

Project Readiness Financing Project Administration Manual

Project Number: 53242-001
Grant Number: 6022-TAJ
November 2019

Republic of Tajikistan: Tourism Development Project

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Project Administration Manual for Project Readiness Financing {Facility}: Purpose and Process

The project administration manual (PAM) for Tourism Development project readiness financing (PRF) facility is an abridged version of the regular PAM of the Asian Development Bank (ADB) and describes the essential administrative and management requirements to implement the PRF facility following the policies and procedures of the government and ADB. The PAM should include references to all available templates and instructions either by linking to relevant URLs or directly incorporating them in the PAM.

The executing and the implementing agency, Committee of Tourism Development (CTD) under the Government of the Republic of Tajikistan, is wholly responsible for the implementation of ADB-financed PRF projects, as agreed between the recipient and ADB, and following the policies and procedures of the government and ADB. ADB staff is responsible for supporting implementation, including compliance by CTD of its obligations and responsibilities for PRF project implementation following ADB's policies and procedures.

In the event of any discrepancy or contradiction between the PAM and the grant agreement, the provisions of the PRF grant agreement will prevail.

After ADB's approval of the PRF proposal, 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 this PAM.

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
AFS	–	audited financial statement
APFS	–	Audited project financial statement
CTD	–	Committee of Tourism Development
CWRD	–	Central and West Asia Department
DMF	–	design and monitoring framework
DMC	–	developing member country
DMO	–	Destination management organization
EA	–	executing agency
FDI	–	Foreign Direct Investment
IA	–	Implementing agency
NGO	–	non-governmental organization
PRF	–	project readiness financing
SOE	–	statement of expenditure
SDG	–	Sustainable Development Goals
TajStat	–	Tajikistan Agency of Statistics
TJS	–	Tajik somoni
TSA	–	Tourism Satellite Account
UNWTO	–	United Nations World Tourism Organization

II. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

2. The project implementation period will be January 2020 – December 2023. The Committee of Tourism Development (CTD) will be the executing and implementing agency (EA and IA). The implementation arrangements are summarized in Table 2. Procurement will follow the ADB's *Procurement Policy and Procurement Regulations for ADB Borrowers* (2017, as amended from time to time) and its associated staff instructions.

Table 2: Implementation Arrangements for Project Readiness Financing

Aspects	Arrangements		
PRF implementation period	January 2020–December 2023		
Estimated PRF completion date	31 December 2023		
Management			
(i) Executing agency	Committee of Tourism		
(ii) Key implementing agencies	Committee of Tourism		
Consulting services	ICS	172 person-months	\$1,773,700
	QCBS 90:10	person-months <i>tbd</i>	\$7,276,300
	FBS (NGOs)	2 contracts	\$350,000
	SSS (UNWTO)	lump sum	\$400,000
Procurement (office equipment, furniture, supplies)	Request for quotation	multiple contracts	\$200,000
Advance contracting	Individual consultants, NGOs (2 contracts), UNWTO		
Disbursement	Disbursements under PRF will follow ADB's <i>Loan Disbursement Handbook</i> (2017, as amended from time to time) and detailed arrangements agreed between the government and ADB.		

ADB = Asian Development Bank, FBS = fixed budget selection, ICS = individual consultant selection, NGO = non-government organization, PRF = project readiness financing, QCBS = quality and cost-based selection, SSS = single source selection, *tbd* = to be determined, UNWTO = United Nations World Tourism Organization.

Source: Asian Development Bank.

3. The recipient will (i) sign a grant agreement; (ii) provide support for grant effectiveness requirements; (iii) provide counterpart support in a timely manner; (iv) process and submit to ADB any request, when required, for reallocating the grant proceeds; (v) monitor implementation of the Facility and provide respective coordination and facilitation; (vi) endorse to ADB the authorized staff with approved signatures for withdrawal applications processing; and (vii) provide support for the project's suppliers and consultants for local tax-free implementation. Overall, the implementation arrangements will be adequate to deliver and achieve the outputs and objectives of the Facility. No major change or unexpected events are foreseen after project approval.

4. ADB will carry out recruitment of UNWTO, two NGOs, and three international individual consultants by seeking no objection from the EA on the request for proposal, shortlist, and technical and financial evaluations. The EA will negotiate with the consultants and sign contracts accordingly. UNWTO will be recruited through single source selection method. Recruitment process under advance actions will be started after grant negotiations. One package of consulting firm(s) for implementation of Outputs 2 and 3 will be recruited by the EA in Q3-2020 by using quality and cost -based selection method (QCBS) with 90:10 ratio. One package of NGO and individual short-term assignment specialists will be recruited later, if needed. Individual consultants, NGOs, UNWTO will implement output 1 and will also prepare terms of reference for consulting services to implement output 2 and 3. International Tourism Development Specialist will also act as Team Leader for the entire project. UNWTO will be recruited for advisory services

for developing tourism satellite accounts (TSA), establishing destination management organization (DMO), and planning for heritage sites. NGOs will be recruited for carrying out surveys required for delivering output 1. The EA will also procure small goods packages for CTD institutional strengthening.

5. The recruitment of consultants will be in accordance with ADB's *Procurement Policy and Procurement Regulations for ADB Borrowers* (2017, amended from time to time). Advance contracting actions will be completed before approval of the Facility for recruitment of individual consultants, UNWTO, and NGO(s) to mobilize them immediately after the grant is declared effective, to avoid start up implementation delays. The Government has been advised that (i) approval of advance contracting does not commit ADB to finance the project; and (ii) the issuance of invitations to bid under advance contracting will be subject to ADB approval. The anticipated procurement will include goods contracts, which will be awarded in accordance with ADB's *Procurement Policy and Procurement Regulations for ADB Borrowers* (2017, amended from time to time) through request for quotations method. The total grant amount will be fully disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time), using direct payment procedures. ADB will recruit NGOs, UNWTO and individual international consultants with consent of the EA. The EA will negotiate and sign the contracts. The EA will recruit consulting firm(s) for outputs 2 and 3, and national individual consultants.

6. The EA will be responsible for day-to-day implementation of the project, and will be the party to sign all contracts with consultants and contractors employed by the project. The EA's tasks will include, among others, the procurement, accounting, monitoring, and supervision of the project, as well as the necessary liaison with other government ministries/agencies and ADB. The EA will also be responsible for compliance with grant covenants. The EA will ensure timely approval of required documents within the government such as tax exemptions as for the contracts, approval of procurements, and other reports/documents, as required. The EA will also provide office space and facilities to the consultants.

7. The projects to be prepared would include at least two multisector projects and two single sector projects. The decision on executing/implementing agencies for all projects would be made by the government at the time of approval of those projects.

8. The detailed roles and responsibilities of each organization are provided in **Table 3**.

Table 3: Project Implementation Organizations: Summary of Roles and Responsibilities

PRF Project Implementation Organizations

Management Roles and Responsibilities

PRF Project Implementation Organizations	Management Roles and Responsibilities
A. Recipient	
1. Ministry of Finance (MOF)	<ul style="list-style-type: none"> (i) sign a grant agreement; (ii) provide support for grant effectiveness requirements; (iii) provide counterpart support in a timely manner; (iv) process and submit to ADB any request, when required, for reallocating the grant proceeds; (v) monitor implementation of the Facility and provide respective coordination and facilitation; (vi) endorse to ADB the authorized staff with approved signatures for withdrawal applications processing; and (vii) provide support for the project's suppliers and consultants for tax exemptions

PRF Project Implementation Organizations	Management Roles and Responsibilities
B. Executing/Implementing agency 1. Committee of Tourism Development (CTD)	<ul style="list-style-type: none"> (i) Supervise implementation of the PRF and ensure compliance with terms and conditions of the grant agreement, (ii) Maintain project accounts, (iii) Maintain accurate records of both financial and physical progress, (iv) Procure goods and recruit national individual consultants consulting firm(s) (v) Support ADB in advance contracting (vi) Supervise consultants, (vii) Guide the plans, surveys, studies, detailed designs, capacity development activities, organizing workshops and all other activities, (viii) Prepare withdrawal applications for payments to consultants and suppliers, (ix) Implement gender action plan, (x) Submit quarterly progress reports (QPRs) to ADB, (xi) Disseminate project progress (e.g., planned and completed project activities including procurements) through the EA's website, (xii) Provide audited financial statements duly audited as per grant agreement, and (xiii) Ensure compliance with financial covenants outlined in the grant agreement. (xiv) Seek government's approval of identified investment pipeline before carrying out feasibilities and detailed design.
C. Asian Development Bank	<ul style="list-style-type: none"> (i) Provide financing for the PRF through an ADF Grant, (ii) recruit NGOs, UNWTO and individual international consultants in consultation with the EA (iii) Monitor implementation progress, (iv) Provide support and guidance to the EA during implementation, (v) Review all the documents that require ADB approval upon the submission by the EA, (vi) Conduct periodic review missions, a midterm review, and a completion mission jointly with Government, (vii) Carry out recruitment of consultants on behalf of the EA, Monitor project arrangements, disbursement, procurement, and reporting, Monitor schedules of activities, including funds flow, (viii) Review compliance with agreed procurement procedures, (ix) Review compliance with grant covenants, (x) Monitor conformance with financial management procedures, compliance with financial covenants and timely submission of audited project financial statements, (xi) Monitor project conformity with ADB's anti-corruption policy, and (xii) Regularly post on ADB website the updated project information documents for public disclosure, and the safeguards documents as per disclosure provision of the ADB SPS (2009, amended from time to time), and ADB Public Communications Policy (2011, (amended from time to time)).

PRF = project readiness financing.
 Source: Asian Development Bank.

B. Key Persons Involved in Implementation

Executing Agency

Committee of Tourism
Development under the
Government of the Republic of
Tajikistan

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Asian Development Bank

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III. COSTS AND FINANCING

8. The project modality is PRF. The current ADB allocation for the PRF is \$10.0 million grant from Asian Development Fund.¹ The government will finance taxes and duties initially estimated at \$1.0 million in the form of exemptions. The financing plan is in **Table 4**.

Table 4: Financing Plan

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Special Funds resources (ADF grant)	10.0	90.9
Government	1.0	9.1
Total	11.0	100.0

Source: Asian Development Bank

A. Key Assumptions

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

- (i) Exchange rate: \$1 = TJS 9.44 (as of 15 July 2019).
- (ii) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

¹ ADB. 2016. *Concessional Assistance Policy 2016*. Manila.

Table 5: Escalation Rates for Price Contingency Calculation

Item	2020	2021	2022	2023	Average
Foreign rate of price inflation	1.5%	1.6%	1.6%	1.6%	1.6%
Domestic rate of price inflation	7.0%	7.0%	7.0%	7.0%	7.0%

Source: Asian Development Bank estimates.

B. Allocation and Withdrawal of Grant Proceeds

10. For the proposed PRF, the government has requested a grant not exceeding \$10.0 million. The current ADB allocation for the project is \$10.0 million grant from Asian Development Fund's savings to finance Project Readiness Facility. The government will finance taxes and duties initially estimated at \$1.0 million.

Table 6: Allocation and Withdrawal of Grant Proceeds

Category	Item	Total Amount Allocated for ADB Financing (\$ 000)	Basis for Withdrawal from the Grant Account
01	Prepare and design projects, prepare TSA and tourism development plan conduct surveys, identify investments pipeline- Consulting Services	9,114	100% of total expenditure claimed*
02	Goods	0.186	100% of total expenditure claimed*
03	Unallocated	0.700	100% of total expenditure claimed*
	Total	10.0	

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

C. Detailed Cost Estimates by Expenditure Category and Financier

Detailed Cost Estimates by Expenditure Category and Financier is in table 7.

Table 7: Cost Estimates by Expenditure Category and Financier
(\$)

Item	ADB		Government		Total Cost	
	Amount	% of Cost Category	Amount	% of Cost Category	Amount	Taxes and Duties
A. Consulting Services						
1. Consultants	8,788,500	90.90%	878,850	9.10%	9,667,350	878,850
2. Surveys (NGOs)	325,500	90.90%	32,550	9.10%	358,050	32,550
3. Equipment (EA)	186,000	90.90%	18,600	9.10%	204,600	18,600
Subtotal (A)	9,300,000	90.90%	930,000	9.10%	10,230,000	930,000
B. Pilot-testing						
1. Civil works	0	0.00%	0	0.00%	0	0
2. Goods	0	0.00%	0	0.00%	0	0
3. Equipment	0	0.00%	0	0.00%	0	0
Subtotal (B)	0	0.00%	0	0.00%	0	0
Total Base Cost (A+B)	9,300,000	90.90%	930,000	9.10%	10,230,000	930,000
C. Contingencies	700,000	90.90%	70,000	9.10%	770,000	70,000
D. Financial Charges During Implementation	0	0.00%	0	0.00%	0	0
Total Project Cost (A+B+C+D)	10,000,000	90.90%	1,000,000	9.10%	11,000,000	1,000,000
% Total Project Cost		90.9%		9.1%	100%	

Includes estimated audit fees of \$50,000.00 for the audit of the annual project financial statements for 2020–2023 to be financed from ADB grant resources.
Source: Asian Development bank.

D. Detailed Cost Estimates by Year

Detailed Cost Estimates by Year is in Table 8.

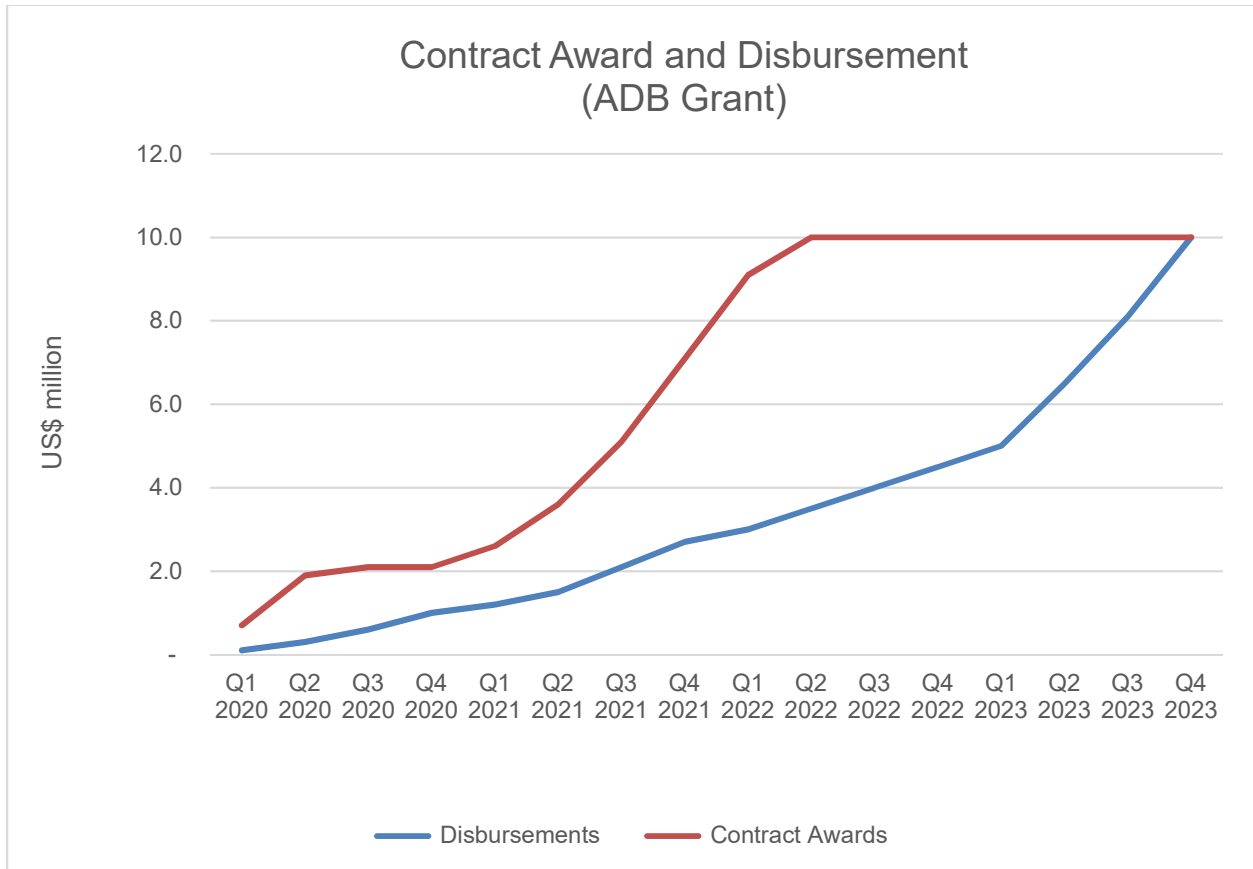
Table 8: Detailed Cost Estimates by Year (\$ million)

Item	Total Cost	2020	2021	2022	2023
A. Consultant costs					
1. Consultants	9.67	1.45	1.93	2.42	3.87
2. Surveys	0.36	0.18	0.18	0.00	0.00
3. Equipment	0.20	0.10	0.100	0.00	0.00
Subtotal (A)	10.23	1.73	2.21	2.42	3.87
B. Pilot-testing					
1. Civil works	0.00	0.00	0.00	0.00	0.00
2. Goods	0.00	0.00	0.00	0.00	0.00
3. Equipment	0.00	0.00	0.00	0.00	0.00
Subtotal (B)	0.00	0.00	0.00	0.00	0.00
Total Base Cost (A+B)	10.23	1.73	2.21	2.42	3.87
C. Contingencies	0.77	0.13	0.17	0.18	0.29
D. Financial Charges During Implementation	0.00	0.00	0.00	0.00	0.00
Total Project Cost (A+B+C+D)	11.00	1.86	2.38	2.60	4.16
% Total Project Cost	100%	17%	22%	24%	38%

Source: Asian Development bank.

E. Contract and Disbursement S-Curve

11. The forecasted contract award and disbursement for the grant is shown below.



Contract Award and Disbursement (ADB Grant)

Period	Accumulative		Quarterly	
	Cumulative Contract Awards	Cumulative Disbursements	Contract Awards	Disbursements
Q1 2020	0.7	0.1	0.7	0.1
Q2 2020	1.9	0.3	1.2	0.2
Q3 2020	2.1	0.6	0.2	0.3
Q4 2020	2.1	1.0	0	0.4
Q1 2021	2.1	1.2	0	0.2
Q2 2021	2.1	1.5	0	0.3
Q3 2021	9.5	2.1	7.4	0.6
Q4 2021	9.5	2.7	0	0.6
Q1 2022	10	3.0	0.5	0.3
Q2 2022	10	3.5	0	0.5
Q3 2022	10	4.0	0	0.5
Q4 2022	10	4.5	0	0.5
Q1 2023	10	5.0	0	0.5
Q2 2023	10	6.5	0	1.5
Q3 2023	10	8.1	0	1.6
Q4 2023	10	10.0	0	1.9

IV. FINANCIAL MANAGEMENT

A. Financial Management Assessment

12. This FMA focus on accountability, transparency and the capacity of the EA and covers (i) financial information systems, and internal and external auditing arrangements; (ii) funds-flow arrangements; (iii) staffing; (iv) accounting and financial reporting; and (v) independent audit. The EA needs improvement in financial management arrangements including procedures for making payments, financial reporting, and auditing financial statements. The EA has a Finance Division comprising four full-time accountants and one support staff to deal with finance and accounts matters. The key financial management risk identified is weak financial management and accounting systems, and lack of experience of EA in implementing ADB assisted projects, hence there is need for training to be given to staff of the Finance Division on ADB's *Loan Disbursement Handbook* (2017, amended from time to time)². The training will be organized early during first year of implementation. In order to mitigate the risk, ADB will provide support of a national financial management specialist, individual consultant, with experience of projects financed by international financing institutions, preferably ADB immediately after the grant is declared effective. Based on the assessment, it is concluded that the overall pre-mitigation financial management risk of the EA is 'substantial'. The use of advance fund and Statement of

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

Expenditures (SOE) procedures is not required, all payments will be made through direct payment procedure.

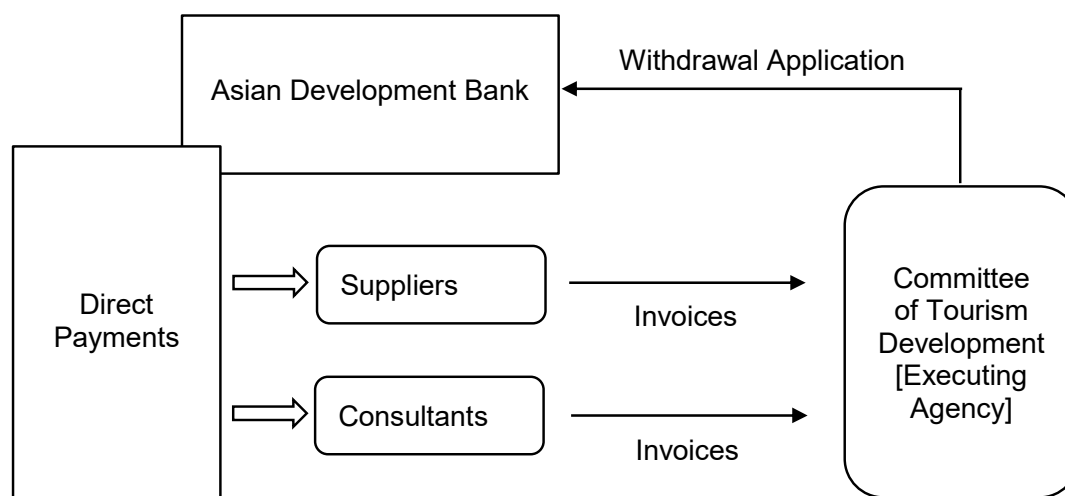
B. Disbursement

13. The Committee of Tourism Development will disburse the project readiness grant proceeds following the Asian Development Bank (ADB) *Loan Disbursement Handbook* (2017, as amended from time to time), and detailed arrangements agreed between the government and ADB. Online training for project staff on disbursement policies and procedures is available.³ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

14. The Committee of Tourism will be responsible for preparing contract awards and disbursement projections, requesting budgetary allocations for counterpart funds, collecting supporting documents and preparing all withdrawal applications for submission to ADB.

15. Before submitting the first withdrawal application, the government should submit to ADB enough evidence of the authority of the person{s} who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is stipulated in ADB Loan Disbursement Handbook. The borrower should ensure enough contract balances before requesting disbursements. Use of ADB's Client Portal for Disbursements system is encouraged for submission of withdrawal applications to ADB.

16. **Direct payments.** Payments will pertain only to procurement of goods and consulting services and will be made by direct payment from ADB to the contractors and consultants upon receipt of withdrawal applications from the Committee of Tourism Development, along with necessary supporting documents. Fund flow mechanism is in figure below.



17. **Advance account.** Not required.

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

C. Accounting

18. The Committee of Tourism Development will maintain separate PRF project accounts and records by funding source for all expenditures incurred on the PRF project, following either cash or accrual basis of accounting. PRF project accounts will follow international accounting standards

D. Auditing and Public Disclosure

19. The Committee of Tourism Development TD will cause the detailed consolidated project financial statements to be audited following the International Standards on Auditing and with the government's audit regulations, by an independent auditor acceptable to ADB. The CTD will present the audited project financial statements together with the auditor's opinion, in English, to ADB within 6 months from the end of the fiscal year.

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

21. The CTD will monitor compliance with financial reporting and auditing requirements during review missions and normal project supervision and will follow up regularly with all concerned, including the external auditor.

22. ADB has made the government of Tajikistan, and the CTD aware of ADB's approach to delayed submission and the requirements for satisfactory and acceptable quality of the audited project financial statements.⁴ ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower) or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that its policies and procedures were followed when the share of ADB's financing was used.

23. ADB's Public Communications Policy 2011 will guide the public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements. After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their

⁴ ADB's approach and procedures regarding delayed submission of audited project financial statements:

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

acceptability by posting them on its website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.⁵

V. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting

24. All advance contracting will follow the ADB's *Procurement Policy and Procurement Regulations for ADB Borrowers* (2017, as amended from time to time). The issuance of consulting service recruitment notices or invitations to bid under advance contracting will be subject to ADB approval. ADB has advised the borrower, and the CTD that approval of advance contracting does not commit ADB to finance the PRF project. Advance contracting actions will be initiated before approval of the project for recruitment of UNWTO through single source selection, two NGOs, and individual consultants in order to mobilize them immediately after the grant is declared effective, to avoid start up implementation delays. The government has been advised that (i) approval of advance contracting does not commit ADB to finance the project.

25. **Retroactive financing.** Not required

B. Procurement of Consulting Services

26. The EA has delegated responsibility for consultant selection to ADB, therefore ADB will recruit the consultants and nongovernment organizations on behalf of the EA following the ADB's *Procurement Policy and Procurement Regulations for ADB Borrowers* (2017, as amended from time to time). ADB will invite EOIs, do shortlisting, send RFPs to shortlisted firms, evaluate proposals and prepare draft contracts. The EA will be responsible for negotiating and signing contracts with the selected consultants and NGOs. ADB will seek no-objection for the shortlist and technical evaluations from the EA. The terms of reference are provided in Section E. One package of consulting firm, UNWTO, two packages of NGOs, and 7 individual consultants will be recruited. Individual consultants will implement output 1 with support of NGOs and UNWTO and will also act as project implementation unit of the project. They will also prepare terms of reference for consulting services to implement output 2 and 3. UNWTO will be recruited for advisory services for developing tourism satellite accounts (TSA), establishing destination management organization (DMO), and planning for heritage sites. NGOs will be recruited for carrying out surveys required for delivering output 1.

27. Estimated input of individual consultants is about 58 person-months of international and 114 person-months of national experts required to implement Output 1. Estimation of person months for the consulting firm for implementing Outputs 2 and 3 will be done after their TOR are prepared by the individual consultants.

C. Procurement of Goods

28. All procurement of goods will follow the ADB's *Procurement Policy and Procurement Regulations for ADB Borrowers* (2017, as amended from time to time) and its associated staff instructions.

⁵ Such information generally falls under public communications policy exceptions to disclosure (ADB. 2011. *Public Communications Policy 2011: Disclosure and Exchange of Information*. Manila [para. 97(iv-v)]).

29. The EA will also procure three goods packages of office facilities. Shopping for goods/request for quotation method will be used for procurement of goods packages up to \$100,000.

D. Procurement Plan

Basic Data

Project Name: Project Readiness Financing - Tourism Development Project		
Project Number: 53242-001	Approval Number:	
Country: Tajikistan	Executing Agency: Committee of Tourism Development under the Government of the Republic of Tajikistan	
Project Procurement Classification: Category B	Implementing Agency:	
Project Procurement Risk: Low	N/A	
Project Financing Amount: US\$ 11,000,000 ADB Financing: 10,000,000 Cofinancing (ADB Administered): Non-ADB Financing: US\$ 1,000,000	Project Closing Date: 30 June 2024	
Date of First Procurement Plan: 24 September 2019	Date of this Procurement Plan: 24 September 2019	
Procurement Plan Duration (in months): 18	Advance Contracting: Yes	e-GP: No

A. Methods, Review and Procurement Plan

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

Procurement of Goods and Works	
Method	Comments
Request for Quotation for Goods	Multiple packages

Consulting Services	
Method	Comments
Fixed Budget Selection for Consulting Firm	Two NGOs
Quality- and Cost-Based Selection for Consulting Firm	90:10, FTP
Direct Contracting for Consulting Firm	United Nations World Tourism Organization
Competitive for Individual Consultant	7 individuals

B. Lists of Active Procurement Packages (Contracts)

The following table lists goods, works, and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan duration.

Goods and Works							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/year)	Comments
G-01,2,3	Goods for CTD	200,000.00	RFQ	Prior		Q1 / 2020	No. of Contracts: 3 Comments: CTD to procure

Consulting Services							
Package Number	General Description	Estimated Value (in US\$)	Selection Method	Review	Type of Proposal	Advertisement Date (quarter/year)	Comments
CS 1	United Nations World Tourism Organization	400,000.00	DC	Prior	BTP	Q3 / 2019	Type: Firm Assignment: International
CS 10	Project Assistant	45,000.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: National Expertise: Project Management Support
CS 11	Interpreter/Translator	45,000.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: National Expertise: Translator/Interpreter
CS 12	National Finance and Accounts Specialist	60,000.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: National Expertise: Finance and Accounting
CS 13	External Audit	50,000.00	FBS	Prior	BTP	Q4 / 2020	Type: Firm Assignment: National Comments: One firm recruited by Government for blanket audit of all ADb projects
CS 2	NGO for Domestic Tourists Survey	150,000.00	FBS	Prior	BTP	Q3 / 2019	Type: Firm Assignment: National
CS 3	NGO for International Visitors Survey	200,000.00	FBS	Prior	BTP	Q3 / 2019	Type: Firm Assignment: National
CS 4	Consulting Firm(s)	7,226,300.00	QCBS	Prior	FTP	Q3 / 2020	Type: Firm Assignment: International Quality-Cost Ratio: 90:10
CS 5	International Tourism Advisor	835,300.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: International Expertise: Tourism
CS 6	International Economist	378,700.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: International Expertise: Tourism
CS 7	International Procurement Specialist	169,700.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: International Expertise: Procurement
CS 8	Short term assignment	144,000.00	Competitive	Prior		Q4 / 2020	Type: Individual Assignment: International Expertise: Tourism
CS 9	National Tourism Advisor	96,000.00	Competitive	Prior		Q4 / 2019	Type: Individual Assignment: National Expertise: Tourism

E. Consultant's Terms of Reference

30. Terms of reference of individual consultants, UNWTO and NGOs are provided below. TOR for the consulting firm to be recruited for implementing Outputs 2 and 3 will be prepared by the EA with the support of individual consultants.

a. Tourism Development Specialist (1-international, 1-national, 24 person months each, intermittent)

Scope of Work

The International Tourism Development Specialist (TDS) will lead: the strategic, policy, institutional and capacity development of the project; dialog with government and private sector; coordination across government agencies and with private sector; and interface of tourism promotion efforts in Tajikistan with external stakeholders. S/he will work closely with: (i) the teams developing the Tourism Satellite Account and collecting other primary data, and draw upon data collected for deliverables as needed; (ii) Tourism Committee and related central government agencies; (iii) local and provincial government agencies; (iv) private sector; and (v) development partners. The TDS will also engage with stakeholders in other countries in the region as needed to provide a seamless embedding and leveraging of Tajikistan's tourism development into the regional context for promotion of the sector.

Detailed Tasks and Expected Outputs

- Prepare a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis of tourism sector in Tajikistan that also explicitly incorporates the regional context of the country;
- Undertake a comprehensive review of all policies affecting the tourism sector in the country and provide prioritized and sequenced recommendations for reform drawing upon international best practice;
- Participate in and contribute to the development of Tourism Satellite Account (TSA) and the surveys of market demand characteristics and supply-side service benchmarking. Draw upon these survey findings to prepare at least 6 briefing notes on issues to be decided in consultation with the government and ADB. These may be on issues such as (for illustration only) characterization of tourism flows regionally and domestically and expected trends in the same; defining important aspects of potential demand for tourism in the region and Tajikistan's comparative advantage in the regional context; analysis of the marketing-mix fundamentals in respect to specific tourism segments and effective promotional activities; or, analysis of specific market segments in terms of global and regional trends, expected experiences, and case studies of successful offerings. The specific topics for briefing notes will be identified in consultation with the government and ADB;
- Review existing national tourism development strategy in the context of the SWOT analysis and policy review above, findings from TSA-related and other surveys, and consultations with the government and private sector to propose refinements to the strategy in terms of priority tourism elements and geographic focus where appropriate (i.e. a Proposed Implementation Plan);
- Review and analyze the institutional structure for promoting and managing tourism development in Tajikistan, including the Tourism Committee, other government agencies linked to tourism and the private sector; identify and propose interventions to strengthen

coordination amongst stakeholders as well as capacity at specific levels of government and private sector;

- Assess and propose an appropriate institutional mechanism to play the role of traditional Destination Marketing Organization in the context of Tajikistan that also incorporates new challenges and opportunities arising from disruptive changes in digital and mobile technologies, social platforms and peer-to-peer interactions;
- Organize and lead workshops in coordination with national consultant for consultation or dissemination involving government entities, private sector, development partners and civil society. Also organize three regional workshops with participation of relevant stakeholders from other countries in the region and, if appropriate, beyond;
- Identify expertise required and prepare TOR for consulting firm(s) to be recruited for delivering Outputs 2 and 3
- Identify expertise needed for Short Assignment Specialists, identify potential experts and facilitate recruitment;
- Review and comment on drafts of output 2 (identification, prioritization and sequencing of upstream project pipeline for tourism development);
- Participate in ADB missions as needed.

Outputs

- Tajikistan tourism SWOT analysis
- Report on policy environment and reforms for tourism development
- At least 6 Briefing Notes (up to 3-4 pages each)
- Proposed Implementation Plan
- Report on proposals for improving institutional structure (including DMO-equivalent), improving coordination and strengthening stakeholder capacity
- Workshop reports

Minimum Qualification Requirements

This is a long-term assignment with high profile involving interactions with a wide variety of stakeholders including senior government officials and international organizations. Sound technical knowledge, comprehensive experience and commitment to high-quality deliverables would be essential to successful completion of the assignment. The TDS will have at least 10 years sector experience in tourism promotion and development, including with strategic planning, policy issues, institutional coordination and capacity development. Strong communication skills, both verbal and written, would be essential. Experience working successfully with international organizations and in former Soviet republics active with tourism development would be highly desirable. Demonstrated familiarity with latest trends in tourism sector and its development, encompassing impact of ICT, social media and digital platforms would be preferred.

Minimum General Experience: International - 10 Years, National – 5 Years

Minimum Specific Experience (relevant to assignment): International - 10 Years, National – 3 Years

b. Economist (Tourism Development) (International, 18 person months, intermittent)

Scope of Work

The Economist (Tourism Development) will work closely with the Tourism Development Specialist, UNWTO, and primary data collection agencies to lead development of Tajikistan's first Tourism Satellite Account (TSA); characterize the market demand for Tajikistan tourism products; and produce a skills mapping of provision of tourism services in the country. The Economist will also prepare and present at least 4 analytical papers related to development of tourism sector in Tajikistan drawing on primary data collected in the project's 4 surveys.

Detailed Tasks and Expected Outputs

- The Economist will lead the preparation, conducting and analyzing of four different surveys planned under the project. These are surveys on: domestic tourism, international tourism; market demand survey for tourism products from Tajikistan, and survey mapping skills supporting provision of tourism services in the country. The second and third surveys will overlap to some extent but the third survey will also encompass potential international visitors that may have intent to visit but do not actually do so.
- For each proposed survey, the Economist will:
 - Formulate and finalize the questionnaire to be used for the survey;
 - Work with primary data collection agency and statistician to lead and finalize the sampling methodology for the survey;
 - Supervise and lead pilot testing of the survey instrument;
 - Supervise and monitor data collection working with the primary data collection agency;
 - Supervise and monitor data coding, verification and cleaning;
 - Undertake and lead data analysis;
 - Prepare survey report.
 - Lead and prepare the set of Tourism Satellite Account tables following the methodology of the UNWTO (UN World Tourism Organization);
 - Prepare at least 4 analytical papers on development of tourism in Tajikistan on topics to be agreed with the ADB and the government;
 - In coordination with the Tourism Development Specialist, identify if required expertise needed for Short Assignment Specialists, identify potential experts and facilitate recruitment;
 - Prepare six-monthly project status briefs covering the 4 surveys (1-2 pages);
 - Contribute materials to and participate in project workshops as needed;
 - Participate in ADB missions as needed.

Outputs

- Tajikistan's TSA
- Report on each of the 4 surveys
- 6 monthly briefings (up to 2 pages each)
- At least 4 analytical papers on topics to be agreed with ADB and government
- Materials for workshops (power points/briefs)

Minimum Qualification Requirements

This assignment is expected to cover 18 months and has to potential for extension by 3-4 months if additional analytical inputs are identified during implementation that add significantly to project deliverables. The Economist will have preferably a PhD in economics or at least a graduate

degree with demonstrated high skills for quantitative and analytical work. At least 8 years of experience working in developing countries, including on tourism sector, would be preferred as would experience working with international organizations. Familiarity with latest guidelines for the UN's System of National Accounts will be needed either before or during preparation of the TSA. Knowledge of collecting and analyzing data from digital platforms, social media and other digital sources will have significant advantage.

Minimum General Experience: 8 Years

Minimum Specific Experience (relevant to assignment): 6 Years

c. Procurement Specialist (International, 8 person-months intermittent)

Scope of Work: The consultant will provide support in procurement of goods to the EA, preparing the consulting service package for Outputs 2 and 3, and assist in recruitment.

Detailed Tasks: The consultant will:

- prepare bidding documents and bid evaluation reports for goods, and assist the EA in procuring good;
- assist the tourism advisor and the EA in preparing EOI and RFP for recruitment of consulting package for Outputs 2 and 3.
- assist in recruitment of consulting firm(s); and
- any other tasks assigned by the EA related to procurement and recruitment.

Minimum Qualification Requirements

- Bachelor's degree in engineering or related field, preferably with similar experience of two ADB financed projects
- First-hand experience of procurements and recruitments for ADB projects
- Demonstrated experience in preparing bidding documents, RFPs, bid evaluation reports (BERs), and Submissions for ADB approval of consulting services recruitment of ADB financed projects.
- Proficient in spoken and written English

d. Financial Management Specialist (national, 30 person-months intermittent)

Scope of Work: The consultant will be responsible for supporting CTD to ensure project compliance with ADB financial reporting and financial management procedures and guidelines.

Detailed Tasks:

- Lead verification of the payment supporting documentation from the suppliers and consultants;
- Prepare the withdrawal applications (WAs) and submit them for approval of the Chairman CTD and upload them for ADB;
- Coach CTD staff and lead preparation of the project financial statements according to cash-basis International Public-Sector Accounting Standards (IPSAS);
- Coordinate and support project internal and external audit;
- Coach and train CTD staff in monitoring and recording use of grant funds, IPSAS and ADB project financial management requirements;

- Ensure timely preparation of the annual audited project accounts and submission to ADB within 6 months of fiscal year end;
- Maintain information on ADB disbursement guidelines, and other resources needed by staff in carrying out disbursements, account operation;
- Communicate through the CTD Chairman information and/or documentation to the government or ADB for their inspection, obtaining comments and/or for commencement of funding;
- Assist the ADB Missions, and provide inputs as required.

Minimum Qualification Requirements

- Bachelor's degree in finance/accounting or relevant field;
- Accounting qualification (ACCA, CPA, CIPA, CA);
- Not less than 4 years of Financial Management experience with, at least one ADB financed projects;
- Proficient in spoken and written English.

e. Interpreter/Translator (national, 30 person-months)

Scope of Work: The consultant will be responsible for provide interpreting services to the during meetings and day to day operations and will translate English documents in Russian and Tajik languages and vice versa.

Minimum Qualification Requirements

- University degree and at least three years of experience of similar work.

f. Project Assistant (national, 30 person-months)

Scope of Work: The consultant will provide operational and administrative support to the project team in day to day operations, coordinate meetings and field visits, and provide logistic support.

Minimum Qualification Requirements

- University degree and at least three years of experience of similar work.

g. Short term assignments (international, 8 person-months)

This is provision for any unforeseen works that may be needed during implementation. Scope of work will be defined as per requirements during implementation.

h. NGO-1

Scope of Work

The NGO will work closely with the Tourism Development Specialist, the Economist and UNWTO to undertake primary data collection for development of Tajikistan's first Tourism Satellite Account (TSA). The NGO will collect data on domestic tourism for the TSA; and provide the cleaned and completed data for further analysis. The work will be undertaken through a lump sum contract on a competitive basis.

Detailed Tasks and Expected Outputs

- Under the leadership of the Economist, the NGO will organize finalization of the survey instrument into Tajik and Russian languages for pilot testing;
- The NGO will organize pilot testing of the questionnaire and work closely with the Economist to finalize the survey instrument;
- Work with Economist and Tourism Development Specialist to identify and organize the sampling frame for the survey;
- Implement the survey questionnaire for the selected sample ensuring high quality of data collection through appropriate monitoring and supervision;
- Input data into Excel format, ensure data is checked for consistency and accuracy; undertake further cleaning as needed and generate preliminary tables as guided by the Economist;
- Submit digital data along with primary completed questionnaire and other survey documents to ADB;
- Contribute materials to and participate in project workshops as needed;
- Participate in ADB missions as needed.

Outputs

- Completed and cleaned data in appropriate digital format.
- Completed survey questionnaires and other survey documents.

Minimum Qualification Requirements

The NGO will have demonstrated experience and skills in organizing national and/or complex surveys. Experience working with international organizations will be an advantage.

i. NGO-2

Scope of Work

The NGO will work closely with the Tourism Development Specialist, the Economist and UNWTO to undertake primary data collection for development of Tajikistan's first Tourism Satellite Account (TSA). The NGO will collect data on International visitors for the TSA; and provide the cleaned and completed data for further analysis. The work will be undertaken through a lump sum contract on a competitive basis.

Detailed Tasks and Expected Outputs

- Under the leadership of the Economist, the NGO will organize finalization of the survey instrument into Tajik and Russian languages for pilot testing;
- The NGO will organize pilot testing of the questionnaire and work closely with the Economist to finalize the survey instrument;
- Work with Economist and Tourism Development Specialist to identify and organize the sampling frame for the survey;
- Implement the survey questionnaire for the selected sample ensuring high quality of data collection through appropriate monitoring and supervision;
- Input data into Excel format, ensure data is checked for consistency and accuracy; undertake further cleaning as needed and generate preliminary tables as guided by the Economist;

- Submit digital data along with primary completed questionnaire and other survey documents to ADB;
- Contribute materials to and participate in project workshops as needed;
- Participate in ADB missions as needed.

Outputs

- Completed and cleaned data in appropriate digital format.
- Completed survey questionnaires and other survey documents.

Minimum Qualification Requirements

The NGO will have demonstrated experience and skills in organizing national and/or complex surveys. Experience working with international organizations will be an advantage.

j. UNWTO

Scope of Work

The UNWTO will work closely with the Tourism Development Specialist, the Economist and the primary data collection agencies to (i) ensure consistency and alignment of preparation of Tajikistan's first Tourism Satellite Account (TSA) with the latest methodology and guidelines; (ii) government institutional structures for tourism are strengthened and capacity of stakeholders enhanced drawing on international experience and best practice; and (iii) provide strategic inputs into the prioritization and sequencing of implementation of national tourism development strategy.

Detailed Tasks and Expected Outputs

- Provide advisory, monitoring and technical inputs into preparation of the TSA including, but not limited to, best practices for survey sampling and questionnaire; customization to specifics of Tajikistan tourism context; application of latest SNA methodology and guidelines; and development of national statistical capacities for establishing a sustainable statistical system to support tourism development over longer term;
- Reports and briefs on stakeholder capacity development and institutional strengthening for tourism development;
- Provide strategic and technical inputs into prioritization of national development strategy implementation, including sequencing of tourism segments, priority investment projects and critical policy reforms;
- Organize workshops and other events to coordinate dialog with other member countries on Tajikistan's tourism development in a regional context;
- Contribute materials to and participate in other project workshops as needed;
- Participate in ADB missions as needed.

Outputs

- TSA aligned to and consistent with latest SNA methodology and guidelines;
- Reports and briefs on capacity development of stakeholders and on strengthened institutional structure, incorporating views from the government as appropriate;
- National and Regional Workshops

VI. SAFEGUARDS

31. The PRF is financing only the consulting services and goods.
32. **Prohibited investment activities.** Pursuant to ADB's Safeguard Policy Statement (2009), ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth in Appendix 5 of the Safeguard Policy Statement.

VII. PERFORMANCE MONITORING

A. Monitoring

33. **Project readiness financing project performance monitoring.** The CTD will monitor PRF project performance quarterly and provide consolidated reports to ADB. These reports will include (i) each activity's progress measured against the implementation schedule, (ii) key implementation issues and solutions, (iii) an updated procurement plan, and (d) an updated implementation plan for the next 12 months. To ensure PRF projects continue to be both viable and sustainable, the CTD should adequately review PRF project financial statements and the associated auditor's report. In the event that an ensuing grant is not approved, the CTD will submit a PRF project completion report to ADB within 6 months of physical completion of the PRF project.⁶

34. **Compliance monitoring.** Several assurances have been given by the government to ensure smooth implementation of the project. Those are subject to the grant covenants outlined in the grant agreement. ADB will monitor compliance with those covenants during the project implementation through regular review missions, quarterly progress reports submitted by the EA, and review of project accounts and procurement procedures.

35. **Safeguards monitoring.** Not applicable.

B. Reporting

36. The CTD will provide ADB with
- (i) quarterly progress reports on the PRF project in a format consistent with ADB's project performance reporting system;
 - (ii) consolidated annual reports, including (a) progress achieved by output measured against the performance targets, (b) key implementation issues and solutions, (c) an updated procurement plan, and (d) an updated implementation plan for the next 12 months;⁷ and
 - (iii) PRF project accounts, CTD's audited financial statements, and the associated auditor's report.

VIII. ANTICORRUPTION POLICY

37. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy (1998, as amended to date) relating to the PRF project following ADB's Integrity Principles and Guidelines.⁸ All contracts financed by ADB will include provisions

⁶ ADB. 2018. Project Completion Report for Sovereign Operations. *Project Administration Instructions*. PAI 6.07A. Manila.

⁷ The regional departments will present the performance of the completed PRF in the project completion report of the ensuing loan.

⁸ ADB. 2015. Integrity Principles and Guidelines (2015). Manila.

specifying ADB's right to audit and examine the records and accounts of the executing agency and all PRF project contractors, suppliers, consultants, and other service providers. This includes the examination of project outputs, assets, and all other information that may be considered relevant for audit or inspection by ADB regardless of project completion, termination, or cancellation. Firms or individuals on ADB's anticorruption debarment list are ineligible to participate in activities that are financed, supported, or administered by ADB; and may not be awarded any contracts under the PRF project.⁹

38. To support these efforts, ADB included relevant provisions in the grant agreement and the contracts with consultants and suppliers for the PRF project. The government and CTD shall (a) comply with ADB's Anticorruption Policy (1998, as amended to date) and acknowledge that ADB reserves the right to investigate directly or through its agents any alleged corrupt, fraudulent, collusive or coercive practice relating to the project; and (b) cooperate with any such investigation and extend all necessary assistance for the satisfactory completion of such investigation.

39. The government and CTD shall ensure that the anticorruption provisions acceptable to ADB are included in all contracts, including provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all suppliers, consultants, and other service providers as they relate to the project.

40. The CTD shall provide updated information of the project on its website, including information on performance, business opportunities, bidding process and guidelines, outcome of biddings and summary progress reports.¹⁰

IX. ACCOUNTABILITY MECHANISM

41. People who are, or may in the future be, adversely affected by the PRF project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted PRF projects can voice and seek a resolution for their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make an effort in good faith to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.¹¹

X. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

42. All revisions/updates during the course of implementation will be retained in this section to provide a chronological history of changes to implementation arrangements recorded in the PAM.

⁹ ADB. [Anticorruption and Integrity](#).

¹⁰ CTD has its own website <https://traveltajikistan.tj/> (accessed on 10 July 2019)

¹¹ ADB. [Accountability Mechanism](#).