



Technical Assistance Report

Project Number: 50264-001
Transaction Technical Assistance (TRTA)
June 2018

Kingdom of Cambodia: Preparing the Agricultural Value Chain Infrastructure Improvement Project

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 5 June 2018)

Currency unit	–	riel (KR)
KR1.00	=	\$0.000242
\$1.00	=	KR4,115

ABBREVIATIONS

ADB	–	Asian Development Bank
AVC	–	agricultural value chain
DED	–	detailed engineering design
JFPR	–	Japan Fund for Poverty Reduction
PRITF	–	Project Readiness Improvement Trust Fund
QCBS	–	quality-and cost-based selection
SME	–	small and medium-sized enterprise
TRTA	–	transaction technical assistance

NOTES

In this report, "\$" refers to United States dollars.

Vice-President	Stephen Groff, Operations 2
Director General	Ramesh Subramaniam, Southeast Asia Department (SERD)
Director	Jiangfeng Zhang, Environment, Natural Resource and Agriculture Division, SERD
Team leader	Takeshi Ueda, Principal Natural Resources and Agriculture Economist, SERD
Team members	<p>Benita Ainabe, Financial Sector Specialist (Capital Markets), SERD</p> <p>Srinivasan Ancha, Principal Climate Change Specialist, SERD</p> <p>Chandy Chea, Senior Social Development Officer (Gender), SERD</p> <p>Thuy Trang Dang, Water Resources Specialist, SERD</p> <p>Marishka Etrata, Project Analyst, SERD</p> <p>Chanthou Hem, Senior Project Officer, SERD</p> <p>Yukiko Ito, Senior Social Development Specialist, Sustainable Development and Climate Change Department (SDCC)</p> <p>Juhyun Jeong, Investment Specialist, Private Sector Operations Department</p> <p>Aliya Mukhamedyarova, Unit Head, Project Administration, SERD</p> <p>Rangina Nazrieva, Safeguards Specialist (Resettlement), SERD</p> <p>Genevieve O'Farrell, Environment Specialist (Safeguards), SERD</p> <p>Christina Pak, Senior Counsel, Office of the General Counsel</p> <p>Roma Gianina Panopio, Senior Operations Assistant, SERD</p> <p>Cecile Ramiro, Senior Operations Assistant, SERD</p> <p>Charles David Salter, Principal Natural Resources and Agriculture Specialist, SERD</p> <p>Shigehiro Shinozaki, Financial Sector Specialist (Small and Medium Finance), SDCC</p> <p>Sokunthea Sok, Senior Procurement Officer, SERD</p> <p>Takashi Yamano, Senior Economist, Economic Research and Regional Cooperation Department</p>
Peer reviewer	Giap Minh Bui, Senior Natural Resources and Agriculture Economist, Central and West Asia Department

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TRANSACTION TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Name	Agricultural Value Chain Infrastructure Improvement Project	Department/Division	Project Number: 50264-001 SERD/SEER
	Nature of Activity	Project Preparation		Executing Agency	Ministry of Agriculture, Forestry & Fisheries
	Modality	Regular			
	Country	Cambodia			
2. Sector	Subsector(s)			ADB Financing (\$ million)	
				Total	0.00
3. Strategic Agenda	Subcomponents			Climate Change Information	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive			Climate Change impact on the Project	Medium
4. Drivers of Change	Components			Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Organizational development			Effective gender mainstreaming (EGM)	✓
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas				
Partnerships (PAR)	Implementation				
Private sector development (PSD)	Private Sector				
	Promotion of private sector investment				
	Public sector goods and services essential for private sector development				
5. Poverty and SDG Targeting			Location Impact		
Geographic Targeting	No			Not Applicable	
Household Targeting	No				
SDG Targeting	Yes				
SDG Goals	SDG1, SDG2, SDG5, SDG8, SDG9				
6. Risk Categorization	Low				
7. Safeguard Categorization	Safeguard Policy Statement does not apply				
8. Financing					
Modality and Sources			Amount (\$ million)		
ADB			0.00		
None			0.00		
Cofinancing			2.00		
Japan Fund for Poverty Reduction (Full ADB Administration)			1.50		
Project Readiness Improvement Trust Fund (Full ADB Administration)			0.50		
Counterpart			0.00		
None			0.00		
Total			2.00		

I. THE ENSUING PROJECT

1. Cambodia's agriculture sector is characterized as low value added, low productive, and natural resource exhaustive. They are caused by: (i) poor and climate-vulnerable agricultural production and service infrastructure; (ii) underdeveloped agricultural value chains; and (iii) unsustainable natural resources management exacerbated by climate change.

2. The Agricultural Value Chain (AVC) Infrastructure Improvement Project¹ (the project) aims to tackle the core sector problem of low productivity, low value addition, and low resource efficiency of Cambodia's agriculture with the following outputs: (i) post-harvest and logistic facilities strengthened; (ii) agricultural production and service infrastructure improved; (iii) rural connectivity improved; and (iv) business partnership among value chain stakeholders enhanced (see detailed description of the outputs in the concept paper). These outputs will result in the following outcome: value addition to selected agricultural products in the project area increased. The project will be aligned with the following impact: value addition in agriculture sector enhanced.²

3. The project is estimated to cost \$76.0 million. The Asian Development Bank (ADB) will finance \$70.0 million with a concessional loan of \$67.83 million from ADB's ordinary capital resources and a grant of \$2.17 million from the Asian Development Fund Disaster Risk Reduction Fund.

II. THE TECHNICAL ASSISTANCE

A. Justification

4. The transaction technical assistance (TRTA) is required to (i) assist in the design the project; (ii) conduct financial and integrity due diligence of the potential participating financial institutions; (iii) carry out technical, financial, economic, procurement, social, gender, and environmental due diligence required by ADB and the government; (iv) propose the implementation arrangements; (v) ensure synergies and integration with other related interventions in ADB, Japan International Cooperation Agency and other development partners' country portfolio and project pipelines; and (vi) prepare the project documents according to ADB's requirements. The TRTA will also provide support to incorporate climate change adaptation and mitigation measures in the designs of both public and private value chain infrastructure and facilities and to enhance project readiness.³

B. Outputs and Activities

5. **Output A: Value chain analyses for selected agricultural products conducted.** Based on a set of agreed criteria at least six agricultural products will be selected that has substantial potentials for value addition and commercialization in the target provinces.⁴ Value chains of each

¹ ADB. 2017. Country Operations Business Plan: Cambodia, 2018-2020. Manila. The project is included under the title of Agriculture Value Chain Infrastructure Investment Project.

² Royal Government of Cambodia. Ministry of Agriculture, Forestry and Fisheries. 2015. *Agricultural Sector Strategic Development Plan 2014-2018*. Phnom Penh; Royal Government of Cambodia. Ministry of Agriculture, Forestry and Fisheries. 2011. *Strategic Planning Framework for Fisheries 2010-2019*. Phnom Penh; and Royal Government of Cambodia. Ministry of Industry and Handicraft. 2015. *Cambodia Industrial Development Policy*. Phnom Penh.

³ The technical assistance first appeared in the business opportunities section of the ADB's website in August 2017.

⁴ Upon initial consultation with the Ministry of Agriculture, Forestry and Fisheries, six provinces of Kampong Cham, Kampong Thom, Oddar Meanchey, Preah Vihear, Siem Reap, and Tboung Khmum, are provisionally targeted. They

product will be separately analyzed to identify opportunities for value addition and commercialization. Findings from the analyses will help identify, for financing from the project, (i) types and locations of critical public agricultural production and service infrastructure, and (ii) types and locations of facilities, materials, and capacities of farmers and agribusiness entities, and service providers in the same value chains (e.g., traders, logistic companies, financial institutions). Inclusion of women's involvement, opportunities, and constraints in different segments along the value chains will be considered in the analysis to the extent plausible. National and local consultations including female farmers will be conducted to enable the participation of a range of stakeholders from both public and private sectors to contribute to the selection process. Output A will be delivered between September 2018 and December 2018.

6. **Output B: Investment feasibility studies and due diligence prepared.** For the selected agricultural products, criteria for and a list of preliminary infrastructure subprojects will be developed. Such infrastructure will include farm-to-market road networks, market infrastructure (e.g., wholesale markets), and safety and quality testing and certification standards and system. Feasibility studies for those infrastructure subprojects will include a preliminary design with climate-proofing measures, all environmental and social safeguards due diligence, as well as financial and economic analyses. For the farm-to-market road network, there will also be road surface design measures identified where required to reduce flood risks. Farmer organizations or agricultural cooperatives, including female and male farmers' needs within the target provinces that are engaged in the selected AVCs will be assessed in terms of infrastructure investments to identify opportunities for them to invest in and benefit from the mechanization. Output B will be delivered between September 2018 and February 2020.

7. **Output C: Design of agricultural value chain financing mechanism(s) developed.** An AVC financing modality will be developed and introduced project output 1. This will not be a general small and medium-sized enterprise (SME) financing, but targeted financing to agricultural SMEs and cooperatives to strengthen value chain of selected agricultural products that have high potential for value addition in Cambodia. Current financing to agricultural SMEs and cooperatives will be assessed. Constraints for the agricultural SMEs and cooperatives to access financing as well as hindrances for financial institutions to provide financing to them will be assessed. Access of women-led or owned SMEs to financing will be assessed.⁵ Based on the assessment, the project will design financing modality and products, and other supports such as technical advisory necessary to address these constraints and hindrances. A capacity building program will also be developed for selected agricultural SMEs in business planning and financial management, and for working in partnership with producers. Financial and integrity due diligence will be conducted to identify the most suitable participating financial institutions to implement output 1. Within each of the selected AVCs, and in consultation with all stakeholders within these chains, the SMEs' demand for investment including the establishment of preliminary processing or storage facilities for the farmer organizations or agricultural cooperatives, the introduction or improvement of cold chains, transportation logistics, product collection centers, and processing facilities will be identified. Marketing channels for end products will also be examined through the possible use of direct sales to larger retail outlets as an alternative to channeling produce through wholesale markets. Output C will be delivered between September 2018 and July 2019.

are located along the course of National Highway No. 6 with the urban hub of Siem Reap at the center. The selection of the target provinces will be revalidated during the implementation of the TRTA.

⁵ SMEs with at least one of the following (i) at least 50% of senior managers are women; (ii) at least 50% of enterprise ownership is controlled by women; or (iii) at least 50% of the staff are women.

8. **Output D: Detailed engineering designs and bidding documents prepared.** The TRTA will include rural road engineers who will do detailed engineering designs (DEDs) and prepare bidding documents of the subprojects. The topographic surveys will be carried out for design purpose. DED reports, drawings and bill of quantities of each subproject will be prepared and submitted to ADB and the government. The DED activities will be financed by the Project Readiness Improvement Trust Fund (PRITF).⁶ Output D will be delivered between April 2019 and April 2020.

C. Cost and Financing

9. The TRTA is estimated to cost \$2,094,000 million, of which \$1,500,00 million will be financed on a grant basis by the Japan Fund for Poverty Reduction (JFPR) and \$500,000 will be financed on a grant basis by the PRITF. Both grants will be administered by ADB. The government will finance the remaining balance in-kind. The key expenditure items are listed in Appendix 1.

10. Under the JFPR, ineligible expenditures include: (i) purchase of vehicles; (ii) salaries for civil servants; (iii) any foreign travel; (iv) scholarships or long internships; (v) preparation of DEDs; (vi) civil works and other related expenses; and (vii) those under ADB’s List of Ineligible Items (or Negative List) and Prohibited Investment Activities List.⁷

11. The PRITF will finance project preparatory activities which are not covered by the JFPR. These include (i) assessment, identification, and incorporation of climate change adaptation measures in designs of the overall project and six subprojects particularly public value chain infrastructure (e.g., farm-to-market roads and possibly other infrastructure such as public markets); (ii) preparation of DEDs of representative subprojects by incorporating those measures; (iii) preparation of bidding documents for those subprojects; and (iv) preparation of a knowledge product focusing on integrating climate resilience considerations for farm-to-market road investments in Cambodia.

12. The government will provide counterpart support in the form of counterpart staff, secretarial assistance, provision of office space, communication facilities, and other in-kind contributions with the value estimated at about 4.5% of the total technical assistance cost. The government was informed that approval of the TRTA does not commit ADB to finance any ensuing project.

D. Implementation Arrangements

13. ADB through the Environment, Natural Resources and Agriculture Division of the Southeast Asia Department will administer the technical assistance.

Table 1: Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	September 2018 - June 2020 ^a		
Executing agency	Ministry of Agriculture, Forestry and Fisheries		
Consultants	To be selected and engaged by ADB		
	QCBS (90:10)	43.5 p-m (international) 70.2 p-m (national)	\$1,801,500
	ICS	7 p-m (international) 7 p-m (national)	\$178,500
Procurement	To be procured by the consulting firm.		

⁶ Financing partner: Nordic Development Fund.
⁷ JFPR 2018 Policy Guidelines for Technical Assistance Grant.

Aspects	Arrangements		
		RFQ	1 contract (equipment)
Advance action	Recruitment of TRTA consulting firm.		
Disbursement	The TRTA resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time) and in reference to the JFPR 2018 Policy Guidelines for Technical Assistance Grant. Disbursement arrangements of JFPR and PRITF will be cost-sharing. JFPR will finance the feasibility study and due diligence while PRITF will finance DED and bidding document preparation.		
Asset turnover or disposal arrangement upon TA completion	All fixed assets will be turned over to the executing agency upon TA completion.		

ADB = Asian Development Bank, DED = detailed engineering design, ICS = individual consultant selection, JFPR = Japan Fund for Poverty Reduction, p-m = person-month, PRITF = Project Readiness Improvement Trust Fund, QCBS = quality-and cost-based selection, RFQ = request for quotation, TA = technical assistance, TRTA = transaction technical assistance.

^a The ensuing loan is tentatively scheduled for approval in February 2020. The TRTA will provide start-up support as part of project readiness.

Source: Asian Development Bank.

14. **Consulting services.** ADB will engage a consulting firm and individual consultants on an intermittent basis in accordance with ADB Procurement Policy and Procurement Regulations for ADB Borrowers (2017, as amended from time to time) and its associated project administration instructions and staff instructions, ADB will engage consultants and the consultants will procure the equipment.⁸ The following consultants will be engaged: (i) a firm providing 43.5 p-m of international and 70.2 p-m of national consultant inputs will be engaged through a quality-and cost-based selection (QCBS) with a quality-cost ratio of 90:10 with full technical proposal. Areas of expertise required will include (a) AVC; (b) AVC financing; (c) agricultural economics; (d) financial management specialist; (e) food industry; (f) food safety; (g) rural road engineering; (h) procurement; (i) climate change and disaster risk management; (j) environmental safeguard; (k) social safeguards; (l) social development and gender; and (m) geographic information system; and (ii) individual consultants to provide expertise on bank due diligence and project management.

15. **Detailed engineering design.** DED activities will be financed exclusively by the PRITF. The consulting firm engaged through QCBS will be liable and there will be a provision for the executing agency to seek direct redress from the consultant for any defect liability, and such arrangements are reflected in the contract.

16. **Cofinancier requirements.** Under the JFPR, the implementing project officer will furnish the Office of Cofinancing Operations with a copy of back-to-office reports of all missions (i.e., inception, mid-term review, and final review). Copy of the consultant's final report will also be shared with the Embassy of Japan and the Japan International Cooperation Agency office in Cambodia. High resolution photos and testimonials from project recipients and implementers, copies of publications, and sample products generated from the project will also be provided to the Office of Cofinancing Operations as part of project documentation and for knowledge dissemination purposes. Under the PRITF, the implementing project officer will provide input to the annual progress of the fund, including activities supported by the fund, analysis of progress made towards expected results, and the work program for the coming year. The report will be submitted to the donors of the fund within the first quarter of each new calendar year.

⁸ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 2).

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Japan Fund for Poverty Reduction^a	
1. Consultants	
a. Remuneration and per diem ^b	
i. International consultants	728.4
ii. National consultants ^c	282.2
b. Out-of-pocket expenses	
i. International and local travel	70.0
ii. Equipment ^d	10.0
iii. Surveys ^e	240.0
iv. Workshops, training, seminars, and conferences ^f	70.0
v. Miscellaneous administration, reporting and support costs ^g	50.0
2. Knowledge product ^h	10.0
3. Contingencies	39.4
Subtotal (A)	1,500.0
B. Project Readiness Improvement Trust Fundⁱ	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	274.0
ii. National consultants	98.2
b. Out-of-pocket expenses	
i. Surveys ^j	100.0
2. Contingencies	27.8
Subtotal (B)	500.0
Total	2,000.0

Note: The technical assistance (TA) is estimated to cost \$2,094,000, of which financing from the Japan Fund for Poverty Reduction and Project Readiness Improvement Trust Fund are presented in the table above. The government will provide counterpart support in the form of staff time, office accommodation, office supplies, secretarial assistance, communication facilities for consultants, and other in-kind contribution. The value of government contribution is estimated to account 4.5% of the total TA cost.

^a The cost estimate was slightly revised from Japan Fund for Poverty Reduction Technical Assistance Summary and Report approved by the Government of Japan. The revision includes a decrease in the remuneration and per diem of consultant, an increase for surveys and miscellaneous administration, reporting and support costs.

^b Includes international consultant input for 2 person-months (p-m) and national consultant input for 3 p-m that will be recruited through individual consultant selection method, depending on the needs for area(s) and level of expertise (possibly international consultant input alternated with national consultant input).

^c Includes senior administrative assistant(s) and translator(s) for up to 20 p-m.

^d Equipment will be procured by the consultants in accordance with the Asian Development Bank (ADB) Procurement Policy and Procurement Regulations for ADB Borrowers (2017, as amended from time to time) to support TA activities and will be turned over to the executing agency upon TA completion.

Type	Quantity	Cost (\$)
Desktop computer	6	6,000
Printer/Scanner	1	1,000
Photocopier	1	3,000

^e Two thirds of the cost will be spent on high-quality value chain analyses while the rest of the cost will be spent on social, gender, and poverty analysis.

^f Workshops and seminars include inception, interim, and final workshops; capacity building workshops; and central and provincial meetings. It may include participants' travel and logistic costs, fees, and related costs for external resource persons. This may also include travel costs of ADB staff when engaged as resource persons, as well as support services as per the Strategy, Policy and Review Department and Budget, Personnel and Management Systems Department memo dated 26 June 2013.

^g Includes rental vehicles and reporting and communications. For rental vehicles, up to 20 months in total will be required for carrying out consultant field work including surveys in the project sites by the consultants. Since project sites cover six provinces and separate teams will be travelling to field during the TRTA.

^h Cost for knowledge product, which will be outside the quality- and cost-based selection package, required by ADB.

ⁱ Financing Partner: Nordic Development Fund. Administered by ADB.

^j Survey for farm-to-market road investment component.

Source: Asian Development Bank.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=50264-001-TARreport>

1. Terms of Reference for Consultants

TERMS OF REFERENCE FOR CONSULTANTS

1. ADB will engage a consulting firm and individual consultants on an intermittent basis in accordance with ADB Procurement Policy and Procurement Regulations for ADB Borrowers (2017, as amended from time to time) and its associated project administration instructions and staff instructions. A total of 50.5 person-months (p-m) of international and 77.2 p-m of national consultant inputs will be required for the transaction technical assistance (TRTA).¹ Of the total consultant inputs required, 43.5 p-m of international and 70.2 p-m of national consultant inputs will be engaged through a quality-and cost-based selection (QCBS) with a quality-cost ratio of 90:10 with full technical proposal (QCBS package). Areas of expertise required from the QCBS package will include (i) agricultural value chain (AVC); (ii) AVC financing; (iii) agricultural economics; (iv) financial management specialist; (v) food industry; (vi) food safety; (vii) rural road engineering; (viii) procurement; (ix) climate change and disaster risk management; (x) environmental safeguard; (xi) social safeguards; (xii) social development and gender; and (xiii) geographic information system (GIS). In addition, 7 p-m of international consultant inputs and 7 p-m of national consultant inputs will be engaged through individual consultant selection method. Areas of expertise required from the individual consultant selection packages will include bank due diligence and project management.

A. Quality-and cost-based selection package

2. **Scope of work.** An international consulting firm will be responsible for the delivery of the TRTA outputs. The scope of work will comprise designing of the project and assessments of project feasibility in various aspects required by ADB and the government, which will include the following outputs:

- (i) Investment feasibility study;
- (ii) AVC analyses;
- (iii) AVC financing mechanisms;
- (iv) Sector assessment;
- (v) Project administration manual;
- (vi) Development coordination;
- (vii) Financial management assessment, financial evaluation, and financial analysis;
- (viii) Economic analysis;
- (ix) Summary poverty reduction and social strategy;
- (x) Risk assessment and management plan;
- (xi) Climate change and disaster risk assessment;
- (xii) Gender analysis, collection of baseline data, and gender action plan;
- (xiii) Safeguard documents on environment;
- (xiv) Safeguard documents on involuntary resettlement, and indigenous peoples;
- (xv) Financial and integrity due diligence of participating financial institutions (PFIs);
Procurement capacity assessment;
- (xvi) Technical report on AVC financing — analysis of the current situation and financing modality options;
- (xvii) Technical report on food industry operation improvement;
- (xviii) Technical report on food safety control;

¹ Includes international consultant input for 2 p-m and national consultant input for 3 p-m that will be recruited through individual consultant selection method, depending on the needs for area(s) and level of expertise (possibly international consultant input alternated with national consultant input).

- (xix) Technical report on road construction or rehabilitation, and operation and maintenance;
- (xx) Detailed engineering designs (DEDs) of representative subprojects; and
- (xxi) Model bidding documents of works and goods for both international and national competitive biddings (for works, the bidding documents will be those related to DEDs).

3. The consultants will also be responsible for the procurement of office equipment, organization of all workshops, trainings, conferences, and engagement of survey teams for the following surveys: (i) an extended survey required for the selected AVC analyses including a survey of the small and medium-sized enterprises (SMEs); (ii) social and gender survey; and (iii) an engineering survey for the selected infrastructure subprojects.

4. **Deliverables.** The firm will submit (i) an inception report; (ii) an interim report; (iii) a draft final report; and (iv) a final report. ADB will provide the structure of each report.

5. **Consultant inputs and terms of reference.** A total of 43.5 p-m of international and 70.2 p-m national consultants will be required. Table 1 summarizes required consulting services inputs, which is followed by the terms of reference (TOR) for each consultant.

Table 1: Summary of Consulting Services Requirement

International Positions	person- months	National Positions	person - months
Agricultural value chain specialists/Team leader	5.0	Agricultural value chain specialists/Deputy team leader	6.0
Agricultural value chain financing specialist	3.0	Agricultural value chain financing specialist	5.0
Agricultural economist	3.5	Financial management specialist	5.0
Food industry specialist	3.0	Food industry specialist	4.5
Food safety specialist	2.0	Food safety specialist	3.0
Rural road engineer	6.0	Rural road engineer	9.0
Procurement specialist	6.0	Procurement specialist	9.0
Climate change and disaster risk management specialist	5.0	Climate change and disaster risk management specialist	7.5
Environmental safeguard specialist	4.5	Environmental safeguard specialist	6.0
Social safeguards specialist	2.0	Social safeguards specialist	5.0
Social development and gender specialist	3.5	Social development specialist	3.0
		Gender specialist	3.0
		GIS specialist	4.3
Total	43.5		70.2

GIS = geographic information system.

Source: Asian Development Bank estimates.

6. Each international consultant will have at least a master's degree in a relevant discipline. Unless specified differently in each individual TOR below, the consultant will have at least 7 years of experience in his/her area of expertise, experience in working for at least five TRTAs for investment projects funded by international financial institution(s) (IFI), preferably ADB, and experience in working in Southeast Asia.

7. Each national consultant will have either a master's degree in a relevant discipline with at least 5 years of relevant working experience or an undergraduate degree with at least 7 years of

relevant working experience. Unless specified differently in each individual TOR below, the consultant will have experience in working for at least three TRTAs for IFI investment projects, and good communication and documentation skills in Khmer and English. National consultants will work closely with the counterpart international consultants.

8. **Agricultural Value Chain Specialists** (international, 5 p-m; national, 6 p-m). Each consultant will have a required degree in agricultural economics, agriculture, logistics, or a relevant discipline; proven track-record of conducting agricultural value chain analyses; experience in working in foreign-funded projects; and experience in working in a developing country as an advantage. The consultants will have team leader (for international) and a deputy team leader (for national) with experience in at least two IFI projects. The consultant is expected to work closely with agricultural value chain financing specialist. The consultant will lead the selection of at least six agricultural products have substantial potential for value addition within the target provinces and conduct value chain analyses for those products.² The consultant will particularly (i) develop a criteria for the selection of agricultural products; (ii) based on a set of criteria, select products in consultation with the executing agency and provincial governments and other stakeholders; (iii) lead value chain analyses for the selected products;³ (iv) based on the value chain analyses, identify geographical areas and target beneficiaries for different project investments and other activities (i.e., loan project outputs), capacity building, and advisory on relevant policies and regulations in cooperation with other team members, particularly rural road engineers, food industry specialist, and food safety specialist; (v) include climate change adaptation and mitigation measures to be proposed by climate change specialists, rural road engineers, and food industry specialist; (vi) come up with recommendations on policies and regulations hindering the AVC development in general; and (vii) design training program on AVC for the project and explore the incorporation of such program in the long-term government program. National and local consultations including female farmers will be conducted to enable the participation of a range of stakeholders from both public and private sectors to contribute to the selection process. They will plan the TRTA, lead and coordinate activities of the team, and consolidate all the inputs from the team to report to ADB and the government.

9. **Agricultural Value Chain Financing Specialists** (international, 3 p-m; national, 5 p-m). Each consultant will have (i) a required degree in finance, business administration, economics, or a relevant discipline; (ii) a minimum of 7 years of work experience in agricultural and SME financing in Southeast Asia, preferably in Cambodia; (iii) experience with due diligence on financial institutions; and (iv) preferably with experience in AVC financing. The consultant will (i) analyze domestic financial institutions' lending to agriculture and agribusiness sector; (ii) based on the analysis, design AVC investment financing mechanism(s) to implement output 1 in close consultation with the Ministry of Economy and Finance and based on a rapid assessment of the post-harvest and logistic facility needs of agricultural SMEs and cooperatives involved in the value chains of the selected products; (iii) develop selection criteria for PFIs and identify potential PFIs based on the criteria; (iv) prepare TOR for the surveys of farmer organizations and agriculture cooperatives and SMEs and conduct the surveys; (v) based on the surveys, identify potential farmer organizations and agricultural cooperatives and agricultural SMEs and cooperatives to prepare a preliminary list of sub-borrowers from the PFIs; (vi) develop representative business plans for each AVC including the identification of suitable joint venture models; and (vii) lead the

² Upon initial consultation with the Ministry of Agriculture, Forestry and Fisheries, six provinces of Kampong Cham, Kampong Thom, Oddar Meanchey, Preah Vihear, Siem Reap, and Tboung Khmum, are provisionally targeted. They are located along the course of National Highway No. 6 with the urban hub of Siem Reap at the center. The selection of the target provinces will be revalidated during the implementation of the TRTA.

³ Value chain analyses will be conducted by subcontracting with other expert(s) or institute using the budget from the survey.

design of a capacity building program in financial management for farmer organizations and agricultural cooperatives and SMEs and a capacity building program for PFIs to develop their skills in the assessment of proposed AVC-based investments from the SMEs. The consultant's output will be a report summarizing findings from the tasks.

10. **Agricultural Economist** (international, 3.5 p-m). The consultant will have a required degree in agricultural economics or a relevant discipline, and work experience with economic analysis of required number of investment projects of IFIs. In accordance with ADB's Guidelines for the Economic Analysis for Projects (2017) and Key areas of Economic Analysis of Project, An Overview (2003), the consultant will (i) assess the macroeconomic and sector contexts; (ii) assess demand for project outputs; (iii) establish economic rationale of public sector involvement; (iv) assess least-cost investment options; (v) conduct project economic cost-benefit analysis; (vi) assess financial and institutional sustainability; (vii) conduct a distribution analysis; and (viii) conduct sensitivity and risk analyses. The consultant will prepare project cost estimates and financing plan in cooperation with other specialists including food safety specialists, rural road engineers, and procurement specialists. The consultant will guide the national financial management specialist to ensure a quality financial due diligence.

11. **Financial Management Specialist** (national, 5 p-m). The consultant will have a required degree in accounting, finance, or a related discipline, and have a recognized professional accountancy qualification. The consultant should have at least 8 years of work experience, including financial due diligence of required number of investment projects of IFIs. The consultant will have dual roles: (i) assist the international agricultural economist in conducting the economic analysis and preparing project cost estimates and financing plan, and (ii) conduct financial due diligence in accordance with ADB's requirements.⁴ The consultant shall use the guidance from ADB's Financial Management Resources webpage.⁵ For financial due diligence, the consultant will (i) conduct a financial management assessment of the executing and implementing agencies, including (a) assess whether previous financial management assessments have been conducted by ADB or other agencies and, if so, review the results and determine whether these can be used as input, (b) assess capacity for planning and budgeting, management and financial accounting, reporting, auditing, internal controls, and information systems, (c) design disbursement and funds-flow arrangements, and (d) decide on the financial management risk rating and identify and confirm measures for addressing identified deficiencies; (ii) support the preparation and agreement of cost estimates and a financing plan, which are based on verifiable data and are sufficient to support project implementation; (iii) prepare financial projections and conduct financial analyses of the executing and implementing agencies, and incremental recurrent costs, to determine financial sustainability, and review proposed cost-recovery and tariff policies, including affordability; (iv) conduct financial evaluations (financial cost-benefit analyses) including sensitivity analyses of project components that have a cost-recovery objective; (v) where significant risks are identified to project financial sustainability or viability, propose relevant financial performance indicators to be incorporated in financial covenants; and (vi) assess and reach an agreement on financial reporting, auditing, and public disclosure arrangements for the project, and, as appropriate, identify and agree arrangements for receiving financial statements from executing agencies.

12. **Food Industry Specialists** (international, 3 p-m; national, 4.5 p-m). Each consultant will have at least a required degree in engineering, food science or a relevant field, and at least

⁴ ADB. 2014. Financial Management, Cost Estimates, Financial Analysis, and Financial Performance Indicators. *Operations Manual*. OMG2/BP. Manila.

⁵ ADB. [Financial Management Resources](#).

7 years of track record of advisory services to food industry on plant-level operational efficiency improvement towards energy-saving, water-saving and waste-reducing production process and technology adoption. The consultant will (i) assess food industry that processes the selected products in and around the project provinces in terms of their operational efficiency; (ii) prepare an operational efficiency improvement plan for each type of selected product(s) (e.g., meat, fruits and vegetable, other crops) which will cover both investment, capacity building program, and operational efficiency measures and target indicators for concerned agricultural SMEs and cooperatives to accomplish as a result of the investment and capacity building; (iii) prepare relevant TORs for specialist(s) to provide technical inputs for implementation of the operational efficiency improvement plans during the project implementation the project; and (iv) prepare a report that covers all the above tasks.

13. **Food Safety Specialists** (international, 2 p-m; national, 3 p-m). Each consultant will have at least a required degree in food science, dairy science, biology, or a relevant discipline with at least 10 years of work experience in public food and agricultural product quality and safety inspection and monitoring system in a country advanced in food safety control. In addition, experience in food safety control, particularly, the hazard analysis and critical control points (HACCP)-controlled food processing systems, will be preferred. The specialist will (i) assess and identify gaps in the existing food and agricultural product monitoring and control system at the national level and lower administrative levels in project provinces; (ii) prepare, in consultation with concerned agency and based on the AVC analyses, an investment plan, capacity building program, and relevant measures and target indicators to be accomplished as a result of the investment and capacity building; (iii) prepare relevant TORs for specialist(s) to provide technical inputs for implementation of the investment and capacity building during the project implementation the project; and (iv) prepare a report that covers all the above tasks.

14. **Rural Road Engineers** (international, 6 p-m; national, 9 p-m). Each consultant will have at least a required degree in civil or road engineering with at least 10 years of experience in design and construction of farm-to-market roads; a sound knowledge of and experience in at least two projects that incorporates design features to reduce the risk of flood damage in road design; and experience as a rural road engineer for at least two ADB TRTAs. The consultants will (i) assess the need for construction or rehabilitation of farm-to-market road networks within the selected AVCs; (ii) assess the appropriateness of the standard road designs currently in use and provide recommendations for design modifications in reference to other relevant projects that have climate-proof farm-to-market roads investment;⁶ (iii) supervise the feasibility study for the construction or rehabilitation of at least one farm-to-market road network with cost estimation including climate change adaptation measures; (iv) based upon the feasibility study, outline, (a) a project-specific design regime for sustainable operation and maintenance, (b) preferred engineering design approach and construction cost estimation methods, (c) specifications for standard bidding documents, and (d) checklists with methodologies for construction supervision and inspection; (v) help plan operation and maintenance of the road networks to be rehabilitated by the project; (vi) assess the opportunity for local communities to participate in the maintenance of the road networks; (vii) assess road safety measures needed to protect vulnerable road users and outline a road safety program; (viii) prepare the TOR for the engineering surveys and conduct evaluation of survey proposals for selection of the survey team; (ix) supervise the national rural road engineer and the engineering survey team; (x) prepare criteria for selection of road subprojects, consult relevant stakeholders for finalization of the selection criteria; (xi) identify road subprojects and finalize selection of the road subprojects for implementation during the project; (xii) prepare relevant TORs for the project, including, but not limited to, the design and supervision

⁶ Those projects include the forthcoming Climate-Friendly Agribusiness Value Chain Sector Project.

consultants for rural access subprojects; and (xiii) prepare DEDs of representative road subprojects ensuring climate change adaptation measures to be duly incorporated in cooperation with other consultants such as climate change specialists.

15. **Procurement Specialists** (international, 6 p-m; national, 9 p-m). The consultant will have at least an undergraduate degree in engineering or relevant discipline, and work experience with procurement and consultant recruitment for at least two IFI projects. The consultant will (i) assess the procurement and consultant recruitment capacity of the executing agency, and the procurement capacity of the implementing agencies including assessment of the efficiency and prudence of the procurement carried out by the implementing agencies under previous ADB and World Bank financed projects in reference to the timelines, procurement process, quality of bid evaluation, and complaint response mechanisms; (ii) propose an appropriate implementation structure for procurement; (iii) prepare procurement, consultants, and training packages based on the market assessment and in consultation with other specialists; (iv) prepare a procurement plan based on those procurement, consultant, and training packages; (v) provide inputs for the risk assessment and risk management plan, and the project administration manual; (vi) prepare model bidding documents for works and goods in different procurement methods related to the completed DEDs, submit to ADB for review, and finalize prior to the loan negotiations based on ADB comments; (vii) provide start-up support to the executing agency as required in undertaking advanced procurement actions; (viii) provide training on procurement; and (ix) assess the institutional arrangement for procurement, government procurement systems including standard operating procedure and national standard bidding documents, procurement approval mechanisms and recommend improvements.

16. **Climate Change and Disaster Risk Management Specialists** (international, 5 p-m; national, 7.5 p-m).⁷ Each consultant will have a required degree in environmental science or natural resource management with training in climate change impacts; experience in preparing a climate and disaster risk assessment in at least one ADB TRTA; at least 10 years of experience working in climate change adaptation and disaster risk reduction. Work experience in Cambodia would be an advantage. The consultants will (i) undertake the climate risk and vulnerability assessments at various segments of the target commodity value chains in target provinces, including collecting, reviewing, and summarizing relevant scientific data for project location, developing median and more extreme scenarios for the key climatic parameters and associated climate-related hazards (using the most current and credible climate projections available); (ii) work with other consultants (i.e., AVC specialists, food industry specialists, rural road engineers) to incorporate climate proofing, and where possible, disaster risk reduction measures in the design of the selected infrastructure subprojects; (iii) identify options for improving design standards for climate change, and where possible, disaster risk reduction, in irrigation and farm-to-market roads to prepare guidelines for design of infrastructure subprojects under the project; (iv) for each of the AVCs of the selected agricultural products, provide guidance for the assessment of the climate change vulnerabilities in respect of increased incidence of drought and flooding and recommend mitigation measures that can be applied in the design of civil works and the processing facilities; and (v) prepare relevant TORs for the project as required.

17. **Environmental Safeguard Specialists** (international, 4.5 p-m; national, 6.0 p-m). Each consultant will have at least a required degree in environmental science or natural resource management; experience as an environmental safeguard specialist in at least two ADB TRTAs; at least 10 years of experience working in the field of environmental management. The consultants will (i) prepare an environmental assessment and review framework in compliance

⁷ Climate and disaster risk assessment for the project will be separately financed by Climate Change Fund.

with ADB's Safeguard Policy Statement (2009) requirements and in line with the domestic environment safeguard reports; (ii) prepare initial environmental examinations for the selected infrastructure subprojects (based on DEDs for subprojects for which DEDs are available); (iii) assess the potential environmental impact of any processing facilities; (iv) develop an environmental monitoring program; (v) provide environment safeguard training to concerned government officials and participating financial intermediaries; (vi) prepare an environment and social management system in cooperation with the social safeguards specialists for output 1; (vii) train PFIs on environment safeguards; and (viii) prepare relevant TORs for the project as required.

18. **Social Safeguards Specialists** (international, 2 p-m; national, 5 p-m). Each specialist will have a required degree in social sciences, development studies, or a relevant discipline; and work experience with involuntary resettlement and indigenous peoples safeguards for at least three IFI projects. Under the overall guidance and supervision of ADB's Safeguards Specialist, the consultants will (i) conduct involuntary resettlement and indigenous peoples due diligence and prepare and submit due diligence reports (DDRs) for output 2 and output 3 on identified and selected subproject on site. The DDR will describe the field visits outcomes to those sites, the consultations held with the local communities and other stakeholders, grievance redress mechanism available, conclusion and recommendations on the involuntary resettlement and indigenous peoples impacts for each of the sites. In case of impact on indigenous peoples, the DDR will include social impact assessment commensurate to the scope of anticipated impact. It will also contain photos and lists of participants or persons met for any meetings and consultations held. The methodology and tools will be discussed and agreed with ADB prior to commencing the due diligence; (ii) develop a resettlement framework to guide the screening and preparation of the resettlement plan for the subprojects with involuntary resettlement impacts. The consultant will work closely with the General Directorate for Resettlement in drafting the resettlement framework, take their feedback and finalize the document accordingly; (iii) for each of the sites, where needed, prepare a draft resettlement plan in accordance with ADB's Safeguard Policy Statement (SPS) and relevant government laws and regulations. The resettlement plan should be conducted based on 100% socio-economic survey and census and inventory of loss of the affected persons. The consultant will do so in close collaboration with the General Directorate for Resettlement and the executing agency; (iv) following the results of the due diligence prepare the indigenous peoples planning framework to guide the screening and preparation of indigenous people's plans. In doing so, the consultants will work closely with the Ministry of Rural Development, take their feedback and finalize the indigenous peoples planning framework as required; (v) following the due diligence suggests adverse impact on indigenous peoples or ethnic minorities, the consultant will formulate an indigenous peoples plan in collaboration with the Ministry of Rural Development and the executing agency, in accordance with the national laws and regulations and ADB SPS; (vi) conduct due diligence of PFIs to assess capacity and commitment of each of the PFIs to manage involuntary resettlement and indigenous peoples impacts in accordance with the ADB SPS and national legislation; and develop an environmental and social management arrangement and an environmental and social management system in cooperation with the environmental safeguard specialists; (vii) train PFIs on social safeguards; (viii) conduct consultations with the potential affected households and communities, including vulnerable groups as defined in ADB SPS; (ix) summarize the results of the consultations; and (x) draft relevant inputs for the project administration manual, summary poverty reduction and social strategy, justifications for safeguards categorization as needed, and relevant TORs for the project implementation.

19. **Social Development and Gender Specialist** (international, 3.5 p-m). The consultant will have a required degree in a relevant social science discipline. The consultant will have work experience (i) for at least three IFI projects including one ADB TRTA as social development and/or

gender specialist; (ii) with farmers and cooperatives in the context of contract farming or any other forms of farmers' cooperation with agro-enterprises and traders; and (iii) in a Southeast Asian country, particularly in Cambodia. Knowledge of ADB Gender and Development Policy and related procedures, and familiarity in using ADB's tool kit on gender indicators⁸ and ADB Operations Manual (gender and development, and social dimensions) are expected. The consultant is expected to work closely with the agricultural value chain specialists, agricultural value chain financing specialists and social safeguard specialist. The consultants will (i) conduct a poverty and social assessment with attention to poverty and vulnerability, inclusion, and labor and employment in the selected project areas in accordance with ADB's Handbook on Poverty and Social Analysis (2012); (ii) prepare a poverty reduction and social strategy; (iii) conduct gender analysis in project provinces; (iv) develop a gender action plan (GAP) and provide inputs to the design and monitoring framework; (v) assess the need for capacity building at both national and sub-national levels to ensure proper implementation and monitoring of GAP; (vi) provide inputs to the relevant TORs of feasibility studies and/or assessments; and (vii) estimate budget for GAP implementation to incorporate in the overall project cost. In addition, the consultant will (i) assess the existing cooperation mechanisms between farmers, cooperatives, traders, and agro-enterprises in AVCs for the selected products in Cambodia with focus on project provinces through field surveys of the farmer organizations, agricultural cooperatives, and agro-enterprises within each of the selected AVCs; (ii) in the case of farmer organizations that have not yet achieved registration as agricultural cooperatives determine the level of support that is required to achieve this in collaboration with the Ministry of Agriculture, Forestry and Fisheries, Department of Cooperatives; (iii) introduce international best practices on cooperation between farmers and agro-enterprises; (iv) based upon these findings, design cooperation mechanisms with action plans for traders and agro-enterprises who buy raw materials from farmers (e.g., farmers, traders and agro-enterprises); and (v) design capacity building program for the farmer organizations and agricultural cooperatives to enable them to effectively participate in joint venture partnerships and to manage their affairs effectively.

20. **Social Development Specialist** (national, 3 p-m). The consultant will have a required degree in a relevant social science discipline. The consultant will have work experience (i) for at least three IFI projects including one ADB TRTA as social development specialist, and (ii) with farmers and cooperatives in the context of contract farming or any other forms of farmers' cooperation with agro-enterprises and traders. The consultant will assist the international social development and gender specialist to (i) conduct a poverty and social assessment with attention to poverty and vulnerability, inclusion, and labor and employment in the selected project areas in accordance with ADB's Handbook on Poverty and Social Analysis (2012); (ii) prepare a poverty reduction and social strategy; (iii) provide inputs to the design and monitoring framework; (iv) assess the need for capacity building at both national and sub-national levels to ensure proper implementation and monitoring of the poverty reduction and social strategy; and (v) provide inputs to the relevant TORs of feasibility studies and/or assessments. The consultant will also assist the international social development and gender specialist to (i) assess the existing cooperation mechanisms between farmers, cooperatives, traders, and agro-enterprises in AVCs for the selected products in Cambodia with focus on project provinces through field surveys of the farmer organizations, agricultural cooperatives, and agro-enterprises within each of the selected AVCs; (ii) in the case of farmer organizations that have not yet achieved registration as agricultural cooperatives determine the level of support that is required to achieve this in collaboration with the Ministry of Agriculture, Forestry and Fisheries, Department of Cooperatives; (iii) introduce international best practices on cooperation between farmers and agro-enterprises; (iv) based upon these findings, design cooperation mechanisms with action plans for traders and agro-

⁸ ADB. 2013. [Tool Kit on Gender Equality Results and Indicators](#). Manila.

enterprises who buy raw materials from farmers (e.g., farmers, traders and agro-enterprises); and (v) design capacity building program for the farmer organizations and agricultural cooperatives to enable them to effectively participate in joint venture partnerships and to manage their affairs effectively.

21. **Gender Specialist** (national, 3 p-m). The consultant will have a required degree in a relevant social science discipline. The consultant will have work experience (i) for at least three IFI projects including one ADB TRTA as social development and/or gender specialist, and (ii) with farmers and cooperatives in the context of contract farming or any other forms of farmers' cooperation with agro-enterprises and traders. Knowledge of ADB Gender and Development Policy and related procedures, and familiarity in using ADB's tool kit on gender indicators⁹ and ADB Operations Manual (gender and development, and social dimensions) are expected. The consultant is expected to work closely with the international social development and gender specialist, the national social development specialist, social safeguard specialist, and the agricultural value chain specialists. The consultants will (i) help the international social development and gender specialist conduct gender analysis in project provinces; (ii) develop a gender action plan (GAP) and provide inputs to the design and monitoring framework; (iii) assess the need for capacity building at both national and sub-national levels to ensure proper implementation and monitoring of GAP; (iv) provide inputs to the relevant TORs of feasibility studies and/or assessments; and (v) estimate budget for GAP implementation to incorporate in the overall project cost.

22. **Geographic Information System Specialist** (national, 4.3 p-m). The consultant will have at least an undergraduate degree in a relevant discipline. The consultant will (i) prepare maps to guide identification of project sites in cooperation with and rural road engineers, and (ii) prepare maps to indicate sites of different project activities.

B. Individual consultant selection package

23. **Bank Due Diligence Specialists** (international, 2 p-m; national, 4 p-m). Each consultant will have (i) a required degree in finance, business administration, economics, or a relevant discipline; (ii) a minimum of 7 years of work experience in agricultural and SME financing in Southeast Asia, preferably in Cambodia; (iii) experience with due diligence on financial institutions; and (iv) preferably with experience in AVC financing. The consultants will (i) conduct capital adequacy, assets quality, management quality, earning and liquidity (CAMELS) assessment using data and information of the recent three fiscal years; (ii) review credit operations of potential PFIs (credit policy, identification, risk analysis, underwriting, valuation of collateral, risk management, etc.) using an appropriate methodology; (iii) review risk management policies and practices, for the three most critical risks; (iv) identify and verify applicable levels of financial ratios;¹⁰ (v) evaluate recent historical, current, and expected future performance of the PFI and business strategies; (vi) prepare summary financial projections, which would help assess PFIs' ability to (a) deliver sub-loans to agricultural SMEs and cooperatives, (b) efficiently recover sub-loans, (c) cover all operating costs and make a reasonable profit on invested capital, (d) absorb the proposed financing facility, and whether there is likely to be adequate demand for agribusiness loans to enable absorption of the ADB funds; and (e) the proposed financing facility is sized appropriately; (vii) assess financial management systems (staffing, accounting policies and

⁹ ADB. 2013. [Tool Kit on Gender Equality Results and Indicators](#). Manila.

¹⁰ For example, maintain a capital adequacy ratio of not less than 10%; a return on assets ratio of not less than 1%; a ratio of the total non-performing loans to total loans of not greater than 5%; a loan to deposit ratio of under 100%; an intermediation cost ratio of under 15%; a ratio of high liquid assets to total assets of not less than 15%; a ratio of maximum exposure to all related parties to total capital of not greater than 20%; and any other ratio(s).

procedures, internal controls, audit systems, planning and budgeting, reporting, information and monitoring systems) using ADB's Financial Management Assessment Questionnaires; (viii) summarize the findings including risks identified and an action plan for risk mitigation; (ix) propose mitigation measures and relevant financial performance indicators to be incorporated in financial covenants; (x) assess PFIs' Anti-Money Laundering and Combating the Financing of Terrorism frameworks and systems and adequacy of "know-your-customer" procedures; (xi) review Politically Exposed Persons associated with the institutions; (xii) identify potential risks resulting from including a PFI in the project; (xiii) propose mitigating actions which might help minimize potential integrity concerns; and (xiv) prepare a summary of findings to ADB and make inputs to project documents as required by the processing team. The consultant's output will be a report summarizing findings from the tasks.

24. **Project Management Specialist** (international, 3 p-m). The consultant will have a required degree or equivalent in agricultural economics or a related discipline, experience with at least five ADB TRTAs with experience as a team leader in at least two of those TRTAs, and experience working in Southeast Asia. The consultant will join from final review mission to (i) review TRTA consultant reports for quality and consistency with workplan; (ii) guide the investment feasibility study team through ADB TRTA processing team to improve the quality of reports; (iii) help ADB team to finalize the report and recommendation of the President and linked documents. The consultant's output will be a quality-assured report and recommendation of the President and linked documents and supplementary documents.