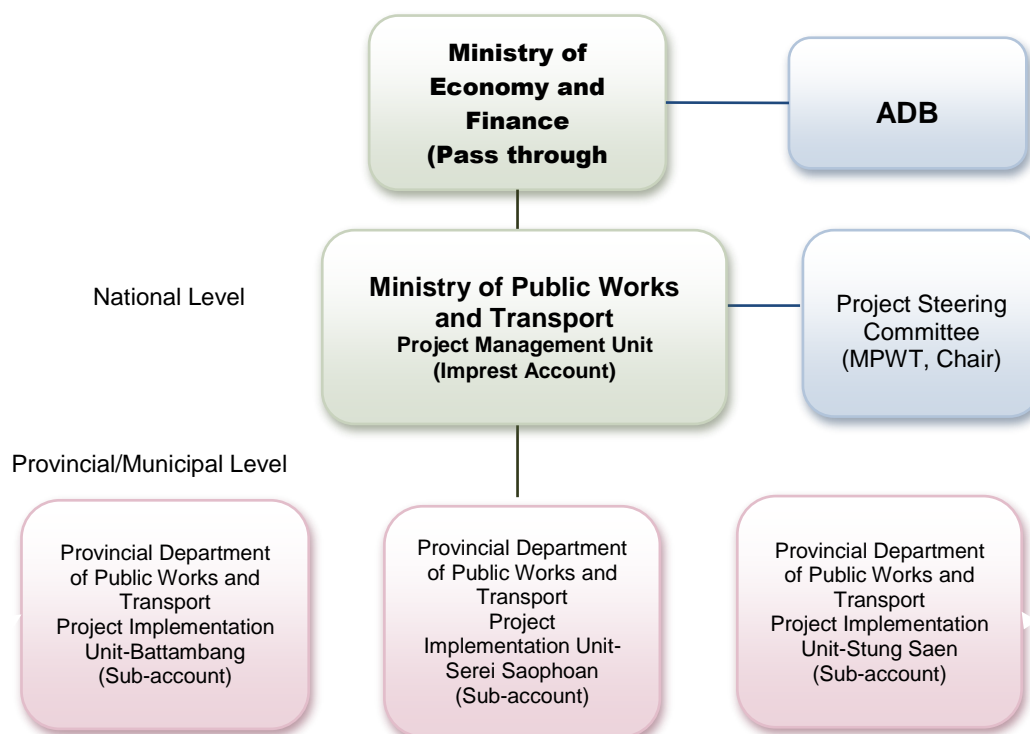
	<ul style="list-style-type: none"> - Supervise contractors and ensure the quality of works - Prepare and submit quarterly reports to PMU - Implement and monitor safeguards compliance (Resettlement Plan, Environmental Management Plans) <p>Safeguards Compliance:</p> <ul style="list-style-type: none"> - Implement and monitor safeguards compliance (Environmental Management Plans) prepare quarterly reports for submission to the PMU - Monitor compliance with Resettlement Plans, and coordinate with PMU and GDR on any land acquisition or resettlement issues directly or indirectly relating to the project. - Prepare monthly monitoring reports and submit to PMU <p>Capacity Building:</p> <ul style="list-style-type: none"> - Propose and participate in training and capacity building programs - Ensure and participate in public awareness campaigns - Implement gender action plan and stakeholder communication strategy
General Department of Resettlement (GDR)	<p>Resettlement Safeguards Compliance</p> <ul style="list-style-type: none"> - Implement and monitor safeguards compliance (Resettlement Framework and Resettlement Plans), prepare quarterly reports for submission to the PMU - Coordinator with PMU and PIUs on any land acquisition or resettlement issues directly or indirectly relating to the project.
Asian Development Bank	
ADB	Responsible for administering the project including, procurement review and support, public financial management, safeguards and social monitoring and supervision.

B. Key Persons Involved in Implementation

Executing Agency (EA) Ministry of Public Works and Transport (MPWT)	Officer's Name	:	H.E. Vong Pisith
	Position	:	Deputy Director General
	Office Address	:	MPWT, Phnom Penh
	Email address	:	vong_pisith@yahoo.com
	Telephone No.	:	+855 12 833 411
Asian Development Bank	Officer's Name	:	Mr. Vijay Padmanabhan
	Position	:	Director, Urban Development and Water Division
	Office Address	:	6 ADB Avenue, Mandaluyong City 1550 Metro Manila, Philippines
	Email address	:	vpadmanabhan@adb.org
	Telephone No.	:	+63 2 632 6379/5613
	Officer's Name	:	Mr. Sameer Kamal
	Position	:	Urban Development Specialist
	Office Address	:	6 ADB Avenue, Mandaluyong City

		1550 Metro Manila, Philippines
Email address	:	skamal@adb.org
Telephone No.	:	+63 2 632 1934

C. Project Organization Structure



IV. COSTS AND FINANCING

8. The project cost tables are presented below.

A. Cost Estimates Preparation and Revisions

9. The cost estimate was prepared jointly by Asian Development Bank and implementing agencies using beginning-2018 prices. The cost estimate will be revised at the loan midterm review stage (planned in 2021).

B. Key Assumptions

10. The following key assumptions underpin the cost estimates and financing plan:

- (i) Exchange rate: KR4035 = \$1.00 (as of 2 January 2018).
- (ii) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

Table 4: Escalation Rates for Price Contingency Calculation

Item	2018	2019	2020	2021	2022	Average
Foreign rate of price inflation	1.5%	1.5%	1.5%	1.6%	1.6%	1.54%
Domestic rate of price inflation	3.2%	3.5%	3.5%	3.5%	3.5%	3.44%

Source(s): SERD, ADB.

C. Detailed Cost Estimates by Expenditure Category

Table 5: Detailed Cost Estimates by Expenditure Category

Item	KR billion			\$ million			% of Total Base Cost
	Local	Foreign	Total	Local	Foreign	Total	
A. Base Cost							
1 Civil Works	188.2	125.7	313.9	44.5	29.7	74.14	85.3%
2 Equipment and Materials	7.6	7.6	15.2	1.8	1.8	3.63	4.1%
3 Land Acquisition and Resettlement	3.4	0.1	3.5	0.8	0.0	0.85	1.0%
4 Consulting Services	10.5	7.0	17.5	2.5	1.7	4.14	4.8%
5 Incremental Administration	6.2	2.7	8.9	1.6	0.7	2.33	2.4%
6 Capacity Building	5.3	3.6	8.9	1.3	0.8	2.09	2.4%
Subtotal (A)	221.2	146.6	367.8	52.5	34.7	87.18	100.0%
B. Contingencies							
1 Physical contingencies	10.8	7.2	18.0	2.6	1.7	4.26	4.9%
2 Price contingencies	20.0	5.8	25.8	4.7	1.4	6.10	7.0%
Subtotal (B)	30.9	13.0	43.8	7.3	3.1	10.36	11.9%
Financial Charges During Implementation	-	10.7	10.7	-	2.5	2.46	2.9%
C. Total (A+B+C)	252.1	170.3	422.3	59.7	40.3	100.00	114.8%

Base cost in February 2018 prices. Includes taxes and duties of \$7.85 million.

Physical contingency is 5.0%.

Price contingency is based on foreign inflation rates of 1.5% from 2018 to 2020, 1.6% from 2021 and onwards; and local inflation rate of 3.5% from 2018 and onwards.

ADB loan interest at 1.00% per year during grace period and 1.5% thereafter. Repayment period is 32 years, including grace period of 8 years.

Source: ADB estimates

(iii) Allocation and Withdrawal of Loan and Grant Proceeds

Table 6: Allocation and Withdrawal of Loan Proceeds

No.	Category	Amount Allocated \$ million	Percentage and Basis for Withdrawal from Loan Account	
1	Civil Works	66.18	100%	of total amount claimed*
2	Equipment and Materials	3.30	100%	of total amount claimed*
3	Consulting Services	5.66	100%	of total amount claimed*
4	Incremental Administration	0.41	100%	of total amount claimed*
5	Financial Charges During Implementation	2.46	100%	percent of amounts due
6	Unallocated	8.99		
	Total	87.00		

Source: ADB estimates

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

Table 7: Allocation and Withdrawal of Grant Proceeds

No.	Category	Amount Allocated \$ million	Percentage and Basis for Withdrawal from Grant Account	
1	Civil Works	1.21	100%	of total amount claimed*
2	Equipment and Materials	-		
3	Consulting Services	-		
4	Unallocated	0.16		
	Total	1.37		

Source: ADB estimates

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

(iv) Detailed Cost Estimates by Financier

Table 8: Detailed Cost Estimates by Financier
(\$ million)

Item		ADB Loan (OCR+DRR)		ADB Grant (DRR)		Government		Total
		Amount	%	Amount	%	Amount	%	
A.	Base Cost							
1	Civil Works	66.18	89.3%	1.21	1.6%	6.74	9.1%	74.14
2	Equipment and Materials	3.30	90.9%	-	0.0%	0.33	9.1%	3.63
3	Land Acquisition and Resettlement	-	0.0%	-	0.0%	0.85	100.0%	0.85
4	Consulting Services	3.76	90.9%	-	0.0%	0.38	9.1%	4.14
5	Incremental Administration	0.41	17.7%	-	0.0%	1.92	82.3%	2.33
6	Capacity Building	1.90	90.9%	-	0.0%	0.19	9.1%	2.09
	Subtotal (A)	75.56	86.7%	1.21	1.4%	10.41	11.9%	87.18
B.	Contingencies							
1	Physical contingencies	3.69	86.6%	0.06	1.4%	0.51	12.0%	4.26
2	Price contingencies	5.30	86.8%	0.10	1.6%	0.71	11.6%	6.10
	Subtotal (B)	8.99	86.7%	0.16	1.5%	1.22	11.8%	10.36
C.	Financial Charges During Implementation	2.46	100.0%	-	0.0%	-	0.0%	2.46
	Total (A+B+C)	87.00	87.0%	1.37	1.4%	11.63	11.6%	100.000

Base cost in February 2018 prices. Includes taxes and duties of \$7.85 million.

Physical contingency is 5.0%.

Price contingency is based on foreign inflation rates of 1.5% from 2018 to 2020, 1.6% from 2021 and onwards; and local inflation rate of 3.5% from 2018 and onwards.

ADB loan interest at 1.00% per year during grace period and 1.5% thereafter. Repayment period is 32 years, including grace period of 8 years.

Source: ADB estimates

Table 9: Cost estimates by Expenditure Category and Outputs
(\$ million)

Error! Not a valid link.Base cost in February 2018 prices. Includes taxes and duties of \$7.85 million.

Physical contingency is 5.0%.

Price contingency is based on foreign inflation rates of 1.5% from 2018 to 2020, 1.6% from 2021 and onwards; and local inflation rate of 3.5% from 2018 and onwards.

ADB loan interest at 1.00% per year during grace period and 1.5% thereafter. Repayment period is 32 years, including grace period of 8 years.

Source: ADB estimates

Table 10: Cost estimate summary by city
(\$ million)

City	Component	Project Cost (\$ million)										
		Construction cost	Land acquisition & resettlement	Public Awareness Raising Campaign	Project Implementation Support and Institutional Strengthening	Design and Construction Supervision	Incremental Administration- Others	base cost	physical contingency	price contingency	total contingencies	total
Stung Saen	drainage improvement	3.75	-	0.17	0.31	0.21	0.26	4.70	0.21	0.30	0.51	5.21
	wastewater management	11.10	0.13	0.17	0.31	0.21	0.26	12.18	0.62	0.91	1.52	13.71
	solid waste management	2.42	0.24	0.17	0.31	0.21	0.26	3.61	0.15	0.22	0.36	3.97
	Sub-total	17.27	0.37	0.51	0.94	0.63	0.78	20.50	0.97	1.43	2.40	22.89
Serei Saophoan	drainage improvement	2.84	-	0.17	0.31	0.21	0.26	3.79	0.15	0.22	0.37	4.16
	wastewater management	23.01	0.12	0.17	0.31	0.21	0.26	24.08	1.24	1.78	3.03	27.11
	solid waste management	5.38	0.12	0.17	0.31	0.21	0.26	6.45	0.30	0.42	0.72	7.17
	Sub-total	31.23	0.24	0.51	0.94	0.63	0.78	34.33	1.69	2.43	4.12	38.45
Battambang	0	-	-	-	-	-	-	-	-	-	-	-
	wastewater management	23.22	0.05	0.25	0.47	0.31	0.39	24.69	1.26	1.77	3.03	27.72
	solid waste management	6.05	0.20	0.25	0.47	0.31	0.39	7.67	0.34	0.48	0.81	8.48
	Sub-total	29.27	0.25	0.49	0.94	0.63	0.78	32.36	1.60	2.25	3.85	36.20
	finance charges during implementation											2.46
	Total	77.77	0.85	1.52	2.81	1.89	2.33	87.18	4.26	6.10	10.36	100.00

Base cost in February 2018 prices. Includes taxes and duties of \$7.85 million.

Physical contingency is 5.0%.

Price contingency is based on foreign inflation rates of 1.5% from 2018 to 2020, 1.6% from 2021 and onwards; and local inflation rate of 3.5% from 2018 and onwards.

ADB loan interest at 1.00% per year during grace period and 1.5% thereafter. Repayment period is 32 years, including grace period of 8 years.

Source: ADB estimates

(v) Detailed Cost Estimates by Year**Table 11: Detailed Cost Estimate by Year**
(\$ million)

Error! Not a valid link. Base cost in February 2018 prices. Includes taxes and duties of \$7.85 million.

Physical contingency is 5.0%.

Price contingency is based on foreign inflation rates of 1.5% from 2018 to 2020, 1.6% from 2021 and onwards; and local inflation rate of 3.5% from 2018 and onwards.

ADB loan interest at 1.00% per year during grace period and 1.5% thereafter. Repayment period is 32 years, including grace period of 8 years.

Source: ADB estimates

(vi) Contract and Disbursement S-Curve

11. The graphs show contract awards and disbursement projections over the life of the project. The projections include contingencies and unallocated amounts but excludes financial charges during implementation totaling \$2.46 million. The contract awards and disbursement sum to \$85.91 million, which is \$88.37 million less \$2.46 million finance charges.

Table 12: Contract awards for loan and grant
(\$ million)

	Q1	Q2	Q3	Q4	Total
2019	6.45	38.63	0.15	0.00	45.24
2020	26.12	0.00	14.50	0.00	40.62
2021	0.06	0.00	0.00	0.00	0.06
2022	0.00	0.00	0.00	0.00	0.00
2023	0.00	0.00	0.00	0.00	0.00
				Total:	85.91

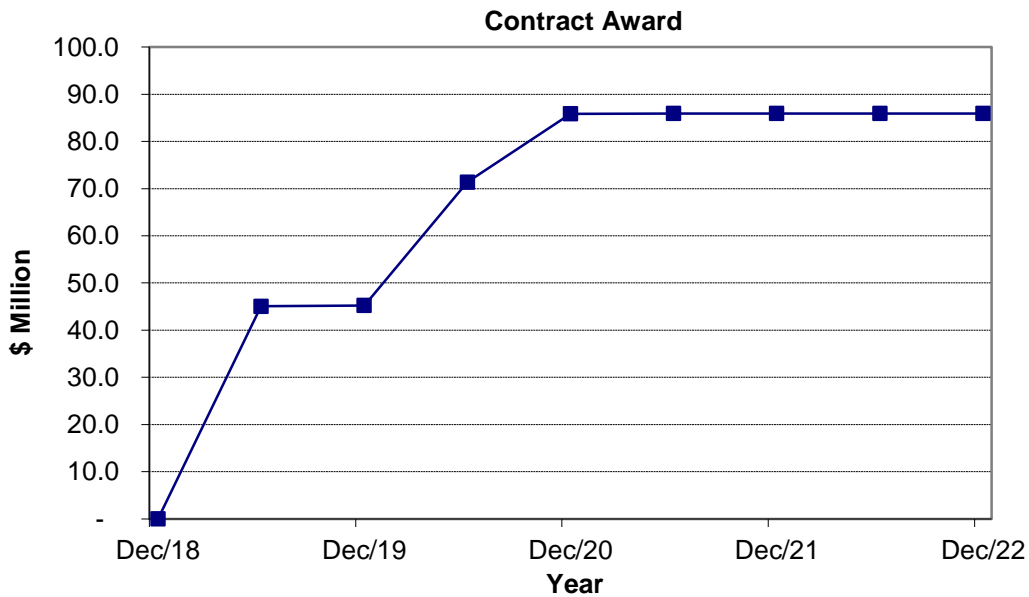
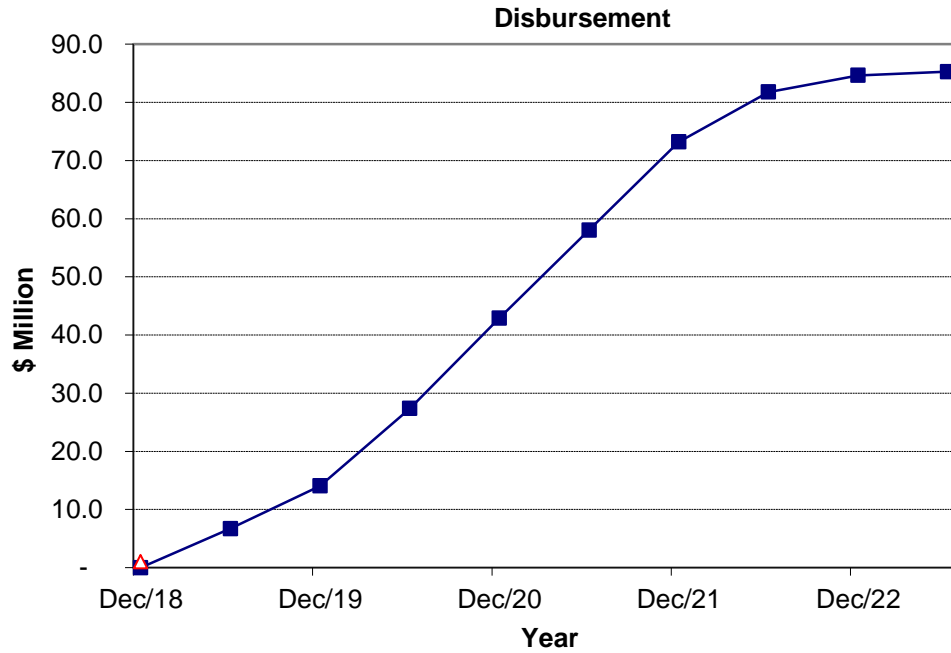
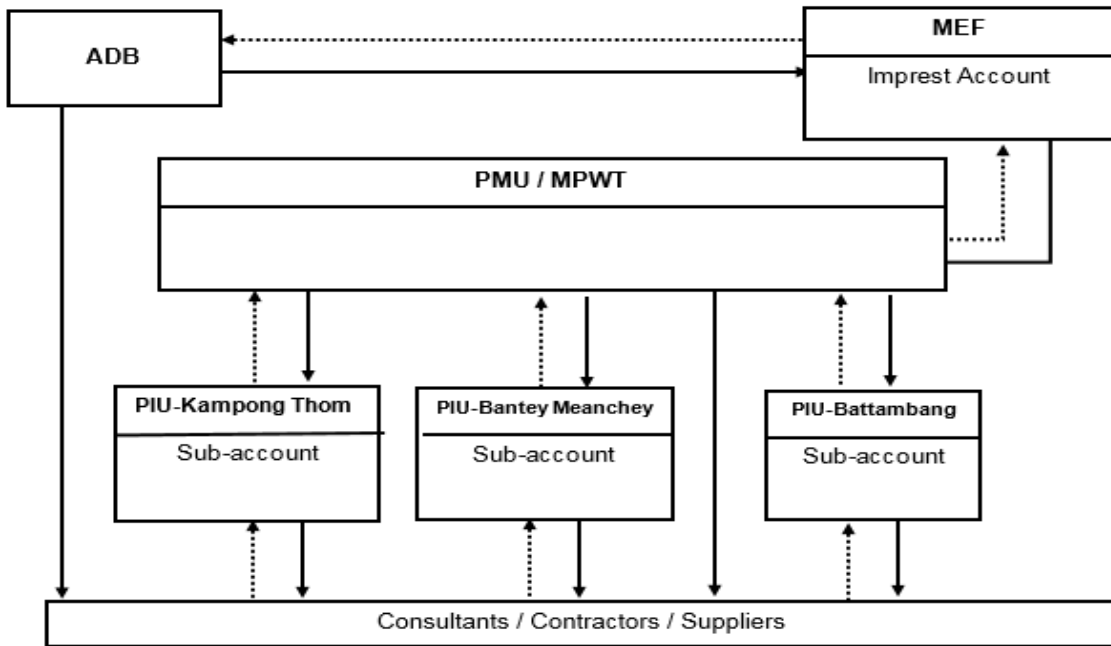


Table 12: Disbursements for loan and grant
(\$ million)

	Q1	Q2	Q3	Q4	Total
2019	0.47	6.24	3.74	3.59	14.05
2020	7.51	5.81	7.98	7.57	28.87
2021	7.57	7.57	7.57	7.57	30.27
2022	4.30	4.30	2.54	0.32	11.45
2023	0.32	0.32	0.32	0.32	1.27
				Total:	85.91



(vii) Fund Flow Diagram



Notes: ADB – Asian Development Bank; MPWT – Ministry of Public Works and Transport; MEF – Ministry of Economy and Finance; PMU – Project Management Unit; PIU - Project Implementation Unit.

The proposed funds flow is based on ongoing ADB projects at MPWT, including the GMS Southern Economic Corridor Towns Development Project (GMS CTD-1). Imprest account is under MEF. Signatories is from MEF (Group A) and MPWT (Group B). Group A or B signatories are authorized to withdraw funds from the account..

→ Funds flow
 Documents flow

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

12. The financial management assessment (FMA) was conducted in December 2017 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note. The FMA considered the capacity of the Ministry of Public Works and Transport (MPWT) and the Provincial Department of Public Works and Transport (DPWT) in each participating province, including funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. Based on the assessment, the key financial management risks identified are: (i) un-insured fixed assets (except for vehicle), weak asset monitoring and inventory arrangement; (ii) levels of tariff are not linked to O&M requirement; (iii) unrealistic projections for budget allocation of revenue and expenditure; and (iv) lack of knowledge/ training in ADB procurement and disbursement procedures at the provincial and town levels. It is concluded that the overall pre-mitigation financial management risk of MPWT and provincial DPWTs is high. The executing agency was found to have sufficient capacity for following advance fund and Statement of Expenditures procedures. The RGC and MPWT and/or provincial DPWTs have agreed to implement an action plan as key measures to address the deficiencies. The financial management action plan is provided in the table below.

Table 13: Financial Management Action Plan

Weakness	Mitigation Action	Responsibility	Timeframe
The Standard Operating Procedure for externally financed projects in Cambodia (May 2012) stipulates that assets must be subject to careful asset management, but in practice there is no regular monitoring/ inventory done. There is a risk of loss of asset due to poor maintenance.	Update fixed asset list every year during and after project implementation. Train government staff in fixed asset management including linkage to asset preventive maintenance activities.	Provincial Government / DPWT/ EA/ IA	Within 3 months after the end of each fiscal year.
Level of tariffs is not linked to O&M fund requirement of the facilities, resulting to higher subsidy from the government's regular budget. With limited budget, proper operation and maintenance of facilities cannot be implemented.	Update tariff computation after project completion. Monitor implementation of proposed tariff. Require annual budget commitment from local government to cover funding gap. Ring fence revenue generating activities.	EA/ IA/ Project Management Consultant / Provincial Government / DPWT	Within 3 months after project completion.
Unrealistic projections for	Strengthen the capacity	EA / IA / Project	During project

budget allocation on the revenue and expenditure side which could result to poorly prioritized sector expenditure allocations.	of the local governments on budget preparation and expenditure prioritization.	Management Consultant; Provincial Government / DPWT	implementation.
Lack of knowledge /training in ADB procurement, disbursement and reporting standards may result to delays in project start up.	Train PMU / PIU staff in ADB procurement and financial reporting prior to project start up.	EA / IA / Project Management Consultant / ADB	After loan signing.

Source: PPTA Consultant

B. Disbursement

1. Disbursement Arrangements for ADB {and ADB-administered cofinancier} Funds

13. The loan proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time)², and detailed arrangements agreed upon between the government and ADB. Online training for project staff on disbursement policies and procedures is available.³ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

14. **Advance fund procedure.** The Ministry of Economy and Finance, on behalf of the government, will establish a separate pass-through account for this ADB loan at the National Bank of Cambodia to receive funds from ADB loan resource. Separate imprest account should be established and maintained by MPWT/PMU and each of three provincial governments/DPWTs for the ADB loan. The currency of the imprest accounts is the US dollar. The imprest accounts are to be used exclusively for ADB's share of eligible expenditures. The MPWT, and three provincial governments who administers the advance account is accountable and responsible for proper use of advances to the advance account including advances to the subaccounts.

15. The total outstanding advance to the advance accounts should not exceed the estimate of ADB's share of expenditures to be paid through the advance accounts for the forthcoming 6 months. The MPWT, and three provincial governments may request for initial and additional advances to the advance account{s} based on an Estimate of Expenditure Sheet⁴ setting out the estimated expenditures to be financed through the account{s} for the forthcoming 6 months. Supporting documents should be submitted to ADB or retained by the borrower, the MPWT, and three provincial governments in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time) when liquidating or replenishing the advance accounts.

² The handbook is available electronically from the ADB website (<http://www.adb.org/documents/loan-disbursement-handbook>)

³ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning

⁴ Estimate of Expenditure sheet is available in Appendix 8A of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time),

16. **Statement of expenditure procedure.**⁵ The SOE procedure may be used for reimbursement of eligible expenditures or liquidation of advances to the advance account(s). The ceiling of the SOE procedure is the equivalent of \$100,000 per individual payment. Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB's disbursement and review missions, upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit. Reimbursement and liquidation of individual payments in excess of the SOE ceiling should be supported by full documentation when submitting the withdrawal application to ADB.

17. Before the submission of the first withdrawal application (WA), 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 government, together with the authenticated specimen signatures of each authorized person. The minimum value per WA is stipulated in the Loan Disbursement Handbook (2017, as amended from time to time). Individual payments below such amount should be paid (i) by the MPWT and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB. The borrower should ensure sufficient category and contract balances before requesting disbursements

18. The MPWT/PMU will be responsible for: (i) preparing disbursement projections; (ii) requesting budgetary allocations for counterpart funds; (iii) collecting supporting documents; and (iv) preparing and sending withdrawal applications to the Ministry of Economy and Finance (MEF) for onward submission to ADB. The PMU will also be responsible for checking and signing off on all disbursement documents prior to submission to MEF. In case contractual staff salaries are required to be covered by ADB loan proceeds under incremental administration costs, it must be claimed through reimbursements.

1. Disbursement Arrangements for Counterpart Fund

19. The MPWT/PMU will be responsible for the disbursement and liquidation procedures for government funds and will (i) prepare disbursement projections, and (ii) request budgetary allocations for counterpart funds. The government will finance all taxes and duties including insurance for all cost categories. Project management staff salaries and supplements will also be covered by counterpart funds. Appendixes 3A and 3B of the ADB's Loan Disbursement Handbook (2017, as amended from time to time) provide further guidance on the proper presentation of local taxes and duties financing in the detailed cost estimate by financier and allocation table in the loan agreement.

20. The MPWT/PMU completes the Government Withdrawal Application Form and attaches a statement of actual expenditure. Supporting expenditure documentation must be maintained by the project team for subsequent review by MEF or audit. The Government Withdrawal Application Form must be signed by the authorized signatories of the MPWT submitted to the Department of Multilateral Cooperation of the General Department of International Cooperation and Debt Management at the MEF. The government withdrawal application must be recorded in the Project Counterpart Funds WA Register.

⁵ SOE forms are available in Appendix 7B and 7D of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

21. The Department of Multilateral Cooperation will review the completed forms and transfers the funds to the project's counterpart fund account and advises MPWT of the transfer. On receipt of advice from the National Bank of Cambodia that the funds have been deposited into the counterpart funds account, the receipt of the funds should be recorded in the General Ledger and the Government WA Register must be up-dated

C. Accounting

22. The MPWT/PMU will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following cash-based accounting system following the Government's financial regulations. The MPWT/PMU will prepare project financial statements in accordance with the government's accounting laws and regulations which are consistent with international accounting principles and practice.

D. Auditing and Public Disclosure

23. The MPWT/PMU will cause the detailed project financial statements to be audited in accordance with International Standards on Auditing and with the Government's audit regulations, by an independent auditor engaged by MEF and acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by the MPWT/PMU.

24. The audit report for the project financial statements will include a management letter and auditor's opinions, which cover (i) whether the project financial statements present an accurate and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the loan were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

25. Compliance with financial reporting and auditing requirements will be monitored by review missions and during normal program supervision, and followed up regularly with all concerned, including the external auditor.

26. The government, MPWT/PMU and DPWT/PIUs have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.⁶ ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's

⁶ ADB's approach and procedures regarding delayed submission of audited project financial statements:

- (i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
- (ii) When audited project financial statements are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the executing agency of ADB's actions; and (b) advise that the loan may be suspended if the audit documents are not received within the next 6 months.
- (iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loan.

financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

27. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011.⁷ After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.⁸

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting and Retroactive Financing

28. All advance contracting and retroactive financing will be undertaken in conformity with ADB Procurement Guidelines (2015, as amended from time to time) and ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The issuance of invitations to bid under advance contracting and retroactive financing will be subject to ADB approval. The borrower, MPWT/PMU and three provincial government/DPWTs have been advised that approval of advance contracting and retroactive financing does not commit ADB to finance the project.

29. **Advance contracting.** The advance contracting packages include selected civil works and consulting service. The steps to be concluded in advance for procurement of civil works will include: preparation of bidding documents, bidding, and bid evaluation. The steps to be conducted in advance for recruitment of consultants will include: soliciting and evaluating expressions of interest, shortlisting and (for firms) preparation of and evaluation of proposals. Design-build (DB) contract bidding document will be prepared before the Board Approval. Contracts for civil works and consultants will only be awarded after the loan becomes effective.

B. Procurement of Goods, Works, and Consulting Services

30. All procurement of goods and works will be undertaken in accordance with ADB's Procurement Guidelines (2015, as amended from time to time).

31. International competitive bidding (ICB) will be used for works contracts estimated to cost \$3 million and above. National competitive bidding (NCB) will be used for works contracts estimated to cost over \$100,000 equivalent up to below \$3 million. For NCB, the first draft English language of the procurement documents (bidding documents, and draft contract) should be submitted for ADB approval regardless of the estimated contract amount. Subsequent procurements are subject to post review. All ICB packages (bidding document, bid evaluation report, and draft contract) are subject to ADB prior review and approval.

32. An 18-month procurement plan indicating threshold and review procedures, goods,

⁷ Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

⁸ This type of information would generally fall under public communications policy exceptions to disclosure. ADB. 2011. *Public Communications Policy*. Paragraph 97(iv) and/or 97(v).

works, and consulting service packages and national competitive bidding guidelines is in Section C.

33. Consultants will be recruited according to ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).⁹ The terms of reference for consulting services are detailed in Section D. Consulting firms will be engaged using the quality- and cost-based selection (QCBS) method with a standard quality–cost ratio of 80:20.

C. Procurement Plan

34. The Procurement Plan is included as Appendix 1.

D. Consultant's Terms of Reference

35. Detailed Terms of Reference for the Project Management Consultants, which will be the sole consulting firm recruited for the project, are included in Appendix 2.

VII. SAFEGUARDS

36. All safeguard documents have been prepared in accordance with ADB's *Safeguards Policy Statement* (SPS, 2009).¹⁰ In compliance with ADB's information disclosure and consultation requirements, the safeguard documents will be posted on ADB's website.¹¹ The safeguard categorization for environment, involuntary resettlement and indigenous peoples is B.

37. Relevant safeguard documents include: (i) the initial environmental examination (IEE); (ii) three environmental management plans (EMPs) one for each town (Battambang, Serei Saophoan and Stung Saen); (iii) the resettlement framework; and (iii) the resettlement plans (RPs) for the Battambang wastewater and Stung Saen wastewater and drainage subprojects. Refer to the action plans in the EMPs, RF and RPs for detailed implementation guidance.

38. The General Department of Resettlement (GDR) at MEF is responsible for implementation of land acquisition and resettlement. The MPWT, GDR/MEF and provincial governments of Battambang, Banteay Meanchey and Stung Kampong Thom Provinces will provide their commitment to adhering to ADB and the government's safeguard policies on environment, involuntary resettlement and indigenous peoples (ethnic minorities) prior to disclosure of safeguard reports on ADB website. The resettlement documents were approved by the General Department of Resettlement on behalf of MPWT on [Date]; and disclosed on [Date]. The Ministry of Environment and Provincial Departments of Environment have been key stakeholders during project preparation. The national environmental impact assessment approvals will be obtained following detailed engineering design and prior to contract awards.

39. **Project safeguards grievance redress mechanism.** ADB SPS requires that the borrower/client establish and maintain a grievance redress mechanism to receive and facilitate resolution of affected peoples' concerns and grievances about the borrower's social and

⁹ Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

¹⁰ Available at: <http://www.adb.org/documents/safeguard-policy-statement>

¹¹ Public Communications Policy available at <https://www.adb.org/sites/default/files/institutional-document/32904/files/pcp-2011.pdf>

environmental performance at project level. The grievance redress mechanism is described in the Resettlement Framework and Initial Environmental Examination.¹²

40. **Prohibited investment activities.** Pursuant to ADB's Safeguard Policy Statement (2009), ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the Safeguard Policy Statement (2009).

A. Environmental Safeguards

41. The project is classified as **Category B** for environment in accordance with the ADB's SPS 2009. An overall Initial Environmental Examination, together with three EMPs (one per city) have been prepared.¹³ The IEEs and EMPs will be disclosed on ADB website once endorsed by the Government. Approvals from the Ministry of Environment will be obtained following detailed engineering design.

B. Social and Resettlement Safeguards

42. Pursuant to ADB's Safeguard Policy Statement (2009) (SPS), ADB funds may not be applied to the activities described in the ADB Prohibited Investment Activities List. All EA and IAs will ensure that their investments are in compliance with applicable national laws and regulations and will apply the prohibited investment activities list to subprojects financed by ADB.

1. Involuntary Resettlement Safeguards

43. The project is classified as **Category B for Involuntary Resettlement**. Two Resettlement Plans (RPs) have been prepared for two sub-projects where state-owned land is available and resettlement impacts can be assessed, namely, the Battambang wastewater sub-project and the Stung San wastewater and drainage project. Updated/final RPs will be disclosed following detailed design. For remaining sub-projects, RPs will be prepared in line with the Resettlement Framework once the government has acquired land for the sub-projects. No sub-projects with safeguards category "A" will be financed. The RF and RPs are included as linked documents to the RRP and were disclosed on [Date].

44. The Resettlement Framework and Resettlement Plans, available as linked documents to the Report and Recommendation of the President, detail the role of the PMU, PIUs, GDR/MEF, IRC and PMC in land acquisition and resettlement for the project.

2. Indigenous Peoples Safeguards

45. The project is classified as **Category B for Indigenous Peoples**. The two subprojects with state-owned sites will not adversely affect ethnic minorities. An Indigenous Peoples Planning Framework (IPPF) was prepared to guide the IP impact screening for subproject sites that will be identified after the Board approval. The project will not finance any subproject with category

¹² These are available as linked documents to the Reports and Recommendations of the President.

¹³ These are available as linked documents to the Reports and Recommendations of the President.

A for adverse IP impacts. The IPPF is included as linked documents to the RRP and were disclosed on [Date].

VIII. GENDER AND SOCIAL DIMENSIONS

46. A Summary Poverty Reduction and Social Strategy (SPRSS) has been prepared and is available as a linked document to the RRP. The SPRSS includes key actions required under the project, roles and responsibilities for these actions, and the resources required. A Stakeholder communication strategy, to guide engagement of stakeholders, including in the action items under the SPRSS, has been prepared and is available as a linked document to the RRP.

47. A Gender Action Plan has been prepared and is available as a linked document to the RRP.

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

A. Project Design and Monitoring Framework

48. The design and monitoring framework (DMF) is available in the report and recommendation of the President (RRP).

B. Monitoring

49. **Project performance monitoring.** The PMU/PIUs will be responsible for all aspects of monitoring and evaluation, including: (i) performance testing against project milestones; (ii) safeguards monitoring; and (iii) financial commitments. Reports on project achievements will be provided quarterly and summarized annually. Quarterly reports will contain update contract awards and disbursements projections based on Project Performance Review template.¹⁴ In addition, the consultants will develop, and the PMU will approve, a project performance monitoring system (PPMS) based on existing PPMS in use for other ADB projects.¹⁵ The PIUs will conduct regular monitoring, using the same indicators and submit reports to the PMU and ADB.

50. **Compliance monitoring.** The status of compliance with loan covenants will be reviewed at each ADB review mission. Any non-compliance issues will be specified in the quarterly progress reports together with remedial actions.

51. **Safeguards monitoring.** Status of the implementation of the IEE/EMP and RP will be discussed at each ADB review mission and integrated into semi-annual reports for IEE/EMP and RP implementation using the integrated safeguards monitoring format. These will be prepared by the respective EAs with assistance from safeguard specialists of project consultants and safeguards officer in PMU, based on the information provided by IAs, contractors and community mobilizers, where relevant. The EAs will submit semi-annual reports to ADB, within 30 days of the end of reporting period, for review and disclosure. The safeguards

¹⁴ A template, in Microsoft Excel format, has been developed and shared with MPWT/PMU as part of project design.

¹⁵ ADB's project performance reporting system is available at <http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool>

monitoring team structure and responsibilities are summarized in table below.

Task Team	Responsibility
Project Director	Oversee safeguard implementation for the Project, in coordination with GDR/MEF director and through PMU, PIC and consultants.
GDR/MEF Director	Oversee and coordination safeguards implementation through the project. Submit semi-annual safeguard monitoring reports to ADB.
PMU Safeguards Officer/s	Analyze the consolidated monitoring data on safeguards and report the results and corrective actions to the Project Director.
IAs/ PIU Safeguards Officer/s	Oversee field work of contractors and consultants. Review monthly environmental reports submitted by consultants and contractors, and consolidate and send to PMU
PMC Team Leader and Safeguards Specialists	Will assist the EA/PMU and IA/PIUs in the overall safeguards implementation and monitoring.

52. **Gender and social dimensions monitoring.** The monitoring of impacts on the social and gender aspects, including social and gender benefit monitoring, will be incorporated into the overall project monitoring and evaluation. Assisted by the social and gender specialists in the consultant team, the PMU/PIUs will be responsible for analyzing and consolidating the performance data. The social and gender monitoring will be designed to allow adequate flexibility to adopt remedial actions regarding the project design, schedules, activities, and development impact. Specific indicators in the SPRSS and the GAP will be further during the detailed design phase. Quarterly GAP monitoring will be carried out in accordance with ADB GAP Progress Report template.

C. Evaluation

53. A project inception mission will be scheduled shortly after project effectiveness, expected in late 2018. Implementation review missions will be held every three to six months. A midterm review is tentatively scheduled for mid-2021. Within 6 months of physical completion of the project, MPWT will submit a project completion report to ADB.¹⁶

D. Reporting

54. PMU/MPWT will provide ADB with (i) quarterly progress reports in a format consistent with ADB's project performance reporting system; (ii) consolidated annual reports including (a) progress achieved by output as measured through the indicator's performance targets, (b) key implementation issues and solutions, (c) updated procurement plan, and (d) updated implementation plan for the next 12 months; and (iii) a project completion report within 6 months of physical completion of the project. To ensure that projects will continue to be both viable and sustainable, project accounts and the executing agency audited financial statement together

¹⁶ Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

with the associated auditor's report, should be adequately reviewed.

E. Stakeholder Communication Strategy

55. The preparation and adoption of a stakeholder communication strategy (SCS) is required by the ADB to ensure inclusiveness, transparency, timeliness and the meaningful participation of stakeholders in the project. The SCS promotes select messages targeted at key stakeholders consistent with established communication objectives as to what perspectives; actions and changes should be promoted to ensure the project's success. The SCS ensures that vulnerable groups, such as the poor, elderly, indigenous and ethnic groups, and women, who risk being marginalized, are provided with opportunities. The Stakeholder Communication Strategy is available as a supplementary document to the RRP.

X. ANTICORRUPTION POLICY

56. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.¹⁷ 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 and/or 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.¹⁸

57. To support these efforts, relevant provisions are included in the loan agreement and the bidding documents for the project. In particular, all contracts financed by ADB in connection with the project will include provisions specifying the right of the ADB to audit and examine the records and accounts of the EAs and all contractors, suppliers, consultants, and other service providers as they relate to the project.

58. Full information disclosure and participatory monitoring at both central and local levels are expected to be effective in reducing the risk of corruption and improving governance at central and local levels.

59. The EA/IA will prepare a grievance redress mechanism acceptable to the ADB and ensure that there is an appointed officer, with the requisite capacity in the PMU/PIUs to receive, resolve or act upon, both independently and expeditiously, complaints or grievances or reports from stakeholders on misuse of funds and other irregularities relating to the project, or the specific project components. Each PIU will inform stakeholders of their right to submit complaints or grievances relating to the project.

60. Project-specific measures to enhance governance and prevent corruption designed along with the stages of project implementation and the disbursement chain in mind, include the requirement for the PMU/PIAs to follow government rules and procedures for all expense and revenue items including cash and the proper and accurate maintenance of financial records.

XI. ACCOUNTABILITY MECHANISM

61. 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

¹⁷ Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

¹⁸ ADB's Integrity Office web site: <http://www.adb.org/integrity/unit.asp>

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 an effort in good faith 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.¹⁹

XII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

62. The PAM will be subject to change after ADB Board approval of the project and during the period of project implementation. All revisions and updates of the PAM made should be recorded in this section to provide a chronological history of the changes to the implementation arrangements recorded in PAM.

63. Key sections of the 1st draft of the PAM were discussed and agreed upon during the ADB Loan Fact Finding in March 2018.

64. This draft PAM was updated on xxx xx, 2018 during loan negotiations.

¹⁹ Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

APPENDICES

1. PROCUREMENT PLAN
2. TERMS OF REFERENCE FOR CONSULTING SERVICES
3. OUTLINE QUARTERLY PROGRESS REPORT FORMAT
4. PROCUREMENT CAPACITY AND RISK ASSESSMENT

**APPENDIX 1
PROCUREMENT PLAN**

Basic Data

Project Name: Second Urban Environmental Management in the Tonle Sap Basin	
Project Number: 50102	Approval Number:
Country: Cambodia	Executing Agency: MPWT
Project Procurement Classification: N/A	Implementing Agencies: Department of Public Works and Transport, Battambang provincial government Department of Public Works and Transport, Banteay Meanchey provincial government Department of Public Works and Transport, Kampong Thom provincial government
Procurement Risk: N/A	
Project Financing Amount: \$100.0 million	Project Closing Date: December 2023
ADB Financing: \$88.37 million	
Government: \$11.63 million	
Date of First Procurement Plan: 24 March 2018	Date of this Procurement Plan: 24 March 2018

a. Methods, Thresholds, Review and 18-Month Procurement Plan

1. Procurement and Consulting Methods and Thresholds

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

Procurement of Goods and Works		
Method	Threshold	Comments
International Competitive Bidding (ICB) for Works	Above \$3,000,000	Prior. All bid documents, evaluations and contracts.
International Competitive Bidding for Goods	Above \$1,000,000	Prior. All bid documents, evaluations and contracts.
National Competitive Bidding (NCB) for Works	Beneath that stated for ICB, Works	Prior/post. Prior review for first set of bid documents for EA and post review for succeeding packages
National Competitive Bidding for Goods	Beneath that stated for ICB, Goods	Prior/post. Prior review for first set of bid documents for EA and post review for succeeding packages
Shopping for Works	Below \$100,000	3 quotations required
Shopping for Goods	Below \$100,000	3 quotations required
Works Contracts for Community-driven Environmental Improvements	Below \$120,000 NCB/Shopping	NCB / Shopping

Consulting Services	
Method	Comments
Quality and Cost Based Selection (QCBS)	Prior. Request for proposal, evaluations and contracts.
Quality Based Selection (QBS)	Prior. Request for proposal, evaluations and contracts.
Consultants' Qualifications Selection (CQS)	Prior. Expression of interest, evaluations and contracts.
Individual Consultants	Prior. Expression of interest, evaluations and contracts.

2. Goods and Works Contracts Estimated to Cost \$1 Million or More

Package Number	General Description	Estimated Value (\$ million)	Method	Review (Prior / Post)	Bidding Procedure	Advertise. Date (quarter/year)	Comments
CW01	Wastewater/Drainage in Stueng Saen and Battambang	37.63	QCBS (80:20)	Prior		Q3/2018	
CW02	Wastewater and Drainage in Serei Saophoan	25.56	QCBS (80:20)	Prior		Q3/2019	
CW03	Solid waste in Stueng Saen, Serei Saophoan and Battambang (3 lots)	13.72	QCBS (80:20)	Prior		Q1/2020	Bid as 3 lots, subject to timing of land acquisition

3. Consulting Services Contracts Estimated to Cost More Than \$100,000

The following table lists all consulting services contracts above \$100,000.

Package Number	General Description	Estimated Value (\$ million)	Method	Review (Prior / Post)	Advertise. Date (quarter/year)	Type of Proposal	Comments
CS01	Project Management Consultants	7.92	QCBS (80:20)	Prior	Q3/2018	Full	

4. Goods and Works Contracts Estimated to Cost Less than \$1 Million and Consulting Services Contracts Less than \$100,000 (Smaller Value Contracts)

The following table groups smaller-value goods, works and consulting services contracts.

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	Vehicles	\$200,000	1	NCB	Prior	-	Q4/2018	Govt SOP dated May 2012
	Office Equipment	\$54,000	1	Shopping	Prior	-	Q4/2018	Govt SOP dated May 2012

¹ Total amount is above the \$3,000,000 for works, but no individual contract to be more than \$120,000.

² Usually NCB, but if a contract is less than USD 100,000, then shopping for works can be used.

Consulting Services							
Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior / Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
CS02	Social development and gender consultant	0.09	ICS	Prior	Q1/2019		

b. List of Awarded and On-going, and Completed Contracts

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

1. Awarded and On-going Contracts

Goods and Works							
Package Number	General Description	Estimated Value	Awarded Contract Value	Procurement Method	Advertisement Date (quarter/ year)	Date of ADB Approval of Contract Award	Comments

2. Completed Contracts

Consulting Services							
Package Number	General Description	Estimated Value	Awarded Contract Value	Recruitment Method	Advertisement Date (quarter / year)	Date of ADB Approval of Contract Award	Comments

c. National Competitive Bidding

1. **Regulation and Reference Documents**

1. The procedures to be followed for national competitive bidding shall be those set forth for the "National Competitive Bidding" method in the Government's Procurement Manual issued under Sub-decree No. 74 ANK BK dated 22 May 2012 with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the Procurement Guidelines.

2. For the procurement of ADB financed contracts under National Competitive Bidding (NCB) procedures, the use of harmonized national bidding documents (NCB and National Shopping) developed in consultation with development partners including ADB, is mandatory except where the Government and ADB have agreed to amendments to any part of the documents. The Procurement Manual also advises users to check the ADB website from time to time for any update on ADB documents, which form the basis, among others, of the existing harmonized national bidding documents

d. Procurement Procedures

1. **Application**

3. 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.

2. **Sanctioning**

4. 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.

3. Rejection of all Bids and Rebidding

5. The Borrower shall not reject all bids and solicit new bids without ADB's prior concurrence. Even when only one or a few bids is/are submitted, the bidding process may still be considered valid if the bid was satisfactorily advertised and prices are reasonable in comparison to market values.

C. Bidding Documents

1. Use of Bidding Documents

6. The Standard National Competitive Bidding Documents provided with the Government's Procurement Manual shall be used to the extent possible both for the master bidding documents and the contract-specific bidding documents. The English language version of the procurement documents shall be submitted for ADB review and approval in accordance with agreed review procedures (post and prior review) as indicated in the Procurement Plan. The ADB-approved procurement documents will then be used as a model for all procurement financed by ADB for the project.

2. Bid Evaluation

Bidders shall not be eliminated from detailed evaluation on the basis of minor, non-substantial deviations.

7. A bidder shall not be required, as a condition for award of contract, to undertake obligations not specified in the bidding documents or otherwise to modify the bid as originally submitted.

3. Employer's Right to Accept or Reject Any or All Bids

8. The decision of the Employer to accept or reject any or all bids shall be made in a transparent manner and involve an obligation to inform of the grounds for the decision through the bid evaluation report.

4. ADB Policy Clauses

9. A provision shall be included in all NCB works and goods contracts financed by ADB requiring suppliers and contractors to permit ADB to inspect their accounts and records and other documents relating to the bid submission and the performance of the contract, and to have them audited by auditors appointed by ADB.

10. A provision shall be included in all bidding documents for NCB works and goods contracts financed by ADB stating that the Borrower shall reject a proposal for award if it

determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the contract in question.

11. A provision shall be included in all bidding documents for NCB works and goods contracts financed by ADB stating that ADB will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices or any integrity violation in competing for, or in executing, ADB-financed contract.

APPENDIX 2
TERMS OF REFERENCE OF CONSULTING SERVICES
KINGDOM OF CAMBODIA: SECOND INTEGRATED URBAN ENVIRONMENTAL
MANAGEMENT IN THE TONLE SAP BASIN PROJECT

Consultant's Terms of Reference

Project Management Consultants

A. Background

A. Impact and Outcome

1. The project is aligned with the following impact: sustainable, inclusive, equitable and resilient growth achieved. The outcome will be improved urban environmental services in participating cities.

B. Project Outputs

2. **Output 1: Improved public services.** The project will finance three wastewater sub-projects: (i) a new 4,800 m³/day capacity WWTP at Battambang and 86.8 km of new sewers, (ii) a new 2,500 m³/day capacity WWTP in Stung Saen and 39.2km of new sewers, and (iii) a new 2,500 m³/day capacity WWTP in Serei Saophoan and 78.2km of new sewers. The project will finance two drainage sub-projects: (i) a 17.1 km drainage network in Stung Saen; and (ii) a 8.5km drainage network in Serei Saophoan. The project will finance three controlled landfills: (i) 48,000 m³ landfill in Stung Saen; (ii) 130,000m³ landfill in Serei Saophoan and (iii) 350,000m³ landfill in Battambang. The project will also finance the provision of about 100 public toilets in markets and schools as well as provision of free latrines for 760 poor households.

3. **Output 2: Improved institutional effectiveness.** The project will strengthen institutional effectiveness through improving staff capacity in critical areas (including improved urban service delivery, O&M of urban facilities, public private partnerships and other institutional arrangements), supporting the establishment of urban service units, and dedicated consultant support for project management. As a long-term contribution to the sector, the project will promote gender inclusivity and finance scholarships in civil engineering for women.

4. **Output 3: Improved policy and regulatory environment.** The project will develop urban development strategies and master plans for all three towns. It will develop a road map for financial sustainability for wastewater and solid waste (including a proposed road map and arrangement for tariffs, and mechanism for ensuring household connections). It will build community awareness on the benefits of proper sanitation and separate sewage systems and safe disposal of solid waste.

C. Objectives of the Assignment

5. The main objectives of the Project Management Consultant is to ensure the effective implementation, timely completion and sustainability of the impacts of the Second Integrated Urban Environmental Management in the Tonle Sap Basin Project, and to plan future infrastructure development in the Project towns.

6. These objectives will be achieved through: (i) support to the project management unit (PMU) at the central level and project implementation units (PIUs) at the city level in managing the Project and monitoring the Project's activities; (ii) assistance to the PIUs and PMU in designing and implementing the infrastructure sub-projects to the desired level of quality and in accordance with ADB's policies and requirements; (iii) assistance to the national and local governments in selecting, refining and setting-up the operating units and associated regulations necessary to deliver the services; (iv) support to the operator of the Serei Saophoan landfill during the first year of operation; (v) the provision of training and the coordination of all training activities under the Project; and (vi) overseeing all IEC activities undertaken under the Project.

7. An international consulting firm will be engaged to achieve the aforementioned objectives in accordance with ADB *Guidelines on the Use of Consultants* (2013, as amended from time to time), using quality- and cost-based selection method with a quality-cost ratio of 80:20, through a full technical proposal. The consulting services assignment will cover a period of 5 calendar years. All international consultants should have experience in developing countries. Experience in the Southeast Asia region, preferably Cambodia, will be considered. All national consultants should be fluent in English as well as the national language. One consultant can cover more than one field of expertise, provided they satisfy all appropriate requirements for each position.

D. Scope of Services

8. **Project Management:** the Consultant will assist the PMU and PIUs in implementing the project in accordance with the provisions of the Project Administration Manual and financing agreements, and with ADB's procedures and policy requirements. This encompasses the provision of the following services:

Project coordination, administration and results monitoring

- (i) Assist the PMU in coordinating all project activities by taking an advisory role and direct action/intervention as needed;
- (ii) Assist the PMU to liaise with the ADD and with preparation of project-related information material from time to time as requested;
- (iii) Coordinate and participate in the preparation of all project progress reports including brief monthly management reports to the PMU and quarterly progress reports to the ADB and government;
- (iv) Support PMU and PIUs in liaising with all relevant line-ministries (MEF, MoE, MIH, MoH, etc.), provincial departments and sector stakeholders;
- (v) Set up the project performance management system (PPMS) based on the design monitoring framework (DMS), gender action plan (GAP) and other relevant loan documents in accordance with ADB's policy requirements, including establishing baseline and operation mechanism for data collection, analysis, and reporting;
- (vi) Set up the project management information system (MIS) to: (a) ensure efficient and effective information sharing and coordination on project management (e.g., procurement, disbursement, construction, safeguard compliance); and (b) monitor the project's design and monitoring framework through the use of the PPMS;

- (vii) Collect and compile all necessary information and prepare all necessary documents for ADB's loan administration missions.

Financial management

- (i) Establish an efficient and effective financial management system (e.g. fund disbursement management, withdrawal application review, use of loan proceeds and counterpart funds) in accordance with ADB policy requirements and procedures;
- (ii) Assist PMU and PIUs in preparing annual budgeting and financial statements and reporting according to relevant project financial covenants, and make necessary arrangements with auditing units to supervise the financial management of PMU and PIUs.

9. **Detailed engineering designs and bidding documents:** the Consultant will prepare the detailed engineering designs, cost estimates, and bidding documents (including bills of quantities, technical specifications and evaluation criteria) for the following sub-projects: (i) Battambang Solid Waste Treatment; (ii) Serei Saophoan Solid Waste Treatment, (iii) Serei Saophoan Wastewater Management (iv) Serei Saophoan Drainage Improvements; and (v) Stueng Saen Solid Waste Treatment.

10. The Consultant will carry out the necessary field investigations and surveys including detailed topographical surveys geotechnical investigations (including depths to groundwater table), field verification of the location of existing services plus any other necessary studies – needed to prepare the aforementioned documents.

11. In addition, the Consultant will conduct a review of the detailed engineering design and bidding documents for Battambang Wastewater Management, and Stueng Saen Wastewater Management and Drainage Improvements sub-projects (which have been prepared by the feasibility consultant), and update the procurement plan as necessary.

12. All design and procurement documents prepared by the consultant will be in accordance with national and international norms and procedures as required. Tender and contract documents shall be prepared on the basis of FIDIC and in accordance with the ADB Procurement Guidelines (2015 as amended from time to time), ADB Standard Bidding Documents for Procurement of Works, or Procurement of Goods, and government procurement rules and regulations.

13. Assistance during tendering process: the Consultant will assist the PMU and bid evaluation committees through bids evaluation, preparation of bids evaluation documentation, contract negotiations, and contract award.

14. **Construction supervision and contract administration:** for all the above-mentioned sub-projects as well as for other investment components funded under the Project (including public and private toilets, and on-site plumbing, environmental impact mitigation measures), the Consultant will on behalf of PMU and PIUs supervise the construction of the works and installation of equipment, and ensure the works are: (a) fully compliant with the national regulations, guidelines and engineering standards as well as with the detailed engineering designs, (b) progressing along with the agreed schedule; and (c) at the level of quality stipulated and agreed upon in the contract. This encompasses the performance of the following tasks:

- (i) coordination of the works performed by the various contractors and stakeholders;
- (ii) site supervision;
- (iii) monitoring of the progress and preparation of construction progress reports;
- (iv) routine site inspection and overseeing of the quality construction and compliance with the contract, and provision of technical inputs on construction planning and quality control;
- (v) assistance to the PMU and PIUs in contract management, and in particular in (a) the certification of the contractors' claims for progress payments; (b) prepare projections of work progress and budget requirements, (c) the review of any contract variations, and the preparation of the subsequent documents in accordance with government and ADB requirements, (d) facilitate with obtaining necessary permits (such as road opening, etc.) if requested by the contractor
- (vi) supervision of works commissioning and handover;
- (vii) establishment of effective reporting/communication channels between PMU, PIUs, and the contractors to issues can be detected and resolved at an early stage.

15. Enforcement of ADB Safeguards Policy Statement (SPS) and mitigation of the Project's risks: the Consultant will support the PMU and PIUs in ensuring compliance of the Project with ADB SPS, and will contribute to the enforcement of ADB social development and gender requirements. The Consultant will in particular:

- (i) prepare Resettlement Plans (RPs) for the Sub-projects under detailed design;
- (ii) review and update as needed the initial environmental examination (IEE) report, environmental management plans (EMPs), resettlement framework, and resettlement plans;
- (iii) ensure that EMPs and related environmental considerations are factored in detailed designs and construction drawings of the sub-projects;
- (iv) ensure that safeguards measures are adequately considered in the bidding documents and in the evaluation criteria for selection and awarding of contracts for civil works, goods and services;
- (v) in coordination with the social development and gender expert, ensure that social risks mitigation 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;
- (vi) advise works contractors on site-specific construction EMP (CEMP) requirements (in accordance with the IEE/EMP and environment safeguards requirements), review and clear CEMPs of works contractors before start of construction;
- (vii) conduct safeguards due diligence assessments, and assist in consultations with project-affected people for drafting safeguard documents;
- (viii) coordinate with participating ministries, and local authorities on regulatory and compliance issues related to safeguards;
- (ix) advise the MPWT, PMU and PIUs on environment and social safeguards related concerns that may arise during Project implementation and recommend appropriate action plan;
- (x) conduct environmental effect monitoring in accordance to the monitoring plan defined in the EMP;
- (xi) conduct compliance monitoring of safeguards issues, and assist in the preparation of safeguards monitoring reports as specified in the loan and project agreements;
- (xii) assist in establishing and managing the grievance redress mechanism (GRM);
- (xiii) assist PMU and PIUs and other relevant agencies in local safeguards documentation disclosure.

16. **Institutional Strengthening:** based on the results of the PPTA for the subject project, the Consultant will assist the national and local administrations and governments in implementing all the necessary institutional arrangements to ensure the sustainable provision of solid waste, wastewater and drainage management services in the project towns. This encompasses the provision of the following services:

Selection of institutional arrangements

The Consultant will assist the municipalities in close coordination with the relevant line-ministries and their respective provincial departments in reviewing and refining in further detail the organization of the provision of solid waste and wastewater management services in the project towns. This includes:

- (i) The review, update and detailing the organizational schemes elaborated under the PPTA;
- (ii) Highlighting the pros and cons of each scheme and assisting the project stakeholders in selecting the preferred set-up;
- (iii) The preparation of a detailed implementation plan for the chosen scheme
- (iv) Conducting workshops (one in each town) to present the proposed/agreed organizational arrangements.

Establishment of urban service units and wastewater units

The Consultant will assist the municipalities in close coordination with the relevant line-ministries and their provincial departments in setting-up their urban service unit. This includes:

- (i) Specifying the missions of the unit and designing the corresponding organization, budget and staffing;
- (ii) Drafting the necessary regulatory documents in accordance with the laws of the Kingdom of Cambodia, and of any other documentation requested for setting-up the unit;
- (iii) Assisting the municipalities throughout the set-up of the unit (recruitment of the staff, preparation of internal procedures, etc.).

The same services will be provided towards the creation of wastewater units, in coordination with the municipalities and PDPWTs. When such units already exist in the project towns/provinces, a critical assessment of the capacity of these entities to operate the facilities to be built will be carried out: the Consultant will then formulate recommendations to strengthen these entities and assist the local stakeholders in implementing them.

Renegotiating and/or setting-up PPP contracts for solid waste management

- (i) Develop performance indicators on the service quality, in particular for solid waste collection;
- (ii) Define data collection procedures and analysis methods to monitor these indicators, and support local authorities in performance monitoring;
- (iii) Define a procedure to get direct feedback from the end-users on the service quality (such as citizen report cards, periodic customer attitude and satisfaction surveys);
- (iv) Identify and define penalties and incentives to enforce or foster service quality and performance;
- (v) Assist in renegotiating existing contracts, in particular to include performance indicators, incentives and penalties;
- (vi) For new contracts, develop bidding documents and evaluation criteria, and assist the local stakeholders throughout tendering, proposal evaluation and contract negotiation.

Assistance in setting-up tariffs and billing mechanisms

- (i) Develop tariff tables to ensure sustainability of the solid waste management and wastewater management services, taking into account the affordability and willingness-to-pay of the end users;
- (ii) Assist in negotiations with the organizations in charge of water and/or power supply for including solid waste and wastewater tariffs in these bills;
- (iii) Identify and define the corresponding financing mechanisms (transfer of funds, potential subsidies, etc.).

17. Preparation of Urban Development Master Plans:

[Scope of work to be included].

18. Training: the Consultant will oversee and coordinate all training activities undertaken under the Project, and will be directly responsible for the development and implementation of all activities but the ones on gender sensitization (under the responsibility of the social development and gender expert). The training will be directed at the EA, PMU, PIUs, municipalities, other national and local administrations, contractors and site workers, operators including, for landfills only, waste pickers. This encompasses the provision of the following tasks:

Development and implementation of a training plan

- (i) Conduct a training needs assessment and finalize a training plan in coordination with the social development and gender expert;
- (ii) Coordinate and oversee the provision of all training activities.

Provision of training courses to support the activities under the Project, including:

- (i) Train the municipalities and staff of the urban service units on PPP contracts (forms of contracts, performance indicators, contract administration, performance monitoring, etc.);
- (ii) Train utilities' staff on commercial and business management (customers' relationship, billing, accounting, etc.);
- (iii) Train the project stakeholders, and in particular PDoE on the enforcement of Environmental Protection regulations (such as the application of penalties for dumping waste in illegal sites);
- (iv) Train PMU and PIUs on project financial management and performance monitoring tools;
- (v) Develop an operation and maintenance manual for each landfill and wastewater plant and collection system, and a training program on the operations manual provisions;
- (vi) Train operators on plant equipment at the wastewater treatment plant and landfill sites;
- (vii) Train operators on achievement of, and compliance with, regulatory standards and monitoring of the performance of the facilities;
- (viii) Train landfill operators on controlled landfill recycling and disposal operations if implemented;
- (ix) Train PIUs, contractors, municipalities, and other relevant stakeholders on the implementation of EMPs and resettlement plans, safeguards monitoring, and access and use of the grievance redress mechanism.

19. Operation support at Serei Saophoan landfill: The Serei Saophoan controlled landfill operation is planned to be used as a demonstration project for other project towns as well as nationwide. By the expected date of commissioning the new controlled landfill, it is anticipated that there will be approximately 170,000 tons of old waste disposed at the current dumpsite as

well as waste deposited there between 2018 and 2022. This quantity of waste will have to be hauled to the new landfill cell, in addition to the anticipated 40 tons per day of fresh waste being delivered from the city by 2022. This initially large quantity of old and new waste to be placed into the new controlled landfill makes the new site attractive from a training and demonstration point of view. There will be significant activity on site to provide ample opportunities for operator training on all aspects of landfill operations and facility maintenance, as well as safeguards compliance.

20. The Consultant will guide and support the landfill operator during the final construction and handover period of the site, including during the 12-month defects liability period. Serei Saophoan landfill could then be used as a demonstration and training site for other operators from other towns. In particular, the Consultant will assist in solving any issues with malfunctions of equipment; and more generally, supervise the overall operation of the controlled landfill during the defects liability period. This may include setting-up specific training to Serei Saophoan landfill operators, or rerunning the formal training sessions for external staff who have come for general landfill operation training.

21. **Information Education Communication Activities:** the Consultant will mobilize a non-government organization (NGO) which will implement, in line with the stakeholder communication strategy (SCS), the public communication and awareness campaigns identified under the environmental monitoring plan (EMP) and GAP, as well as sanitation marketing activities. The services to be provided include:

- (i) Based on the outline terms of reference included in **Appendix**, develop, in coordination with the social development and gender expert, an updated terms of reference for a local NGO which is to be engaged as a subcontractor;
- (ii) Review the communication plan and awareness campaign strategies developed by the NGO;
- (iii) Oversee all information, education and communication (IEC) activities.

E. Team Composition and Qualification Requirements for the Key Experts

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
<i>International Consultants</i>			

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
Team Leader (project management and institutional strengthening)	45	Master's degree urban development, economics, public administration or equivalent	15 years of working experience in institutional development and capacity building of public utilities, preferably involved in urban sanitation service delivery (solid waste and wastewater). Familiarity with wastewater and solid waste utilities in developing countries is essential. Experience in designing and conducting training courses/assignments in sanitation is expected. Previous experience as team leader of project management assignments for urban environmental infrastructure financed by ADB and other multilateral development agencies, preferably in Southeast Asia. He/she should have demonstrated ability to work with a wide range of stakeholders including government and financial and community, and must have experience in project management of multi-disciplinary teams. Excellent communication and writing skills in English are required, and an ability to converse in Khmer could be an advantage.
Deputy Team Leader (detailed design and construction supervision)	50	Master's degree in civil/municipal engineering or a related discipline.	At least 15 years relevant international experience in design and construction of wastewater, drainage or solid waste management projects, and at least 5 years' experience as team leader on international development agency financed projects. The team leader should have worked in Cambodia or at least in South East Asia. He/she should have demonstrated ability to manage multi-disciplinary teams. Strong communication and writing skills in English are preferred, and an ability to converse in Khmer could be an advantage.
Wastewater / Civil Engineer	32	Master's degree in civil/municipal engineering or a related discipline.	10 years' experience in both detailed engineering design and construction supervision of urban wastewater and sanitation systems. Previous experience working on urban wastewater and sanitation projects financed by multilateral development agencies in Southeast Asia is preferred.
Solid Waste Management Engineer	8	Master's degree in civil/municipal engineering or a related discipline.	10 years' experience in both detailed engineering design and construction supervision of landfills. Previous experience working on solid waste management projects financed by multilateral development agencies in Southeast Asia is preferred.
Electro-Mechanical Engineer	3	Degree in mechanical or electrical engineering or a related discipline.	10 years' experience in the detailed engineering design of urban wastewater projects. Previous experience working on wastewater and sanitation projects financed by multilateral development agencies in Southeast Asia is preferred.
Quantity Surveyor	1	BSc. in civil engineering or related discipline.	10 years relevant experience on major urban infrastructure projects
Environmental Safeguards Specialist	4	Master's Degree in environmental science, engineering, planning or equivalent	10 years' experience in preparing or monitoring the implementation of environmental safeguards of donor-funded projects. Experience in Southeast Asia of urban water supply, sanitation, or related projects financed by multilateral development agencies is preferred.

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
Social Safeguards Specialist	5	Master's degree in relevant social sciences discipline	10 years' experience in social development, land acquisition, and resettlement preferably within urban and peri-urban communities. Experience in Southeast Asia on urban water supply and sanitation projects financed by multilateral development agencies is preferred.
Financial Specialist	4	Master's degree in finance, accounting, business management or a related discipline.	10 years of experience of financial management & accounting of projects financed by multilateral development funding agencies, with 5 years' experience on the financing of urban sanitation projects (wastewater and solid waste management), business modelling, tariff-setting and designing cost recovery systems and billing mechanisms. Previous experience working on projects in Southeast Asia financed by multilateral development agencies is preferred.
Project Performance Monitoring System (PPMS) Specialist	2,5	Master's degree in project management or a related discipline.	10 years of experience in project management and planning of projects financed by multilateral development funding agencies. Previous experience working on water supply and sanitation projects in Southeast Asia financed by multilateral development agencies is preferred.
Procurement Specialist	4	Master's degree in Civil Engineering, Law, Contracts / procurement, or related discipline	10 years' experience in procurement for major civil works, of which 5 years' on ADB or multilateral development agencies funded projects. Previous experience in Cambodia is an advantage.
Legal Specialist	2	Master of Laws	10 years' experience as a legal specialist on projects relating to public services, and in particular to water, sanitation and solid waste sectors. Previous experience on similar assignments in developing countries, preferably in South-East Asia, is required.
Contract specialist	2	Master's degree in Civil Engineering, Law, Contracts, or related discipline	10 years' experience in contract management for major infrastructure projects, including on ADB or multilateral development agencies funded projects. Previous working experience in Cambodia as a contract manager is desirable.
PPP Specialist	8	Master's degree in Civil Engineering, Law, Contracts, Public Administration or related discipline	10 years' experience in the preparation, procurement, negotiation and administration of PPP contracts. Previous experience on PPP contracts relating to solid waste collection, transport and treatment is required. Previous working experience in Cambodia is desirable.
Utility Management Expert (business / organisation)	4	Master's degree in Business / Public Administration or related field	10 years' experience in the management of utilities, including wastewater companies, with at least 5 years in developing countries. Previous experience of sanitation projects financed by multilateral development agencies in Southeast Asia is preferred.

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
Wastewater Utility Specialist	2	At least a bachelor degree in wastewater, civil, mechanical or environmental engineering	10 years' working experience as an engineer in a wastewater management utility covering both networks and wastewater treatment facilities. The specialist must have proven experience in both hands-on operations and maintenance, and in staff management. Experience with wastewater utilities in Cambodia or South East Asia would be desirable.
Solid Waste Utility Specialist	8	At least a bachelor degree in civil, mechanical or environmental engineering	At least 10 years' of working experience as a site manager or engineer of a waste management company operating controlled landfills or similar, directly responsible for overall site operations with a similar input of materials (up to 100 tons per day of waste). Specialists who can demonstrate their practical knowledge and experiences in directly supervising similar operations on-site for protracted periods and with a similar equipment fleet will also be eligible. The specialist must have proven experience in both hands-on operations and maintenance and managing staff dispatching and deployment in a similar environment, and in guiding and training of unskilled workers. Experience in establishing logistics onsite and working in Cambodia or South East Asia would be desirable.
Sanitation Marketing Specialist	6	Master's degree in Sociology, Economics, Business, Development, or Civil Engineering	10 years' working experience in facilitating the provision of sanitation facilities and services working with communities in developing countries. Sound experience in preparing and leading the implementation of sanitation marketing approaches in Asia. Previous working experience in Cambodia would be a strong advantage.
TOTAL	192,5	Person Months of International Consultants	
<i>National Consultants</i>			
National Deputy Team Leader/ Institutional Expert	55		15 years of working experience in institutional development and capacity building of public utilities, preferably involved in urban sanitation service delivery (solid waste and wastewater). Previous experience in the wastewater and solid waste management sector is essential. Proven experience as a Team Leader or deputy Team Leader on project management assignments for urban infrastructure financed by ADB and other multilateral development agencies. Demonstrated ability to work with national and local administrations and governments. Fluency in written and spoken English is required.
National Deputy Team Leader/ Civil Engineer	55	Master's degree in civil or municipal engineering or a related discipline	15 years' experience in detailed design and construction supervision of sanitation and related projects. Previous work experience on projects with multilateral development agencies, with 3 years' experience as a deputy team leader on such projects. Fluency in written and spoken English is required. Experience working on projects financed by multilateral development agencies and with water utilities is preferred.

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
Solid Waste Engineer	12	Master's degree in civil engineering or a related discipline specializing in environment.	10 years' experience in the detailed engineering design and construction supervision of landfills. Fluency in written and spoken English is required. Must have a demonstrated ability to work within a multi-disciplinary consulting team with counterparts and other project stakeholders. Experience working on projects financed by multilateral development agencies is preferred.
Sanitation Engineer	12	Master's degree in civil engineering or a related discipline specializing in wastewater and sanitation.	10 years' experience in the detailed engineering design of urban wastewater and sanitation systems. Fluency in written and spoken English is required. Must have a demonstrated ability to work within a multi-disciplinary consulting team with counterparts and other project stakeholders. Experience working on projects financed by multilateral development agencies is preferred.
Electromechanical Engineer	6	Degree in electrical engineering or a related discipline specializing in water supply.	10 years' experience in the detailed engineering design of projects, with preferably 5 years' experience in urban wastewater systems. Fluency in written and spoken English is required. Must have a demonstrated ability to work within a multi-disciplinary consulting team with counterparts and others project stakeholders. Experience working on projects financed by multilateral development agencies is preferred.
Structural Engineer	8	Master's degree in civil or structural engineering or a related discipline.	10 years' experience in the detailed engineering design of civil engineering structure, with preferably 5 years' experience in urban sanitation projects. Fluency in written and spoken English is required. Must have a demonstrated ability to work within a multi-disciplinary consulting team with counterparts and others project stakeholders. Experience working on projects financed by multilateral development agencies is preferred.
Procurement Specialist	14	Master's degree in Civil Engineering, Law, Contracts / procurement, or related discipline	10 years' experience in procurement or contract management for major civil works. Proven credentials in procurement management and knowledge of ADB or multilateral development agencies is desirable. Fluency in written and spoken English is required.
Environmental Safeguards Specialist	10	Master's degree in environmental science, engineering, planning or a related discipline	8 years of experience in environmental management, safeguards. or environmental impact assessments. Experience on urban sanitation or related assignments financed by multilateral development agencies (preferably ADB) would be beneficial, as is experience on climate change related studies. Fluency in written and spoken English is required and must be on MOE's approved list of consultants for environmental assessments.

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
Social Safeguards Specialist	12	Master's degree in social sciences, development sociology or a related discipline.	8 years' experience of working with social safeguards in development projects. Experience on urban sanitation or related assignments financed by multilateral development agencies (preferably ADB). would be beneficial. Fluency in written and spoken English is required.
Accountant	30	BSc. in Accounting, Business Administration or related discipline	8 years' working experience as an accountant, of which at least 3 years on projects funded by an ADB loan. Fluency in written and spoken English is required.
Legal Specialist	5	Master of Laws	10 years' experience as a legal specialist on projects relating to public services, and demonstrated knowledge and experience in the water supply, sanitation, and solid waste management sectors. Fluency in written and spoken English is required.
Contract Specialist	2	Master's degree in Civil Engineering, Law, Contracts or related discipline	10 years' experience in contract management for major infrastructure projects, including on ADB or multilateral development agencies funded projects. Fluency in written and spoken English is required.
PPP Specialist	8	Master's degree in Civil Engineering, Law, Contracts, Public Administration or related discipline	8 years' experience in the preparation, or administration of PPP contracts. Previous experience on PPP contracts relating to solid waste collection, transport and treatment is desirable. Fluency in written and spoken English is required.
Institutional Specialists	8	Master's in Development Studies, Economics, Finance, Administration or related discipline.	10 years' working experience in institutional improvement and reform of sanitation or similar public utility companies. Having 5 years' working experience in similar projects funded by ADB or other multilateral donors is desirable. Fluency in written and spoken English is required.
Human Resource / Training Coordinator	6	Master's degree in human resource management, governance or another related institutional development discipline or an equivalent professional qualification.	5 years or more of working experience in consultancy assignments and/or at senior level. Experience on urban sanitation or related assignments financed by multilateral development agencies related to human resources and training assignments would be beneficial. Fluency in written and spoken English is required.
PPMS Specialist	6	Master's degree in project management or a related discipline.	5 years of experience in project management and planning of projects financed by multilateral development funding agencies. Previous experience working on water supply and sanitation projects in Southeast Asia financed by multilateral development agencies is preferred. Fluency in written and spoken English is required.
Utility Training Specialist	9	Degree in civil/municipal engineering or a related discipline.	8 years' experience in the operation and maintenance of urban water supply and sanitation systems, including water and wastewater treatment plants, with at least 5 years in utility management. Previous experience of water supply and sanitation projects financed by multilateral development agencies is preferred. Fluency in written and spoken English is required.

Position & Task	Person-Months	Minimum Qualifications	Minimum Work Experience
Site Engineers (3 positions)	95	A degree in civil, structural or municipal engineering or a related discipline.	8 years of experience in construction supervision of urban infrastructure development projects (preferably landfill and wastewater management systems) financed by a multilateral development agencies would be beneficial Fluency in written and spoken English is required.
Site supervisors	108	Degree or diploma in a construction-related field (construction and project management, civil engineering)	5 years of experience in in construction supervision of urban infrastructure development projects (preferably landfill and wastewater management systems). A good command of written English is required.
AutoCAD Operators	24	Degree or diploma in computer aided technical design.	5 years of experience in the preparation of computer aided detailed engineering designs using AutoCad software for urban infrastructure. Familiarity with the design of wastewater or solid waste management facilities would be beneficial, as would experience working on projects financed by a multilateral development agencies. A good command of written English is required.
TOTAL	658	Person Months of National Consultants (excluding NGO)	
GRAND TOTAL	850,5	Person Months of International and National Consultants (excluding NGO)	

F. Reporting Requirements and Deliverables

22. The Consultant shall submit to ADB and the PMU the following deliverables:
- (i) inception report
 - (ii) monthly management and progress reports
 - (iii) quarterly progress reports
 - (iv) surveys and investigations reports
 - (v) detailed designs and bid invitation documentation
 - (vi) detailed design report
 - (vii) tender evaluation reports
 - (viii) periodic environmental safeguards reports
 - (ix) institutional arrangements report, refining the institutional options and including a detailed implementation plan of the chosen option in each city
 - (x) report on the SWM PPP contracts
 - (xi) report on the set-up of WWM units (specifying the organization, business plan and staffing)
 - (xii) training plan and training reports (upon completion of the training sessions)
 - (xiii) Serei Saophoan demonstration landfill operations report
 - (xiv) operation and maintenance manuals
 - (xv) reports on IEC activities (to be prepared by the selected NGO): communication plan and sanitation strategy, IEC activities reports
 - (xvi) project completion report.

G. Client's Input and Counterpart Personnel

23. The Client will the following inputs and counterpart personnel free-of-charge to the consultants' team:

- (i) Office space provided by the Ministry of Public Works and Transport and its provincial departments in the project towns [to be confirmed with MPWT]
- (ii) Counterpart staff at ministry and provincial levels to assist with project coordination;
- (iii) Access to project related documents and reports;
- (iv) Access to project vehicles for official project business;
- (v) Office equipment such as printers, photocopiers, etc.

**Appendix: Outline Terms of Reference for the Sanitation Marketing and Awareness
Raising Campaign
(Recruited under the Project Management Consultants)**

A. Background

1. Based on the socio-economic surveys conducted in January 2018 under the feasibility study, there is a high demand for improved sanitation and solid waste collection services and people in the project towns are willing pay for such services. Notwithstanding this positive attitude and interest in the service, raising the awareness of the population on the benefits of these services and the information on how to use them will be critical to the project sustainability. Indeed, the Tonle Sap 2 project involves noticeable changes to the end-users: new institutions and tariffs will be introduced, house connections (including on-site plumbing) to the sewer network will be built, etc.

2. In addition, all of the authorities in the project towns emphasized the need for awareness raising, and so did the participants to the focus group discussions: one of the main concerns of the latter was that pollution control would not be properly enforced, leading to unsanctioned illegal dumping of solid waste or discharge of wastewater.

3. Other findings of the socio-economic surveys include the majority of surveyed households wishing to receive separate bills for wastewater and solid waste management services. whereas these services will most likely be billed along with other urban services such as water or power supply.

4. All the above reinforces the need for proper information, education, and communication towards the population: the performance of the corresponding activities will be entrusted to a local NGO or social organization (hereinafter referred to as “the NGO”), which would work under the supervision of the Project Management Consultants. The NGO will be in charge of implementing a large part of the Stakeholders Communication Strategy (SCS) prepared during the PPTA for the Project, taking into account the provisions of the SPRSS and GAP. The NGO will facilitate the implementation of the Project through the dissemination of proper information on the Project activities and associated social and environmental safeguards measures, which are respectively described in the Project’s RAPs and EMPs. The NGO will work closely with both the social and environmental safeguards specialists. It is noted that monitoring of the environmental safeguards measures will be carried out by the design and construction supervision consultants.

B. Scope of Services

5. The duration of the assignment is five years. The NGO will work closely with the PMU and PIUs, the project municipalities, other consultants, and relevant line-ministries and provincial departments (MPWT/PDPWT, MoE/PDoE, MoH/PDoH, and MoWA/PDoW).

6. The key messages are outlined below, and are further detailed in the SCS.

7. **Encourage WASH adoption behavior (Objective #1 of the SCS):**

(i) Information on project scope and design: information of the households living in the serviced areas on the project sub-components, and on future operation (how the services will be provided and how to benefit from these). This includes facilitating (i) identification of households eligible for receiving a private toilet free of charge (ii) the installation of toilets for ID-Poor households; (ii) on-site plumbing for all households to be connected to the sewer network (since they will have to allow the contractors to access their properties to make the necessary works); and (iii) the installation of public toilets in markets and schools.

(ii) Improved hygiene: the NGO will encourage the households, communities and schools to adopt better hygiene, through the dissemination of information of the benefits of improved sanitation and safe solid waste disposal, as well as on other practices relating to solid waste and wastewater management. The NGO will also encourage the households living in the serviced areas to connect to the services following a sanitation marketing approach. With regards to solid waste management, the services provided will at a minimum encompass disseminating of information²⁰ regarding :

- The community on the benefits of waste minimization, reuse and recycling and how households can play a role; on using food scraps for animal feed or home/commune composting; and on the impacts of illegal dumping and littering;
- The community and agency staff on segregating waste as it will facilitate environmental management and in fact may be required in the future
- Hospital and medical center personnel on the importance of segregation of medical waste.

8. **Feedback mechanisms and mitigation measures (Objective #3 of the SCS):**

- (i) Information on project impacts, including environmental and social mitigation measures
- (ii) Explanation of the grievance redress mechanism
- (iii) Explanation of the mechanisms enabling feedback from the service users on the quality of the solid waste and wastewater management services (such as reports cards allowing the households to flag issues and periodic attitude and satisfaction surveys)

9. **Tariffs and billing (Objective #4 of the SCS):**

- (i) Consultation and information on the tariff rates: in this respect, it is critical in line with the first objective that the population understands the need to pay for accessing an improved level of service;
- (ii) Billing: assistance with consulting and informing the public on the chosen billing mechanisms.

10. The main tasks of the assignment are as follows.

11. **Preparation of a detailed communication plan and sanitation marketing strategy:** in accordance with the project documents (including the SCS, SPRSS, GAP, EMPs and RAPs), the NGO will develop a detailed communication plan. It is also expected that the NGO perform a marketing study in the project towns and develop corresponding marketing strategy, to be included. The plan will list the activities (meetings, workshops, seminars...) and tools (leaflet, communication on the local media...), will identify the stakeholders and targets, and will include a detailed implementation plan.

12. **Development of the communication and sanitation marketing tools**

²⁰ Typical components of IEC campaigns on solid waste management are available in the technical feasibility study reports

13. Implementation of the communication plan
KINGDOM OF CAMBODIA: SECOND INTEGRATED URBAN ENVIRONMENTAL
MANAGEMENT IN THE TONLE SAP BASIN PROJECT

Outline Terms of Reference for the Social Development and Gender Specialist (Individual National Consultant)

A. Objectives of the Assignment

1. The ADB is seeking to recruit a National Social Development and Gender Specialist to assist the Ministry of Public Works and Transport as Executing Agency (EA) to mainstream social development and gender across ADB-funded projects in the urban development sector. This includes the Integrated Urban Environmental Management in the Tonle Sap Basin, GMS Southern Economic Corridor Towns Development Project (CTDP), the Second GMS Corridor Towns Development Project (CTDP-2), the fourth GMS Corridor Towns Development Project (CTDP-4) and the Provincial Water Supply and Sanitation Project.
2. The Social Development and Gender Specialist will assist the EA on a full-time basis. The duration of the assignment is 2 years.

B. Scope of Services

3. For all above-mentioned projects, the Social Development and Gender Specialist will:
 - (i) Update as needed the Projects' GAP and SCS
 - (ii) Assist the EA, PMU and PIUs in monitoring the implementation of the GAP, and prepare the corresponding monitoring reports
 - (iii) Assist the EA, PMU and PIUs in liaising with other institutions (such as the Ministry of Women's Affairs and its provincial department, Ministry of Health and its provincial departments, etc.)
4. For the Second Integrated Urban Environmental Management in the Tonle Sap Basin Project, the Social Development and Gender Specialist will:
 - (i) Train PMU/PIUs, contractors, consultants and other relevant stakeholders on gender issues and analysis, and prepare and deliver gender sensitization workshops;
 - (ii) As part of the GAP, detail, plan and implement the activities enabling to achieve the second objective of the SCS, which is to enhance women's representation in the WASH sector.
 - (iii) Establish and manage a scholarships fund for girls for BSc. degree in Engineering in fields relating to sanitation (civil engineering, water and wastewater treatment...);
 - (iv) Support the Project Management Consultant – who administers the PPMS – in developing social inclusion and gender equity performance measures, as well as sex-disaggregated indicators to monitor implementation of the Gender Action Plan;
 - (v) Develop in coordination with the Project Management Consultant terms of reference for an NGO to implement IEC and sanitation marketing activities;
 - (vi) Assist in the development of ToR for and recruitment of an NGO that will assist PIU in facilitating the installation of toilets in selected IDPoor households.

(vii) Ensure in coordination with the Design and Construction Supervision Consultant that all social risks are addressed in the contractors' contracts;

C. Qualification Requirements

- (i) Master's degree in social sciences, development sociology or a related discipline
- (ii) 8 years of experience in social impact assessments, gender analysis, communities' involvement, or other social development assignments. Experience on urban sanitation or related sector financed by multilateral development agencies (preferably ADB) would be beneficial. Fluency in written and spoken English is required.

APPENDIX 3
OUTLINE QUARTERLY PROGRESS REPORT FORMAT

All information will be provided for quarter preceding issuance of report.

Section A: Implementation Progress

- 1 General data on progress in implementation
- 2 Problems encountered and resolved
- 3 Other issues pending
- 4 Other information or data relevant for project
- 5 Safeguard compliance on projects
- 6 Updated implementation progress

Section B: Procurement Information

- 1 Detailed report on procurement activities
 - a) Status of bidding documents
 - b) Status of bids in progress
 - c) Contracts awarded
 - d) Contracts closed
 - e) Contracts with issues
- 2 Procurement plan for next quarter (or updated procurement plan spreadsheet)

Section C: Financial Information

- 1 Disbursement status
- 2 Special account status
- 3 Loan and Grant commitments
- 4 Contract payments
- 5 Status of audits
- 6 Other financial management issues

Section D: Other Information

- 1 Major/minor change in scope

- a) Cost escalations
 - b) Revision in cost category
 - c) Change in implementation procedures
- 2 Major activities planned for next quarter

Attachment: PPR

The quarterly report will be accompanied by an updated Project Performance Review (PPR) spreadsheet comprising (i) updated project implementation plan, (ii) contract awards and disbursement graphs and (ii) contract awards and disbursement plan.

**APPENDIX 4
PROCUREMENT CAPACITY AND RISK ASSESSMENT-REPORT AND
RECOMMENDATIONS**

[Note: To be added].