

Project Administration Manual

Project Number: 46418
Grant Number: GXXXX
November 2013

Republic of Tajikistan: Golovnaya 240-Megawatt
Hydropower Plant Rehabilitation Project

Contents

ABBREVIATIONS

I.	PROJECT DESCRIPTION	1
A.	Summary of Project Rationale	1
B.	Impact and Outcome	1
C.	Outputs	1
II.	IMPLEMENTATION PLANS	1
A.	Project Readiness Activities	1
B.	Overall Project Implementation Plan	2
III.	PROJECT MANAGEMENT ARRANGEMENTS	3
A.	Project Implementation Organization – Roles and Responsibilities	3
B.	Key Persons Involved in Implementation	3
C.	Project Organization Structure	4
IV.	COSTS AND FINANCING	5
A.	Detailed Cost Estimates by Expenditure Category	5
B.	Allocation and Withdrawal of Grant Proceeds	6
C.	Detailed Cost Estimates by Financier	6
D.	Detailed Cost Estimates by Outputs/Components	7
E.	Detailed Cost Estimates by Year	8
F.	Contract and Disbursement S-curve	9
G.	Fund Flow Diagram	10
V.	FINANCIAL MANAGEMENT	11
A.	Financial Management Assessment	11
B.	Disbursement	13
C.	Accounting	13
D.	Auditing	13
VI.	PROCUREMENT AND CONSULTING SERVICES	14
A.	Advance Contracting and Retroactive Financing	14
B.	Procurement of Goods, Works and Consulting Services	15
C.	Procurement Plan	15
D.	Process Thresholds, Review and 18-Month Procurement Plan	16
E.	Indicative List of Packages Required Under the Project	17
F.	Outline Terms of Reference for Project Implementation Consultant Services	18
VII.	SAFEGUARDS	22
A.	Environment	22
B.	Land Acquisition and Resettlement (LAR)	22
C.	Indigenous People	22
VIII.	PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION	23
A.	Project Design and Monitoring Framework	23
B.	Monitoring	24
C.	Evaluation	25
D.	Reporting	25
E.	Stakeholder Communication Strategy	25
IX.	ANTICORRUPTION POLICY	26
X.	ACCOUNTABILITY MECHANISM	26
XI.	RECORD OF PAM CHANGES	26

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 Government and the Asian Development Bank (ADB) policies and procedures. The PAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

Barki Tojik, the Executing Agency (EA) is wholly responsible for the implementation of ADB-financed project, as agreed jointly between the borrower and ADB, and in accordance with the Government and ADB's policies and procedures. ADB staff is responsible to support implementation including compliance by the executing and implementing agencies of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

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

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

ABBREVIATIONS

ADB	—	Asian Development Bank
ADF	—	Asian Development Fund
AFS	—	audited financial statements
BT	—	Barki Tojik
DMF	—	design and monitoring framework
EMP	—	environmental management plan
GACAP	—	governance and anticorruption action plan
GDP	—	gross domestic product
ICB	—	international competitive bidding
IEE	—	initial environmental examination
LIBOR	—	London interbank offered rate
SOPI	—	sector operational performance improvement program
NGOs	—	nongovernment organizations
PAI	—	project administration instructions
PAM	—	project administration manual
QCBS	—	quality- and cost based selection
RRP	—	report and recommendation of the president to the board
SBD	—	standard bidding documents
SPS	—	Safeguard Policy Statement
TOR	—	terms of reference
TJS	—	tajik somoni

I. PROJECT DESCRIPTION

A. Summary of Project Rationale

1. The proposed Project will increase supply of renewable energy to national and regional power systems. The Project will refurbish electric and mechanical equipment for power generation and transmission at Golovnaya Hydropower Plant (HPP) in Tajikistan. This will increase year-round clean power for domestic sales and for export to Afghanistan. The Project will increase the generation capacity and operational efficiency of the power plant.¹

B. Impact and Outcome

2. The impact of the Project will be increased supply of renewable energy to national and regional power systems from 743 GWh in 2012 to 1,130 GWh in 2026. The Project outcome will be increased weighted average generation efficiency of the power plant from 83% to 89%.

C. Outputs

3. The Project output will be increased generation capacity from 240 MW to 252 MW.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Indicative Activities	2013				2014		Responsibility
	Sep	Oct	Nov	Dec	Jan	Feb	
MoU Signing	X						ADB/GoT
Staff Review Meeting	X						ADB
Grant Negotiations		X					ADB/GoT
Board Consideration			X				ADB
Grant Signing (scheduled)				X			ADB/GoT
Grant Effectiveness (scheduled)						X	ADB/GoT

ADB = Asian Development Bank, EA = executing agency, GoT = Government of Tajikistan.

¹ The project is a follow-up to ADB. 2006. *Project Preparatory Technical Assistance: Power Rehabilitation Phase II*. Manila (PPTA-4596). Due diligence and a feasibility study for the proposed project was prepared by the sector operational performance improvement consultants under ADB. 2010. *Report and Recommendation of the President to the Board of Directors: Proposed Grant to the Republic of Tajikistan for the Regional Power Transmission Project*. Manila.

B. Overall Project Implementation Plan

Activities	Responsible Party	2013				2014												2015												2016		2017		2018		2019		2020	
		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
Golovnaya 240 MW HPP Rehabilitation Project																																							
1. Grant Processing																																							
1.1 MoU Signing	ADB/GoT																																						
1.2 Staff Review Meeting	ADB																																						
1.3 Grant Negotiations	ADB / GoT																																						
1.4 Board Approval	ADB																																						
1.5 Grant Signing	ADB / GoT																																						
1.6 Grant Effective Date	ADB / GoT																																						
2. Recruitment of Implementation Consultants																																							
2.1 Preparation of EOI, RFP, incl. Govt. Approval	BT/GoT																																						
2.2 ADB Review and Approval	ADB																																						
2.3 Proposal Preparation Period	Consultants																																						
2.4 Technical Proposal Evaluation incl. Govt. Approval	BT/GoT																																						
2.5 ADB Review and Approval	ADB																																						
2.6 Financial Proposal Opening/ Evaluation/ Govt. Approval	BT/GoT																																						
2.7 ADB Review and Approval	ADB																																						
2.8 Contract Signing and Effectiveness	GoT/Consultant																																						
2.9 Implementation Consultant Contract Execution	Consultant																																						
3. Generation Rehab. Contract Procurement																																							
3.1 Preparation of Bidding Documents, incl. Govt. Approval	BT/GoT																																						
3.2 ADB Review and Approval	ADB																																						
3.3 Bidding Period incl. Pre-bid Meeting	Bidders																																						
3.4 Technical Bid Evaluation incl. Govt. Approval	BT/GoT																																						
3.5 ADB Review and Approval	ADB																																						
3.6 Financial Bid Opening/ Evaluation/ Govt. Approval	BT/GoT																																						
3.7 ADB Review and Approval	ADB																																						
3.8 Contract Signing	BT/Bidder																																						
3.9 Contract Effectiveness	BT/Contractor																																						
4. Generation Contract Execution																																							
4.1 Condition Assessment	Contractor/BT																																						
4.2 Detailed design & model testing	Contractor/BT																																						
4.3 Generation Rehabilitation Works	Contractor/BT																																						
5. Switchyard Rehab. Contract Procurement																																							
5.1 Preparation of Bidding Documents, incl. Govt. Approval	BT/GoT																																						
5.2 ADB Review and Approval	ADB																																						
5.3 Bidding Period incl. Pre-bid Meeting	Bidders																																						
5.4 Technical Bid Evaluation incl. Govt. Approval	BT/GoT																																						
5.5 ADB Review and Approval	ADB																																						
5.6 Financial Bid Opening/ Evaluation/ Govt. Approval	BT/GoT																																						
5.7 ADB Review and Approval	ADB																																						
5.8 Contract Signing	BT/Bidder																																						
5.9 Contract Effectiveness	BT/Contractor																																						
6. Switchyard Contract Execution																																							
6.1 Switchyard Rehabilitation Works	Contractor/BT																																						

Note: BT - Barki Tajik; EOI - Expression of Interest; GoT - Government of Tajikistan; MoU - Memorandum of Understanding; RFP - Request for Proposal; 5 - Indicates number unit commissioned at Golovnaya HPP

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organization – Roles and Responsibilities

Project organizations	Implementation	Management Roles and Responsibilities
<ul style="list-style-type: none"> Barki Tojik (Executing agency) 		Executing Agency for the rehabilitation and for project implementation consultancy services <ul style="list-style-type: none"> power generation, transmission and distribution technical supervision of the project implementation; and implement project Submission of withdrawal applications to ADB, retention of supporting documents, and submission of all reporting requirements Ensure compliance with project covenants
<ul style="list-style-type: none"> Project Management Unit for Electro-Energy Sector* 		<ul style="list-style-type: none"> Day to day management of activities related to execution of the Project
<ul style="list-style-type: none"> ADB 		<ul style="list-style-type: none"> Main/sole project financier

* - In 2006 an independent Project Management Unit (PMU) for Electro-Energy was established under the President of Tajikistan. PMU function is to support Barki Tojik in the implementation of investment projects financed by international financial organization including ADB, IsDB, KfW. PMU provides administrative support and reports to Barki Tojik.

B. Key Persons Involved in Implementation

Executing Agency

Barki Tojik

Mr. Aslidin Nazarov
 Position: Chairman
 Telephone: + 992-37-235-87-66
 Email address: nzarov-ag63@mail.ru
 Office Address: 64 I.Somoni Street, Dushanbe 734026
 Republic of Tajikistan

Project Management Unit for
 Electro-Energy Sector

Mr Usmonali Usmonov
 Position: Executive Director
 Telephone: + 992-37-444-01-71
 Email Address: uusmonov@gmail.com
 Office Address: 39 A. Kahorov Str., Dushanbe

ADB

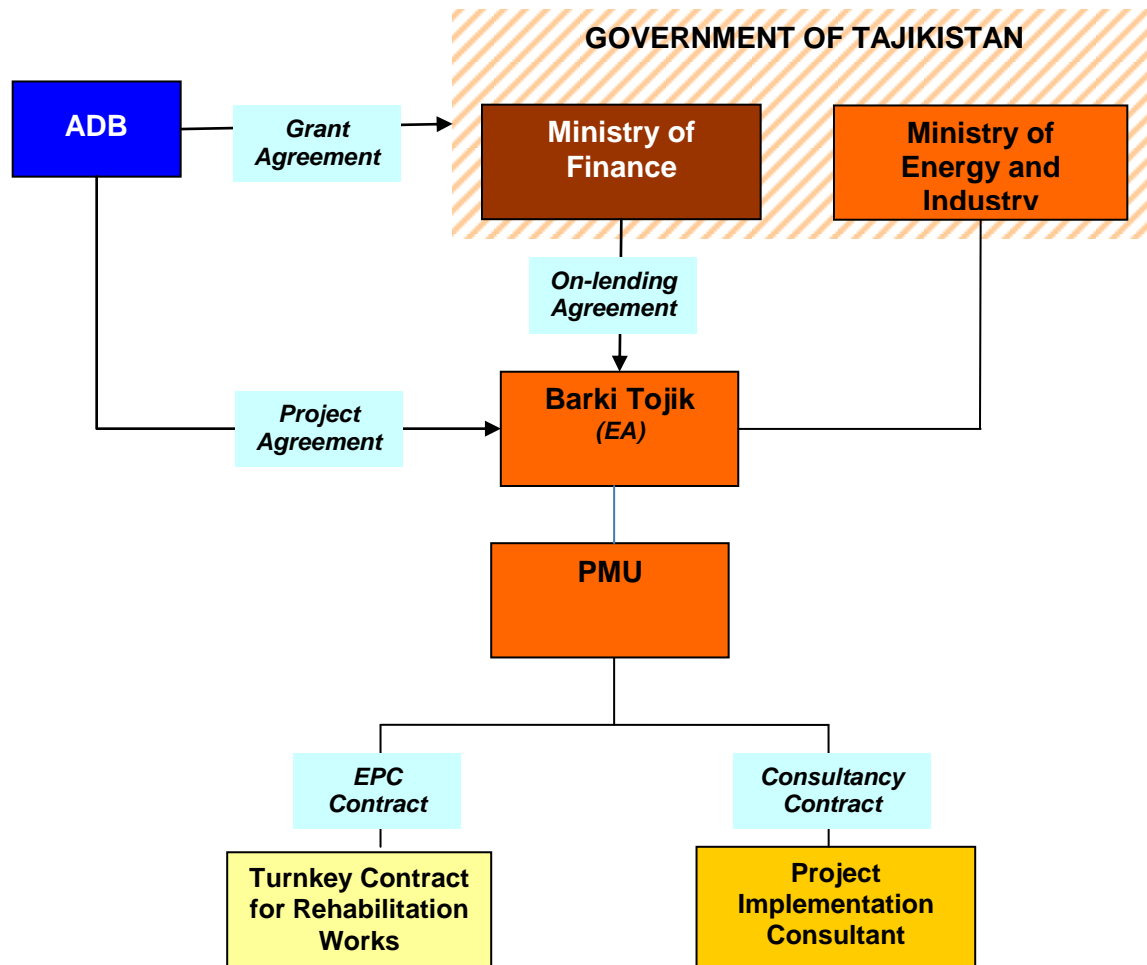
Division Director

Mr. Rune Stroem
 Position: Director, Energy Division, Central and West Asia
 Regional Department (CWRD/CWEN)
 Telephone No.: +632-632-6356
 Email address: rstroem@adb.org

Mission Leader

Mr. Levan Mtchedlishvili
 Position: Senior Energy Specialist, CWEN/CWRD
 Telephone No.: +632-632-4940
 Email address: lmchedlishvili@adb.org

C. Project Organization Structure



ADB = Asian Development Bank; EA = executing agency; EPC = engineer procurement construct; PMU = project management unit.

IV. COSTS AND FINANCING

4. The Project costs consist of: (i) 240 MW Golovnaya HPP rehabilitation contract, (ii) project implementation consulting services, (iii) physical and price contingencies, and (iv) financial charges under the onlending agreement.

- (i) **Plant-design, supply and installation contract** (240 MW Golovnaya HPP rehabilitation contract) including replacement of 3 units partial rehabilitation of 2 units, water-to-wire electromechanical equipment, civil works, other electric equipment and environmental mitigation costs. This will be financed by ADB. Government and Barki Tojik will finance the taxes and duties.
- (ii) **Project implementation consulting services:** This contract will be financed by ADB. Government and Barki Tojik will finance the taxes and duties.
- (iii) **Financial Charges.** Barki Tojik will pay for the financial charges including interest during construction under the onlending agreement between Government and Barki Tojik.

5. The cost of the PMU will be funded by the Government and is excluded from the Project cost. In addition, the cost of external audit will be borne by the EA and is excluded from the Project cost.

A. Detailed Cost Estimates by Expenditure Category

(\$ million)

Item	Total Cost	%of Total Base Cost
A. Investment Costs^a		
1 Rehabilitation Works (Turnkey)	101.30	78.3%
2 Consulting Services	8.70	6.7%
3 Taxes and Duties ^b	19.40	15.0%
Subtotal (A)	129.40	100.0%
B. Contingencies^c		
1 Physical	16.80	13.0%
2 Price	9.20	7.1%
Subtotal (B)	26.00	20.1%
C. Financing Charges During Implementation^d		
1 Interest During Implementation	14.60	11.3%
Subtotal (C)	14.60	11.3%
D. Total Project Cost (A+B+C)	170.00	131.4%

a In mid-2013 prices.

b Taxes and duties will be exempted by the government.

c Physical contingencies computed at 15% of base costs excluding taxes and duties. Price contingencies computed based on disbursement schedule and cost escalation factors for foreign exchange costs and local currency costs; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

d Includes interest for sub-loan to Barki Tojik calculated at 5%, to be financed from Barki Tojik resources.

Sources: Asian Development Bank and sector operational performance improvement program consultant from the Ministry of Energy and Industry.

B. Allocation and Withdrawal of Grant Proceeds

ALLOCATION AND WITHDRAWAL OF GRANT PROCEEDS				
(Golovnaya 240 MW Hydropower Plant Rehabilitation Project)				
CATEGORY			PERCENTAGE OF BANK FINANCING	
Number	Item	Amount Allocated \$ '000	Percentage	Basis for Withdrawal from the Grant Account
1	Rehabilitation Works (Turnkey)	101,300	100	of expenditure claimed*
2	Consulting Services	8,700	100	of expenditure claimed*
3	Unallocated	26,000		
	TOTAL	136,000		

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

C. Detailed Cost Estimates by Financier

(\$ million)

	ADB	% of Cost	Government / Barki Tojik	% of Cost	Total
	Amount	Category	Amount	Category	Cost
	(A)	(A/C)	(B)	(B/C)	(C)
A. Investment Costs					
1 Rehabilitation Works (Turnkey)	101.3	100%			101.3
2 Consulting Services	8.7	100%			8.7
3 Taxes and Duties			19.4	100%	19.4
Subtotal (A)	110.0	85%	19.4	15%	129.4
B. Contingencies					
1 Physical	16.8	100%			16.8
2 Price	9.2	100%			9.2
Subtotal (B)	26.0	100%	-		26.0
C. Financing Charges During Implementation					
1 Interest During Implementation			14.6	100%	14.6
Subtotal (C)	-		14.6	100%	14.6
D. Total Project Cost (A+B+C)	136.0	80%	34.0	20%	170.0
% Total Project Cost	80.0%		20.0%		100.0%

Sources: Asian Development Bank and sector operational performance improvement program consultant from the Ministry of Energy and Industry.

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

Item	Total Cost	Golovnaya HPP Rehabilitation	
		Amount	% of Cost Category
A. Investment Costs			
1 Rehabilitation Works (Turnkey)	101.3	101.3	100%
2 Consulting Services	8.7	8.7	100%
3 Taxes and Duties	19.4	19.4	100%
Subtotal (A)	129.4	129.4	100%
B. Contingencies			
1 Physical	16.8	16.8	100%
2 Price	9.2	9.2	100%
Subtotal (B)	26.0	26.0	100%
C. Financing Charges During Implementation			
1 Interest During Implementation	14.6	14.6	100%
Subtotal (C)	14.6	14.6	100%
D. Total Project Cost (A+B+C)	170.0	170.0	100%

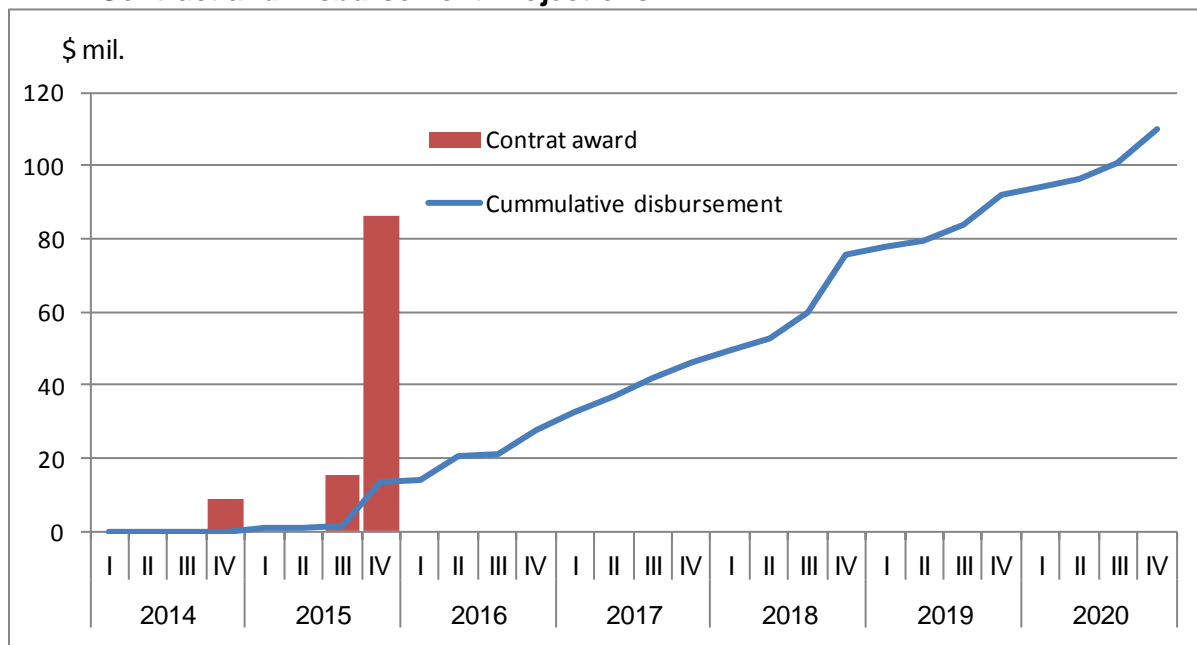
Sources: Asian Development Bank and sector operational performance improvement program consultant from the Ministry of Energy and Industry.

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

Item	Total Cost	2013	2014	2015	2016	2017	2018	2019	2020
A. Investment Costs									
1 Rehabilitation Works (Turnkey)	101.3	-	-	12.0	12.8	17.3	28.2	14.9	16.1
2 Consulting Services	8.7	-	-	1.7	1.3	1.3	1.3	1.3	1.7
3 Taxes and Duties	19.4	-	-	2.4	2.5	3.3	5.2	2.9	3.1
Subtotal (A)	129.4	-	-	16.2	16.6	21.9	34.7	19.1	21.0
B. Contingencies									
1 Physical	16.8	-	-	-	-	-	-	8.4	8.4
2 Price	9.2	-	-	-	0.8	1.5	2.9	1.8	2.2
Subtotal (B)	26.0	-	-	-	0.8	1.5	2.9	10.2	10.6
C. Financing Charges During Implementation									
1 Interest During Implementation	14.6	-	-	0.3	1.1	1.9	2.6	3.8	4.8
Subtotal (C)	14.6	-	-	0.3	1.1	1.9	2.6	3.8	4.8
D. Total Project Cost (A+B+C)	170.0	-	-	16.5	18.5	25.3	40.2	33.2	36.4
% Total Project Cost	100%	0.0%	0.0%	9.7%	10.9%	14.9%	23.7%	19.5%	21.4%

Sources: Asian Development Bank and sector operational performance improvement program consultant from the Ministry of Energy and Industry.

F. Contract and Disbursement Projections

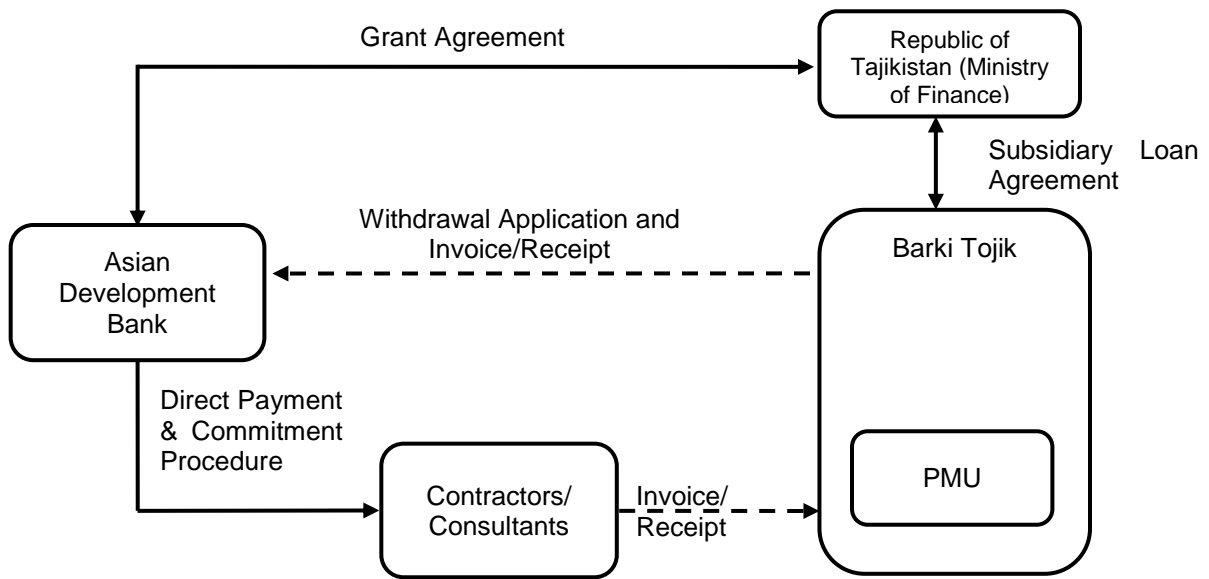


Baseline Projections for Contract Awards and Disbursement

	Contract Awards (in USD million)					Disbursements (in USD million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2014	-	-	-	8.7	8.7	-	-	-	-	-
2015	-	-	15.2	86.1	101.3	0.7	0.2	0.4	12.5	13.8
2016	-	-	-	-	-	0.3	6.7	0.3	6.7	14.1
2017	-	-	-	-	-	4.6	4.6	4.6	4.6	18.6
2018	-	-	-	-	-	3.1	3.1	7.4	15.8	29.5
2019	-	-	-	-	-	1.8	1.8	4.1	8.5	16.2
2020	-	-	-	-	-	2.0	2.0	4.5	9.3	17.9
Total	-	-	15.2	94.8	110.0	12.7	18.5	21.3	57.5	110.0

Note: Includes ADB financing only, excluding unallocated amount.

G. Fund Flow Diagram



V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

6. The financial management assessment (FMA) for the project builds on the findings and recommendations identified under previous FMAs conducted on Barki Tojik,² and focuses on the major changes and deviations from ADB's guidelines.

7. Barki Tojik's financial management capacity requires significant improvement. External auditing for fiscal years (FY) 2011 and 2012 based on international standards on auditing (ISA) both indicate major issues including (i) valuation of inventory, (ii) revaluation of assets, (iii) records on account receivables and payables, and iv) data conciliation of revenues.³ However, substantial efforts are being made to strengthen the financial management capacity. Barki Tojik, funded by the World Bank, is in the process of recruiting international consultants to (i) reevaluate assets in accordance with the International Financial Reporting Standards (IFRS), and (ii) assess the issues related to the account receivables and payables. Automated accounting and billing system are being introduced starting from major cities such as Dushanbe and Khujand. It is expected that there will be positive changes in Barki Tojik's accounting procedures, financial reporting and management reporting systems in the next three years.

8. Separately, substantial efforts are being made to strengthen the financial management capacity. In 2011 government has initiated a comprehensive program to restructure Barki Tojik. The program is extensively supported by ADB with the objective to improve commercial operations and financial performance of the utility and strengthen its capacity to service debt while providing high quality services.⁴ The program addresses the issues of governance, financial management, control and audit; legal and regulatory framework; management systems, organizational structure, technical operations and planning.

9. Barki Tojik's accounting policies, procedures and financial reporting follows IFRS, which is required under the Law of Accounting and state's decrees.⁵ Each of the 30 subordinate entities under the holding company prepares its financial report which is consolidated at the holding company level. Barki Tojik has an internal audit unit established at the head office but with limited independency. External independent auditors are engaged to undertake auditing based on ISA for the holding company in compliant with the statutory requirements.⁶

² ADB. 2010. *Report and Recommendation of the President to the Board of Directors: Proposed Grant to the Republic of Tajikistan for the Regional Power Transmission Project*. Manila.

³ External audit of Barki Tojik by independent auditors has resulted in a disclaimer of opinion for the last three years.

⁴ ADB. 2010. *Report and Recommendation of the President to the Board of Directors: Proposed Grant to the Republic of Tajikistan for the Regional Power Transmission Project*. Manila.

⁵ Government's Decree 428 of 4 November 2002 for "International Financial Reporting Standards"; Government's Decree 231 of 2 May 2010 for "Additional arrangements for implementing International Financial Reporting Standards in Republic of Tajikistan"; and President's Decree 702 of 25 March 2011 for the "Law of Accounting".

⁶ President's Decree 626 for the "Law on Financial Management and Internal Control"; and President's Decree 631 for the "Law on Internal Audit".

Table 1: Overall Risk Assessment and Risk Mitigation Measures

Risk	Assessment without Mitigation	Management Plan or Mitigation Measures	Assessment with Mitigation
1. Funds flow arrangements	Substantial	Direct payment method and Letter of Commitment will be used. No imprest account. BT has a satisfactory record with previous ADB projects.	Low
2. Staffing	High	The SOPI consultants (G0213-TAJ) will address staffing deficiencies through extensive training as defined in their terms of reference.	Moderate
3. Accounting policies, procedures, and systems	High	The SOPI consultants (G0213-TAJ), together with WB assistance for financial capacity development, will work to complete the implementation of IFRS together with a computerised accounting system. External audit based on ISA to be maintained. An accounting system will need to be established and maintained for the project, with ADB procedures to be followed to minimize financial risk.	Moderate
4. Internal audit	High	The SOPI consultants (G0213-TAJ), together with WB assistance for financial capacity development, will work to improve BT's internal audit function.	Moderate
5. External audit	Moderate	WB continues to finance cost of external audit of the entity. Covenants specify the audit requirements.	Low
6. Reporting and monitoring	Substantial	Ongoing corporate restructuring under ADB G0213-TAJ, will improve management reporting practices and result in better decision-making New accounting system and following ADB procedures at the PMU, assisted by project implementation consultants, should result in the timely preparation of meaningful reports.	Moderate

BT = Barki Tojik; FY = fiscal year; PMU = Project Management Unit; WB = World Bank

Source: Asian Development Bank and sector operational performance improvement program consultant from the Ministry of Energy and Industry.

B. Disbursement

10. The Grant proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2012, as amended from time to time),⁷ and detailed arrangements agreed upon between the Government and ADB.

11. Pursuant to ADB's Safeguard Policy Statement (2009) (SPS),⁸ ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the SPS. All financial institutions will ensure that their investments are in compliance with applicable national laws and regulations and will apply the prohibited investment activities list (Appendix 5) to subprojects financed by ADB.

12. The Project uses direct payment method and commitment letter procedure for the turnkey contract and for the consulting services. PMU, assisted by project implementation consultants, will prepare disbursement projections, collect supporting documents, and prepare and send withdrawal applications to ADB.

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

14. No withdrawal shall be made from the grant account until: (i) a subsidiary loan agreement, in form and substance satisfactory to ADB, has been duly authorized or ratified by, and executed and delivered on behalf of, the government and Barki Tojik; and (ii) an appropriate legislation has been passed to provide exemption from taxes and duties on project expenditures or the government has made budgetary allocation to Barki Tojik for the costs of such taxes and duties.

C. Accounting

15. The EA will maintain separate books and records by funding source for all expenditures incurred on the Project. The EA will prepare consolidated project financial statements in accordance with the government's accounting laws and regulations which are consistent with international accounting principles and practices.

D. Auditing

16. The EA will cause the detailed consolidated project financial statements to be audited in accordance with International Standards on Auditing and with the Government's audit regulations, by an independent auditor acceptable to ADB. The audited financial statements (AFS) for the EA and audited project financial statements (APFS) will be submitted in the English language to ADB within six months of the end of the fiscal year by the EA.

17. The annual audit report will include an audit management letter and audit opinions which cover (i) whether the project financial statements present a true and fair view or are presented

⁷ Available at: http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf

⁸ Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>

fairly, in all material respects, in accordance with the applicable financial reporting framework; (ii) whether grant proceeds were used only for the purposes of the project or not; and (iii) the level of compliance for each financial covenant contained in the legal agreements for the project.

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

19. The Government, EA and PMU have been made aware of ADB's policy on delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.⁹ ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the recipient, 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 financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

20. Public disclosure of the APFS, including the audit report on the project financial statements, will be guided by ADB's Public Communications Policy (2011).¹⁰ After review, ADB will disclose the APFS for the project and the opinion of the auditors on the financial statements within 30 days of the date of their receipt by posting them on ADB's website. The Audit Management Letter will not be disclosed.

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting and Retroactive Financing

21. All advance contracting will be undertaken in conformity with ADB's *Procurement Guidelines* (2013, as amended from time to time) (ADB's *Procurement Guidelines*)¹¹ and ADB's *Guidelines on the Use of Consultants by the Asian Development Bank and Its Borrowers* (2013, as amended from time to time) (ADB's *Guidelines on the Use of Consultants*).¹² The issuance of invitations to bid under advance contracting and retroactive financing will be subject to ADB approval.

22. To expedite Project implementation, ADB management approval, will be sought for advance contracting of implementation consulting services. Advance contracting allows the

⁹ ADB Policy on delayed submission of audited project financial statements:

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

¹⁰ Available at: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

¹¹ Available at: <http://www.adb.org/Documents/Guidelines/Procurement/Guidelines-Procurement.pdf>

¹² Available at: <http://www.adb.org/Documents/Guidelines/Consulting/Guidelines-Consultants.pdf>

Government to commence procurement activities, at its own risk, prior to signing of the grant agreement but does not allow to sign a contract with a firm before the grant has become effective. The Government was informed that such advance contracting (including advertising) must comply with *Guidelines on the Use of Consultants*. The Government and Barki Tojik have been informed that approval of advance contracting does not commit ADB to finance the proposed Project.

23. Retroactive financing will not be used.

B. Procurement of Goods, Works and Consulting Services

24. All procurement of goods and works will be undertaken in accordance with ADB's *Procurement Guidelines*.

1. Engineering Procurement Construction

25. Two plant-design, supply and install contracts (EPC) will be procured by Barki Tojik using international competitive bidding in accordance with ADB's *Procurement Guidelines*. The EPC contract for rehabilitation of generation units will use Two-Stage Bidding Procedure without prequalification. The EPC contract for rehabilitation of switchyards will use Single Stage Two Envelope Bidding Procedure without prequalification.

2. Consulting Services

26. All consultants will be recruited according to ADB's *Guidelines on the Use of Consultants*.¹³

27. One consulting firms will be recruited to provide project management services. The consulting firm will be selected and engaged in accordance with ADB's *Guidelines on the Use of Consultants by ADB and its Borrowers* (2013, as amended from time to time). Quality- and cost-based selection method with technical:cost weighting of 90:10 will be used due to technical complexity associated with the HPP rehabilitation projects.

28. The project implementation consultant will supervise the contractor during project execution. A total of 638 person-months of input will be required over the consulting service duration of approximately 5 years and 9 months. The terms of reference for project implementation consulting services are detailed in Section F.

29. An 18-month procurement plan indicating threshold and review procedures, goods, works, and consulting service contract packages and NCB annex is in Section C.

C. Procurement Plan

Basic Data

Project Name: TAJ: 240 MW Golovnaya HPP Rehabilitation Project	
Country: Tajikistan	Executing Agency: Barki Tojik
Grant Amount: \$136 million	Grant Number: TBD
Date of First Procurement Plan: 5 Sep 2013	Date of this Procurement Plan: 11 Oct 2013

¹³ Checklists for actions required to engage consultants by method are available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

D. Process Thresholds, Review and 18-Month Procurement Plan

1. Project Procurement Thresholds

30. Except as ADB may otherwise agree, the following process thresholds shall apply to procurement of goods and works.

Procurement of Goods and Works

Method	Threshold
International Competitive Bidding (ICB) for Works	Above \$1,000,000
International Competitive Bidding for Goods	Above \$500,000
Shopping for Works	Below \$100,000
Shopping for Goods	Below \$100,000

2. ADB Prior or Post Review

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

Procurement Method	Prior or Post	Comments
Procurement of Goods and Works		
ICB Works	Prior	
ICB Goods	Prior	
NCB Works	Prior	The first NCB is subject to prior review, thereafter post review.
NCB Goods	Prior	The first NCB is subject to prior review, thereafter post review.
Shopping for Works	Prior	The first NCB is subject to prior review, thereafter post review.
Shopping for Goods	Prior	The first NCB is subject to prior review, thereafter post review.
Recruitment of Consulting Firms		
Quality- and Cost-Based Selection (QCBS)	Prior	
Quality-Based Selection (QBS)	Prior	
Other selection methods: Consultants Qualifications (CQS), Least-Cost Selection (LCS), Fixed Budget (FBS), and Single Source (SSS)	Prior	
Recruitment of Individual Consultants		
Individual Consultants	Prior	

ICB = international competitive bidding; NCB = national competitive bidding.

3. Goods and Works Contracts Estimated to Cost More Than \$1 Million

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

General Description	Contract Value	Procurement Method	Prequalification of Bidders (y/n)	Advertisement Date (quarter/year)	Comments
Procurement of plant-design, supply and install contractor for Rehabilitation Works for generation units	\$86.1 million	ICB	No	1 st quarter 2014	two-stage bidding procedure

Procurement of plant-design, supply and install contractor for Rehabilitation Works for switchyards	\$15.2 million	ICB	No	1 st quarter 2014	Single-stage, two-envelope
---	----------------	-----	----	------------------------------	----------------------------

ICB = international competitive bidding; MW = mega watt.

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

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

General Description	Contract Value	Recruitment Method	Advertisement Date (quarter/year)	International or National Assignment	Comments
Project implementation consultant (firm)	\$8.7 million	QCBS (<i>quality: cost ratio, 90:10</i>)	4 th quarter 2013	International	Full Technical Proposal

QCBS = quality- and cost-based selection.

E. Indicative List of Packages Required Under the Project

34. The following table provides an indicative list of all procurement (goods, works and consulting services) over the life of the project. Contracts financed by the Borrower and others should also be indicated, with an appropriate notation in the comments section.

Goods					
General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Domestic Preference Applicable	Comments
Contract for rehabilitation works of generation units of Golovnaya HPP	\$86.1 million	One	ICB	No	Plant-design, supply and install contract
Contract for rehabilitation works of switchyards of Golovnaya HPP	\$15.2 million	One	ICB	No	Plant-design, supply and install contract
Consulting Services					
General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Recruitment Method	Type of Proposal	Comments
Project Implementation Consultant (firm)	\$8.7 million	one	QCBS (<i>quality: cost ratio, 90:10</i>)	Full Technical Proposal	ADB's <i>Guidelines on the Use of Consultants</i> apply

ICB = international competitive bidding; QCBS = quality- and cost-based selection

F. Outline Terms of Reference for Project Implementation Consultant Services

1. Introduction

35. Barki Tojik is the vertically-integrated state owned electric power utility in Tajikistan. Barki Tojik wishes to strengthen its generation system by rehabilitating the existing 240 MW Golovnaya Hydroelectric Facility so that it can continue to provide electricity to Tajikistan for at least the next 50 years in accordance with modern technical, operational and environmental standards. Barki Tojik wishes to recruit an Project Implementation Consultant (the Consultant) to assist with the award and supervision of a turnkey contract for the rehabilitation including review of contractor-submitted designs, inspection and acceptance of equipment, supervision of the works and ensuring successful commissioning.

36. The scope of work involved in the refurbishment of the Golovnaya project is as follows:

- (i) Replacement of water-to-wire equipment (turbines, generators and controls) with new equipment for 3 of the 6 units;
- (ii) Replacement of spillway comprising new double leaf gate and refurbishment of the existing hoist and spillway sectional bulkhead;
- (iii) Replacement of the 220/110/10.5-kV 250 MVA 3 phase main power transformers, switchgear and station service transformers with new units and the 380-V distribution with new power cables;
- (iv) Replacement of all major equipment in 220-kV and 110-kV switchyards including breakers, disconnects, instrument transformers, insulators, conductors, lightning arrester, protection, communication and controls;
- (v) New control room;
- (vi) Improvements to the oil containment, oil-water separators, powerhouse drainage and HVAC systems;
- (vii) Civil works including demolition and reconstruction of concrete & embedded steel for the new units, grouting behind draft tube liners, repairs to hydraulic passages and gates, rehabilitation of piezometers and general repairs to concrete surfaces to improve safety; and
- (viii) Training.

37. The project will be executed in two contracts by a plant-design, supply and install contractors in accordance with ADB Procurement Guidelines.

38. The location of the project sites is at Golovnaya which is located about 80 km south of the capital, Dushanbe, and 11 km east of Kurgan-Tyube.

39. Barki Tojik will be the executing agency and will implement this project through a dedicated project management unit (PMU).

2. Scope of Consulting Services

40. A consultant (the FS Consultant) was procured by the EA to prepare a Feasibility Study which considered various options for the refurbishment of the Golovnaya HEPP. Following submission and approval of the Feasibility Study the FS Consultant prepared performance related designs and bid documents which will be issued to selected bidders. The FS Consultant is responsible for assisting the EA with the technical and financial evaluation of bids in

accordance with ADB's *Procurement Guidelines*. Depending on the timing of the procurement of the turnkey contractor the Implementation Consultant may also participate in the bid evaluation.

41. Subsequent to the selection of the successful contractor, the Consultant will be responsible for assisting the EA in the award and supervision of the turnkey contract.

42. The consulting service is divided into two phases: (i) Pre-Construction Phase; and (ii) Construction Phase.

(i) Pre-Construction Phase

43. The Consultant will be responsible for the following:
- (i) Submission of an Inception Report which details the services he is to provide, including the training program.
 - (ii) Assist the EA in contract negotiations and award of contract to the successful bidder.
 - (iii) Ensure that the contractor provides the insurances, bonds and warranties that are specified in the contract prior to commencement of the works.
 - (iv) Review and recommend approval by PMU of the contractor's program submitted in accordance with the contract.
 - (v) Plan and execute capacity building measures (classroom lectures and on-the-job training) to enhance EA's capacity in project preparation and procurement. Capacity development programs should be included in the inception report.
 - (vi) Assess the implications of climate variability and change to the operation, maintenance and efficiency of the hydropower plant, and security of energy supply, and identify engineering and non-engineering measures to increase the climate resilience of the plant, building on similar assessments in Tajikistan and international practice.

(ii) Construction Phase

44. The Consultant will be responsible for the following:
- (i) Ensure that the Environmental Management Plan (EMP) for the projects submitted by the contractors are adequate and are in accordance with the IEE.
 - (ii) Monitor implementation of the Environmental Management Plan.
 - (iii) Prepare semi-annual Environmental Monitoring Reports and submit them to the PMU.
 - (iv) Prepare a project implementation manual covering the project organization, payment procedures, and project time schedule and quality insurance program. The consultant will also establish a computerized project monitoring program using off-the-shelf software packages.
 - (v) Prepare the overall disbursement plan, monitoring costs, and maintaining project accounts.
 - (vi) Review and approve the engineering design drawings, calculations, delivery program, and documents submitted by the contractors.
 - (vii) Monitor the execution of the projects in line with the project time schedules and the work programs provided by the contractors.
 - (viii) Certify invoices, prepare withdrawal applications and keep records of any disbursement under the projects. Prepare and update on a regular basis the forecast disbursement schedules.

- (ix) Prepare project accounts recording the project expenditures, prepare annual financial report ready for auditing by independent auditors; manage cash flows and set up financial management information system (MIS).
- (x) Identify any problem areas during project implementation, proposing remedial actions, and promptly reporting any outstanding issues to the EA.
- (xi) Conduct field visits and appropriate tests at regular and appropriate times during construction testing and commissioning.
- (xii) In line with the work programs of the contractors, prepare and advise the EA on the outage planning of existing facilities during implementation.
- (xiii) Coordinate safety measures between live components in operation and components under construction. Giving advice and when required training to the EA on safety planning and safety measures.
- (xiv) Conduct factory inspections and performance tests within the framework of the contracts.
- (xv) Together with EA staff prepare maintenance plan for the power plant.
- (xvi) Review and approve the commissioning test reports submitted by the contractors; attend the commissioning phase; establish the list of deficiencies after commissioning; and prepare a time frame for the contractor to remedy the deficiencies. Establish a monitoring program for the use of the EA.
- (xvii) Prepare and issue provisional acceptance certificates for the works as well as for the spare parts. Prepare the final taking over certificates along with the final payments to be issued by the EA after the end of the warranty period and the remedy of all deficiencies.
- (xviii) Monitor EA compliance with the grant agreement covenant and report to ADB; track project outputs, outcomes and impacts against ADB's Design Monitoring Framework.
- (xix) Prepare monthly progress reports, quarterly reports, project completion report, and other reports deemed necessary by the EA and/or ADB.
- (xx) Plan and execute capacity building measures (classroom lectures and on-the-job training) to enhance EA's capacity in project management. Capacity building programs should be included in the inception report.

(iii) Consultant Qualifications, Experts and Person-Months

45. The Consultant shall have experience of the design, supervision of construction, commissioning and operation of hydroelectric power plants of similar magnitude and complexity to the Golovnaya station and switchyards of 110/220-kV. The Consultant shall have performed consulting services on at least two projects involving construction supervision of turnkey contracts for the refurbishment of existing hydroelectric power plants of at least 200 MW capacity and switchyards of 110/220-kV, involving working in proximity to live plant, in the last 5 years.

46. Duration of the consulting services is approximately seven years of which 2 years are prior to the start of refurbishment work on site. Person-months and Consultant experts are as follows:

Expertise	International Consultants			National Consultants		
	No. of experts	Person-months/ expert	Total Person-months	No. of experts	Person-months/ expert	Total Person-months
Project Manager	1	13	13	1	11	11
Resident Site Manager (Substation Specialist), National consultant will act as Deputy Site Manager	1	58	58	1	62	62
Electrical Engineer	1	13	13	1	62	62
Mechanical Engineer	1	12	12	1	62	62
Control & Protection Engineer	1	3	3	1	62	62
Civil Engineer	1	6	6	1	62	62
Manufacturing Inspection /Site QA	1	1	1	2	61	122
Transmission Engineer	1	7	7	1	30	30
Commissioning Engineer	1	5	5			
SCADA Engineer	1	3	3	1	30	30
Environmental Engineer	1	2	2	1	8	8
Climate Change Adaptation Consultant	1	2	2	1	2	2
All	12		125	12		513

(iv) Reporting Requirements

47. **Pre-Construction Phase.** The consultant will prepare an inception report after one month from mobilization, and a report following contract award.

48. **Construction Phase.** The consultant will prepare monthly progress reports to be submitted within two weeks from the end of the month that is being reported. Quarterly progress reports will be prepared and submitted within one month from the end of the quarter that is being reported. The format of the progress reports shall be drafted by the consultant and endorsed by the EA and ADB, and they should include, but not limited to, physical progress against schedule and plan for next term, disbursement against schedule and plan for next term, quality test results, safety control, survey of quantity when required, environmental monitoring and any other issues to be raised. Annual reports will be prepared by the consultants and shall be submitted within one month from the end of the year that is being reported. Variation orders and any other documents deemed necessary by the EA and/or ADB will be prepared. Semi-annual environmental monitoring reports will be prepared by the consultant and submitted within one month from the end of the month that is being reported. A report will be prepared within one month after project completion.

VII. SAFEGUARDS

A. Environment

- Classified as environmental category B under ADB's Safeguard Policy Statement (2009)
- The IEE, including Environmental Management Plan, is attached to RRP Appendix 2, List of Linked Documents.
- Environmental Management Plan will be updated during detailed engineering design and incorporated in bidding documents for plant-design, supply and install contracts

B. Land Acquisition and Resettlement (LAR)

- Classified as category C under ADB's Safeguard Policy Statement, 2009. The Project does not require any land acquisition or right of way.

C. Indigenous People

- Classified as category C under ADB's Safeguard Policy Statement, 2009. The Project is not expected to affect indigenous people as defined under the ADB's Safeguard Policy Statement (2009).

49. Cross reference should be made to the environmental and social safeguards covenants in the Grant Agreement. Pursuant to ADB's *Safeguard Policy Statement (2009)* (SPS),¹⁴ ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth in Appendix 5 of the SPS. All financial institutions 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.

D. Poverty and Social

50. Reliable electricity supply brings significant benefits to communities (especially poorer ones) including enhanced incomes and livelihoods, improved health and education, better security, and a generally higher standard of living. The winter months are particularly difficult for those who lack reliable supply and cannot afford adequate alternatives. Women in particular will benefit because of their household and family responsibilities including gathering fuel for cooking, heating, and processing water, and caring for children, the sick and the elderly. Electricity also offers women many more opportunities for home-based enterprise and income generation; and it impacts very positively on public facilities such as schools and health centers.

51. However, as this Project is concerned with refurbishing electrical and mechanical equipment at the hydropower plant, which will then supply electricity to the entire grid, the benefits (though substantial) are generalized and indirect, and cannot be linked precisely to particular communities. Similarly, there will not be specific power-supply benefits for the area surrounding the Golovnaya plant, nor for particular social groups such as women or poor people, beyond those for electricity consumers generally. The technological nature of the Project means there is very little scope for social components. The Project does not provide opportunities for pro-poor initiatives.

¹⁴ Available at: <http://www.adb.org/Documents/Policies/Safeguards/Safeguard-Policy-Statement-June2009.pdf>

VIII. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

A. Project Design and Monitoring Framework

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Increased supply of renewable energy to national and regional power systems.</p>	<p>Hydro generation supply increased from 743 GWh in 2012 to 1,130 GWh in 2026</p>	<p>Barki Tojik annual reports</p> <p>Annual reports of state statistics departments</p> <p>Annual report of power utility in Afghanistan</p>	<p>Assumption Government policy will continue to support regional energy trade</p> <p>Risk Power purchase agreement is not enforceable due to worsening security condition in Aghanistan</p>
<p>Outcome Increased operational efficiency of Golovnaya HPP.</p>	<p>The weighted average generation efficiency increased from available 83% in 2012 to 89% in 2020</p>	<p>Barki Tojik annual and audit reports</p> <p>Project implementation consultants progress reports</p>	<p>Assumption Barki Tojik corporate restructuring effectively implemented and efficiency of the utility operations achieved</p>
<p>Outputs Rehabilitated electric power generation and transmission equipment of the Golovnaya HPP</p>	<p>Golovnaya HPP commissioned in 2020</p> <p>Plant installed generation capacity increased from 240 MW in 2012 to 252 MW in 2020</p>	<p>Barki Tojik annual reports</p> <p>Commissioning Certificate</p> <p>Project implementation consultants completion report</p>	<p>Assumption Qualified bids for the turnkey contract timely received</p>

Activities with Milestones	Inputs
<p>Rehabilitation of Golovnaya HPP</p> <ol style="list-style-type: none"> 1. The implementation consultant engaged by October 2014. 2. The contractor for rehabilitation of switchyards contracted by May 2015. 3. The contractor for rehabilitation of generation units contracted by June 2015. 4. Golovnaya HPP switchyards rehabilitated and commissioned by October 2018. 5. Golovnaya HPP generation units rehabilitated and commissioned by July 2020. 	<p>Grant</p> <p>ADB: \$136 million</p> <p>Government/Barki Tojik \$34 million</p>

ADB = Asian Development Bank; ADF = Asian Development Funds; GWh = gigawatt hours; HPP = hydro power plant; MW = megawatt.

B. Monitoring

52. **Project performance monitoring.** Barki Tojik and project implementation consultant will prepare separate progress reports for the project and submit to ADB on a quarterly basis within 30 days from the end of each quarter. The reports will provide a narrative description of progress made during the period, changes in the implementation schedule, problems or difficulties encountered, performance of the project implementation consultants, and the work to be carried out in the next period. The progress reports will also include a summary financial account for the project, consisting of project expenditures for the year to date and total expenditure to date. Performance will be evaluated on the basis of indicators and targets stipulated in the design and monitoring framework.

53. The following indicators will be updated in the quarterly reports, semi-annual meetings and midterm review which is expected in two years from the date of the grant effectiveness:

- (i) Unit 1, 2 and 5 fabricated
- (ii) Unit 1, 2 and 5 delivered on site
- (iii) Unit 1, 2 and 5 installed on site
- (iv) Unit 1, 2 and 5 commissioned
- (v) Transformers commissioned
- (vi) Spillway gate commissioned
- (vii) Erosion protection works completed

54. **Compliance monitoring:** grant agreement covenants – policy, legal, financial, economic, environmental, social safeguards and other – will be monitored through semi-annual project meeting and the midterm review.

55. **Safeguards monitoring** will be performed by the consultant and Safeguards Unit of the EA and the results will be included in the quarterly progress reports and semi-annual Environmental Reports. Such monitoring should adhere to the requirements in IEE and EMP.

56. **Poverty and Social action plans:** Quarterly progress reports, semi-annual project meeting and midterm review.

C. Evaluation

57. Within six months of project physical completion, Barki Tojik will submit a completion report to ADB.¹⁵

D. Reporting

58. Barki Tojik 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 next 12 months; (iii) semi-annual Environmental Monitoring Report; and (iv) a completion report within 6 months of physical completion of the Project. To ensure projects continue to be both viable and sustainable, project accounts and the executing agency's audited financial statements, together with the associated auditor's report, should be adequately reviewed.

E. Stakeholder Communication Strategy

59. Project information will be disseminated through media at the main milestones including grant agreement signing, plant-design, supply, and install contract awards and project completion. Grievance redress mechanisms will be established at project site gates, by phone, email and through public consultations. Following table outlines the framework of communication strategy was adopted for the project:

Project Documents	Means of Communication	Responsible Party	Frequency	Audience(s)
Project Information Documents (PID)	ADB's website	ADB	Initial PID no later than 30 calendar days of approval of the concept paper, quarterly afterwards.	General public
Design and Monitoring Framework (DMF)	ADB's website	ADB	After Board consideration	Project-affected people
Initial Environment Examination (IEE)	ADB's website	ADB	Posted on 20 September 2013	General public, project-affected people in particular
Report and Recommendations of the President	ADB's website	ADB	Within 2 weeks after Board consideration of the grant	General public
Legal Agreements	ADB's website	ADB	Within 2 weeks after Board consideration of the grant	General public
Initial Poverty and Social Assessment	ADB's website	ADB	Within 2 weeks of completion	General public, project-affected people in particular
Documents produced under Technical Assistance	ADB's website	ADB	Within 2 weeks of completion	General public
Project Administration Memorandum	ADB's website	ADB	Within 2 weeks after Board consideration of the grant	General public, project-affected people in particular
Major Change in Scope	ADB's website	ADB	Within 2 weeks of approval of the change	General public

¹⁵ Project completion report format available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

Progress Reports	ADB's website	ADB	Within 2 weeks of circulation to Board or management approval	General public
Completion Reports	ADB's website	ADB	Within 2 weeks of circulation to Board for information	General public
Evaluation Reports	ADB's website	ADB	Routinely disclosed, no specific requirements	General public

IX. ANTICORRUPTION POLICY

60. The Recipient shall comply with ADB's *Anticorruption Policy*¹⁶ (1998, as amended to date) for the purposes of the Project. The Recipient, consistent with its commitment to good governance, accountability and transparency, agrees (a) that ADB reserves the right to investigate, directly or through its agents, any alleged corrupt, fraudulent, collusive or coercive practices relating to the Project and (b) to cooperate fully with any such investigation and to extend all necessary assistance. The Recipient shall ensure that all contracts financed by ADB under the Project include provisions specifying the right of ADB to audit and examine the records and accounts of the Barki Tojik and all contractors, suppliers, consultants, and other service providers as they relate to the Project.¹⁷

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

X. ACCOUNTABILITY MECHANISM

62. People who are, or may in the future be, adversely affected by the project may address complaints to ADB, or request the review of ADB's compliance under the Accountability Mechanism.¹⁸

XI. RECORD OF PAM CHANGES

¹⁶ Available at: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

¹⁷ ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

¹⁸ For further information see: <http://compliance.adb.org/>.