

Facility Administration Manual

Project Number: 46452-002

Loan Number: {LXXXX}

September 2016

People's Republic of Bangladesh: South Asia
Subregional Economic Cooperation Chittagong–Cox's
Bazar Railway Project, Phase 1

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	special fund resources
AFPS	–	audited project financial statements
AFS	–	audited financial statements
BR	–	Bangladesh Railway
CAG	–	Comptroller and Auditor General
CQS	–	consultant qualification selection
CSC	–	construction supervision consultant
DMF	–	design and monitoring framework
EARF	–	environmental assessment and review framework
ECNEC	–	Executive Committee of the National Economic Council
EIA	–	environmental impact assessment
EMP	–	environmental management plan
ERP	–	enterprise resource planning
ESMS	–	environmental and social management system
FAPAD	–	Foreign Aided Project Audit Directorate
GACAP	–	governance and anticorruption action plan
GDP	–	gross domestic product
GRM	–	grievance redress mechanism
ICB	–	international competitive bidding
IEE	–	initial environmental examination
LAR	–	land acquisition and resettlement
LIBOR	–	London interbank offered rate
LOB	–	lines of business
MFF	–	multitranches financing facility
NCB	–	national competitive bidding
NGOs	–	nongovernment organizations
OCR	–	ordinary capital resources
PAI	–	project administration instructions
PAM	–	project administration manual
PIU	–	project implementation unit
PMU	–	program management unit
QBS	–	quality based selection
QCBS	–	quality- and cost based selection
RP	–	resettlement plan
RRP	–	report and recommendation of the President to the Board
SBD	–	standard bidding documents
SGIA	–	second generation imprest accounts
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
SPRSS	–	summary poverty reduction and social strategy
STD	–	Sexually transmitted diseases
TOR	–	terms of reference

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Facility Administration Manual Purpose and Process

The facility administration manual (FAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with the policies and procedures of the government and Asian Development Bank (ADB). The FAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the FAM.

The Bangladesh Railway is wholly responsible for the implementation of ADB-financed projects, as agreed jointly between the borrower and ADB, and in accordance with the policies and procedures of the government and ADB. ADB staff is responsible for supporting implementation including compliance by Bangladesh Railway of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At loan negotiations, the borrower and ADB shall agree to the FAM and ensure consistency with the loan agreement. Such agreement shall be reflected in the minutes of the loan negotiations. In the event of any discrepancy or contradiction between the FAM and the loan agreement, the provisions of the loan agreement shall prevail.

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

I. PROJECT DESCRIPTION

1. The SASEC Chittagong–Cox’s Bazar Railway Project, Phase 1 (the project) will support the Government of Bangladesh in constructing the new, 102-kilometer (km) Dohazari–Cox’s Bazar section of the Chittagong–Cox’s Bazar railway corridor in southeastern Bangladesh. The government is rehabilitating the 47-km Chittagong–Dohazari section with its own funds. The project will also strengthen the capacity of the railway sector in project implementation management. The project has been endorsed during the SASEC trade facilitation and transport working group meeting held in Tokyo on 26 November 2015. By connecting the Cox’s Bazar District in the southeast of Bangladesh to Chittagong, the project will not only boost the national economy through the development of Cox’s Bazar as a major tourist destination, but it will also facilitate access to subregional markets and trade.

2. **Impact and Outcome.** The impact of the proposed project will be efficient and safe railway transport in Bangladesh and improved subregional connectivity and trade. The outcome will be improved railway transport system in the Chittagong–Cox’s Bazar corridor.

3. **Output.** The project will support (i) the commissioning of a new railway line and (ii) the strengthening of the project implementation capacity of Bangladesh Railway. For the first output, 102 km of new railway line will be constructed, with nine stations, integrating design features that are friendly to elderly people, women, children, and people with disabilities. The second output will involve implementation of a safeguard monitoring system, public communication plan, and safety awareness. Tranche 1 will finance part of the construction contract for the project.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: Project Readiness Activities

Month	Loan Processing		Project Implementation	
	ADB Actions	Government Actions	ADB Actions	Government Actions
Feb 2016	Fact-finding mission			
Mar 2016				Finalize bid documents and submit to ADB for review
Apr 2016		ECNEC-Approval; Endorsement of EIA and resettlement plan	Review bid documents	Finalization of all government approvals and clearances
May 2016		Budgeting of counterpart funds for next fiscal year		
June 2016	Management review meeting			Revise bid documents
	Loan negotiations			
July 2016			Review revised bid document	Advertisement of EOI for consulting package
Aug 2016			Review revised bid document	Shortlisting of consultants

Month	Loan Processing		Project Implementation	
	ADB Actions	Government Actions	ADB Actions	Government Actions
Sept 2016	Loan approval		Approve bid documents Review and approval of Submission 1 for consulting packages	Advertise bidding Finalize bid document for consultants and Submission 1
Oct 2016				(Bidding)
Nov 2016				Bid opening and start technical bid evaluation Technical bid opening, for consulting contracts
Dec 2016			Review and approval of Submission 2 for consulting contracts	Submit technical bid evaluation to ADB
Jan 2017			Review and approval of technical bid evaluation	Financial bid opening, preparation of Submission 3 for consulting contracts
Feb 2017			Review and approval of Submission 3 for consulting contracts	Financial bid opening and evaluation
Mar 2017		Loan signing	Review and approval of financial bid evaluation	Preparation of Submission 4 for consulting contracts
Q2/ 2017	Loan effectiveness		Review and approval of Submission 4 for consulting contracts	Contract award (Consulting contracts)
Q3/ 2017				Contract award (Works contract)

ADB = Asian Development Bank, ECNEC = Executive Committee of the National Economic Council, EIA = environmental impact assessment, Q = quarter.

Source: Asian Development Bank estimates.

B. Overall Project Implementation Plan

Table 2: Overall Project Implementation Plan

Item	2016			2017			2018			2019			2020			2021			2022			2023																									
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
A. MFF Processing																																															
Detailed Design and Preparatory work	█																																														
Loan Processing	█																																														
Signing of loan agreement					█																																										
Loan Effectiveness						█																																									
B. Project Implementation Preparation																																															
Finalization of bid documents	█																																														
Bidding and consultant recruitment	█																																														
Land Acquisition and Resettlement	█						█	█	█	█	█	█																																			
C. Project Implementation																																															
Project Implementation																		█																													
D. Consulting Services																																															
Project Management Consultants							█																		█	█	█	█	█																		
Supervision Consulting services							█																		█	█	█	█	█																		

Sources: Asian Development Bank and Bangladesh Railway.

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Table 3: Project Implementation Organizations: Roles and Responsibilities

Project Implementation Organizations	Management Roles and Responsibilities
Bangladesh Railway	<ul style="list-style-type: none"> ▪ Overall coordination of project implementation ▪ Inter-agency coordination ▪ Establish PIU and appoint project directors and sufficient staff for support of project director ▪ Day-to-day project management ▪ Procurement of works, goods and services, and consulting contracts ▪ Withdrawal applications ▪ Project progress reports ▪ Maintain project accounts and complete loan financial records
ADB	Monitor and review overall project implementation including project implementation schedule; actions required in relation with safeguards compliance; timeliness of budgetary allocations and counterpart funding; project expenditures; progress with procurement and disbursement; compliance with loan covenants.

ADB = Asian Development Bank, PIU = project implementation unit.
Source: ADB.

B. Key Persons Involved in Implementation

Executing Agency

Bangladesh Railway

Officer's Name
Position

Mr. Mozammel Hoque
General Manager (Project)/
Project Director

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Asian Development Bank

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Communications Division

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hyamaguchi@adb.org

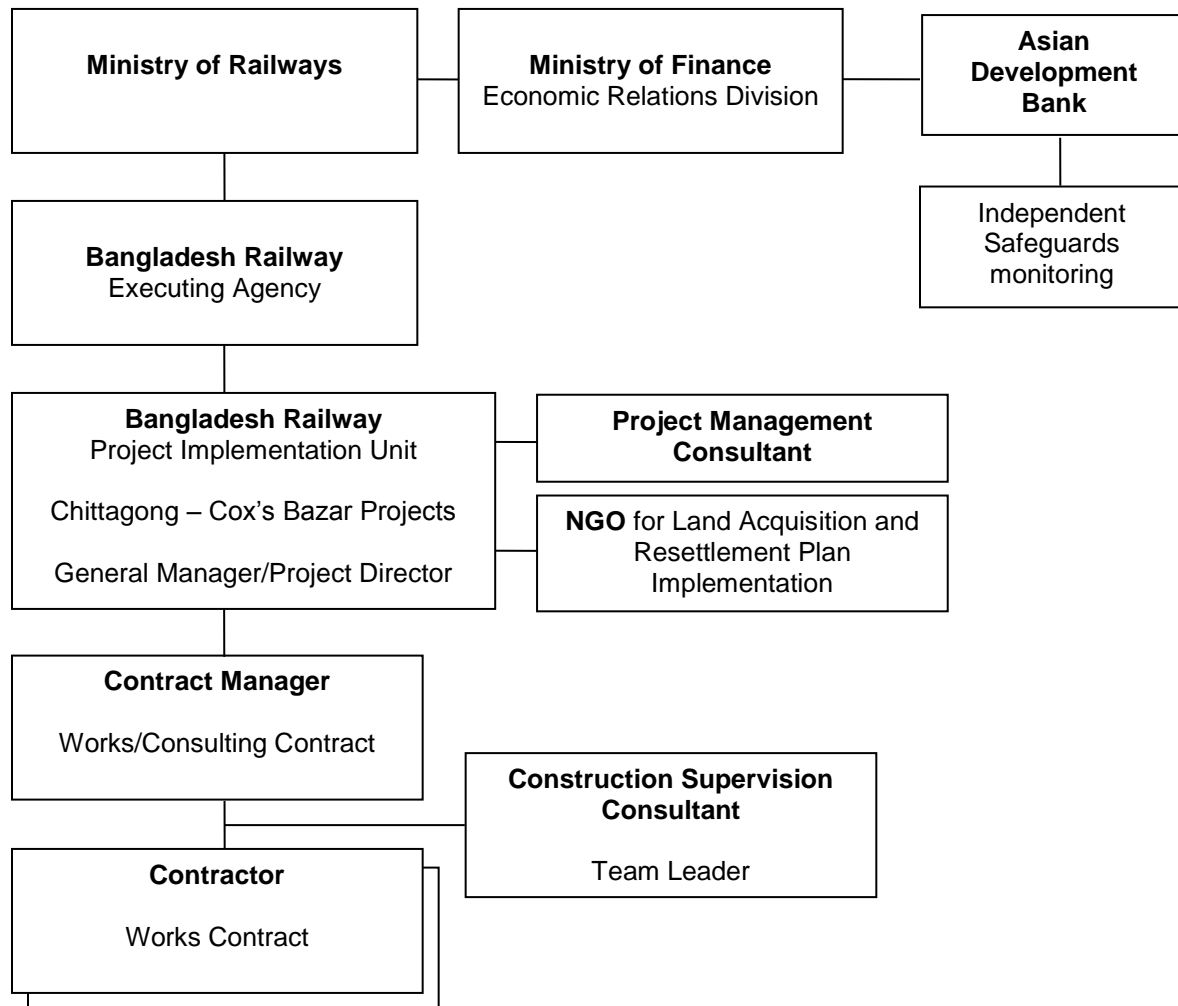
Mission Leader

Staff Name
Position
Telephone No.
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C. Project Organization Structure

4. The flowchart below shows the reporting lines in the internal structures of key organizations involved in facility implementation.



IV. COSTS AND FINANCING

5. The project is estimated to cost \$2,012 million (Table 3) including taxes and duties, physical and price contingencies, interest and other charges during implementation.

Table 3: Project Investment Plan
(\$ million)

Item	Amount ^a
A. Base Cost^b	
1. Railway construction component	1,714.0
2. Institutional development component	100.0
Subtotal (A)	1,814.0
B. Contingencies^c	140.0
C. Financing Charges During Implementation^d	58.0
Total (A+B+C)	2,012.0

^a Includes taxes and duties for civil works equivalent to \$115 million to be financed from Asian Development Bank (ADB) loan resources. ADB may finance local transportation, insurance costs, and bank charges.

^b In 2016 prices.

^c Physical contingencies computed at 8% for civil works. Price contingencies computed at an average of 1.5% annually on foreign exchange costs and 6% annually on local currency costs; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

^d Includes interest and commitment charges; financing charges under the ADB loan are to be capitalized. Interest during construction for the ADB loan from ordinary capital resources has been computed at the 5-year fixed swap London interbank offered rate (LIBOR) plus a spread of 0.5% and a maturity premium of 0.1%. Commitment charges for the ADB loan are 0.15% per year to be charged on the undisbursed loan amount. Interest during construction for the ADB loan from ADB's Special Funds resources is computed at 2% per annum. There are no commitment charges for loans from the Special Funds resources.

Sources: Asian Development Bank and Bangladesh Railway estimates.

6. The government has requested ADB financing through a multitranche financing facility (MFF) in an amount up to \$1.5 billion or 74.6% of the project cost from ADB's ordinary capital resources and special fund resources to help finance the SASEC Chittagong–Cox's Bazar Railway Project, Phase 1.¹ The MFF will consist of several tranches, subject to the government's submission of related periodic financing requests, execution of the related loan agreements for each tranche, and fulfillment of terms and conditions and undertakings set forth in the framework financing agreement. The proposed tranching schedule and financing plan for the MFF is in Table 4. Each tranche will finance parts of the works, goods and services, and consulting services contracts using the time-slicing approach for large-scale stand-alone projects. Once a tranche is disbursed, the government will submit a periodic financing request for a subsequent tranche, which will continue to finance the contracts awarded under Tranche 1.

7. For the first tranche of the MFF, the government has requested a loan of \$210 million from ADB's ordinary capital resources and a loan in various currencies equivalent to \$90 million equivalent from ADB's special funds resources to help finance the project.² The loan from ADB's ordinary capital resources will have a 25-year term, including a grace period of 5 years, an annual interest rate determined in accordance with ADB's London interbank offered rate (LIBOR)-based lending facility, a commitment charge of 0.15% per year and such other terms

¹ Financing includes taxes and duties of about \$115 million for civil works, to help offset the financial burden of counterpart funds by the government, especially for land acquisition and resettlement. The amount is within the reasonable threshold identified during the country partnership strategy preparation process, is not excessive (7.67% of ADB loan resources), applies only to ADB-financed expenditures, and is material and relevant to the success of the project.

² The loan from ADB's special fund resources includes \$40 million from the subregional pool; the loan from ADB's ordinary capital resources includes \$100 million from the regional cooperation and integration set-aside.

and conditions set forth in the draft ordinary capital resources loan agreement.³ The loan from ADB's special fund resources will have a 25-year term, including a grace period of 5 years, an interest rate of 2.0% per annum during the grace period and thereafter, and such other terms and conditions set forth in the draft special fund resources loan agreement.

8. The financing plan is in Table 4. The government will finance the remaining local cost of \$512 million equivalent, or 25.4% of the total cost, including land acquisition and resettlement, project management, and other miscellaneous costs. The government will provide the ADB loans to Bangladesh Railway through the budgetary allocation in the form of a grant.

Table 4: Financing Plan

Source	Tranche 1	Tranche 2	Tranche 3	Tranche 4	Total	
	(2016)	(2018)	(2020)	(2022)	Amount	Share of Total (%)
	Amount (\$ million)	Amount (\$ million)	Amount (\$ million)	Amount (\$ million)	Amount (\$ million)	
Asian Development Bank	300.0	400.0	500.0	300.0	1,500.0	74.6
OCR (loan)	210.0	400.0	500.0	300.0	1,410.0	70.1
ADF (loan)	90.0	0	0	0	0	0
Government	400.0	50.0	50.0	12.0	512.0	25.4
Total	700.0	450.0	550.0	312.0	2,012.0	100.0

ADF = special fund resources; OCR = ordinary capital resources; TBC = To be confirmed.

Sources: Asian Development Bank and Bangladesh Railway estimates.

9. ADB will finance 100% of costs incurred for civil works, goods and services and consultant contracts financed under the MFF. ADB's financing also includes financing of taxes and duties, bank charges, local transport and insurance costs, late payment charges imposed by suppliers and contractors, commitment charges and interest during construction on ADB loans. The government will provide counterpart funds to finance the acquisition of land and rights of way, resettlement costs, recurrent costs for the project management unit and the Government's share of the contingencies. A summary of the costs to be financed by the MFF is in Table 5.

A. Cost Estimates Preparation and Revisions

10. The cost estimates were prepared by Bangladesh Railway with the support from a Design Consultant, who carried out the detailed design for the project and prepared the cost estimate based on the Bill of Quantities prepared based on the detailed design. The project cost will be updated during construction based on changing quantities and application of the price escalation clause in the civil works contract by the construction supervision consultant. Bangladesh Railway will update the tranching schedule and the size of each subsequent tranches during project implementation based on the adjusted cost provided by the construction supervision consultant.

³ The interest includes a maturity premium of 10 basis points. This is based on the above loan terms and the government's choice of repayment option and dates.

B. Key Assumptions

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

- (i) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

Table 5: Escalation Rates for Price Contingency Calculation

Item	2016	2017	2018	2019	2020	Average
Foreign rate of price inflation	1.5%	2.9%	4.5%	6.0%	7.6%	4.51%
Domestic rate of price inflation	6.0%	12.36%	19.10%	26.25%	33.82%	19.51%

Sources: Asian Development Bank estimates.

C. Detailed Cost Estimates by Expenditure Category and Financier

Table 6: Detailed Cost Estimates by Expenditure Category and Financier – Facility

Component	Total	Government		ADB	
	\$ million	[%]	\$ million	[%]	\$ million
A. Investment Cost					
1. Land Acquisition	435.00	100.0%	435.00	0.0%	0.00
2. Railway construction	1,158.00	0.0%	0.00	100.0%	1,158.00
3. Taxes and Duties	115.00	0.0%	0.00	100.0%	115.00
4. Support for Railway Reform, including Equipment	20.00	0.0%	0.00	100.0%	20.00
5. Consultants					
a. Project Management	13.00	0.0%	0.00	100.0%	13.00
b. Construction Supervision	67.00	0.0%	0.00	100.0%	67.00
Subtotal (A)	1,808.00	24.1%	435.00	75.9%	1,373.00
B. Recurrent Cost	6.00	100.0%	6.00	0.0%	0.00
C. Contingencies					
1. Physical	86.00	50.7%	43.60	49.3%	42.40
2. Price	54.00	50.7%	27.40	49.3%	26.60
Subtotal (C)	140.00	50.7%	71.00	49.3%	69.00
D. Financial charges implementation					
1. Interest during construction	54.00	0.0%	0.00	100.0%	54.00
2. Commitment Charges	4.00	0.0%	0.00	100.0%	4.00
Subtotal (D)	58.00	0.0%	0.00	100.0%	58.00
Total (A+B+C+D)	2,012.00	25.4%	512.00	74.6%	1,500.00

ADB = Asian Development Bank.

Source: Asian Development Bank and Bangladesh Railway estimates.

Table 7: Detailed Cost Estimates by Expenditure Category and Financier – Tranche 1

Component	Total	Government	ADB (OCR-Loan)		ADB (ADF-Loan)		
	\$ million	[%]	\$ million	[%]	\$ million	[%]	\$ million
A. Investment Cost							
1. Land Acquisition	398.00	100.0%	398.00	0.0%	0.00	0.0%	0.00
2. Railway construction ^a	195.25	0.0%	0.00	100.0%	195.25	0.0%	0.00
3. Support for Railway Reform including Equipment	2.00	0.0%	0.00	0.0%	0.00	100.0%	2.00
4. Consultants							
a. Project Management	13.00	0.0%	0.00	0.0%	0.00	100.0%	13.00
b. Construction Supervision	67.00	0.0%	0.00	0.0%	0.00	100.0%	67.00
Subtotal (A)	675.25	58.9%	398.00	28.9%	195.25	12.2%	82.00
B. Recurrent Cost	2.00	100.0%	2.00	0.0%	0.00	0.0%	0.00
C. Contingencies							
1. Physical	2.50	0.0%	0.00	0.0%	0.00	100.0%	2.50
2. Price	2.50	0.0%	0.00	0.0%	0.00	100.0%	2.50
Subtotal (C)	5.00	0.0%	0.00	0.0%	0.00	100.0%	5.00
D. Financial charges implementation							
1. Interest during construction	16.75	0.0%	0.00	82.1%	13.75	17.9%	3.00
2. Commitment Charges	1.00	0.0%	0.00	100.0%	1.00	0.0%	0.00
Subtotal (D)	17.75	0.0%	0.00	83.1%	14.75	16.9%	3.00
Total (A+B+C+D)	700.00	57.1%	400.00	30.0%	210.00	12.9%	90.00

ADB = Asian Development Bank, ADF = special fund resources, OCR = ordinary capital resources.

^a Includes taxes and duties of approximately US\$ 17.6 million to be borne by ADB.

Source: Asian Development Bank and Bangladesh Railway estimates.

D. Allocation and Withdrawal of Loan Proceeds- Tranche 1

12. Tranche 1 for \$300 million equivalent will comprise two loans, (i) the ADF loan for \$90 million equivalent and (ii) the OCR loan for \$210 million.

13. The ADF loan will finance consulting services throughout the implementation period of the MFF for project management, construction supervision, reform activities, equipment to support the ongoing railway reform activities, works and financing charges.

14. The OCR loan will finance the civil works for the project and financing charges. No unallocated amount will be included in the allocation table for the OCR loan, as the loan is only partially financing the civil works contract and additional funds will be provided under subsequent tranches.

Table 8: ADF Loan – Allocation and Withdrawal of Loan Proceeds

CATEGORY			ADB FINANCING
Number	Item	Amount Allocated (SDR)	Percentage and Basis for Withdrawal From the Loan Account
1	Equipment	1,431,000	100 % of total expenditure claimed
2	Consulting Services	57,222,000	100 % of total expenditure claimed
3	Interest Charge	2,146,000	100 % of amount due
4	Unallocated	3,575,000	
	Total	64,374,000	

Table 9: OCR Loan – Allocation and Withdrawal of Loan Proceeds

CATEGORY			ADB FINANCING
Number	Item	Amount Allocated (\$ million equivalent)	Percentage and Basis for Withdrawal From the Loan Account
1	Works	195.25	100 % of total expenditure claimed
2	Interest and Commitment Charge	14.75	100 % of amount due
	Total	210.00	

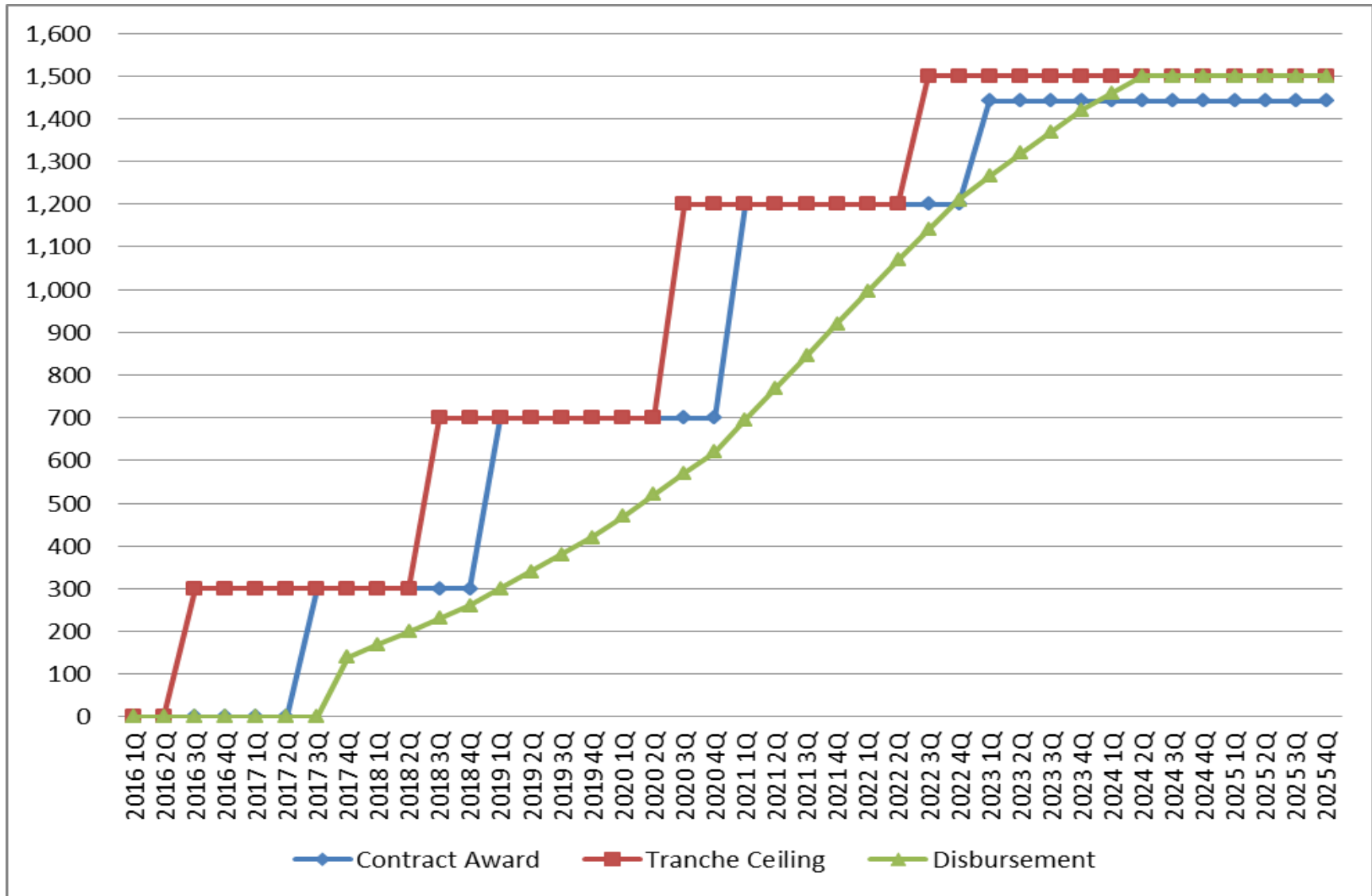
E. Detailed Cost Estimates by Year

Table 10: Detailed Cost Estimates by Year
(\$ million)

Component	Total Cost	Year							
		2017	2018	2017	2018	2020	2021	2022	2023
A. Investment Cost									
1. Land Acquisition	435.00	199.25	199.25	11.50	10.00	5.00	5.00	2.50	2.50
2. Railway construction	1,158.00	125.00	75.00	100.00	150.00	200.00	200.00	200.00	108.00
3. Taxes and Duties	115.00	12.50	7.50	10.00	15.00	20.00	20.00	20.00	10.00
4. Support for Railway Reform	20.00	0.00	2.00	6.00	0.00	6.00	0.00	6.00	0.00
5. Consultants									
a. Project Management	13.00	2.00	1.50	1.50	1.50	1.50	1.75	1.75	1.50
b. Construction Supervision	67.00	8.00	8.00	8.00	9.00	9.00	9.00	8.00	8.00
Subtotal (A)	1,808.00	346.75	293.25	137.00	185.50	241.50	235.75	238.25	130.00
B. Recurrent Cost	6.00	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
C. Contingencies									
1. Physical	86.00	0.00	0.00	20.00	20.00	23.00	23.00	0.00	0.00
2. Price	54.00	0.00	0.00	5.00	5.00	15.00	15.00	7.00	7.00
Subtotal (C)	140.00	0.00	0.00	25.00	25.00	38.00	38.00	7.00	7.00
D. Financial charges implementation									
1. Interest during construction	54.00	5.40	5.40	7.20	7.20	9.00	9.00	5.40	5.40
2. Commitment Charges	4.00	0.40	0.40	0.50	0.50	0.70	0.70	0.40	0.40
Subtotal (D)	58.00	5.80	5.80	7.70	7.70	9.70	9.70	5.80	5.80
Total (A+B+C+D)	2,012.00	353.30	299.80	170.45	218.95	289.95	284.20	251.80	143.55

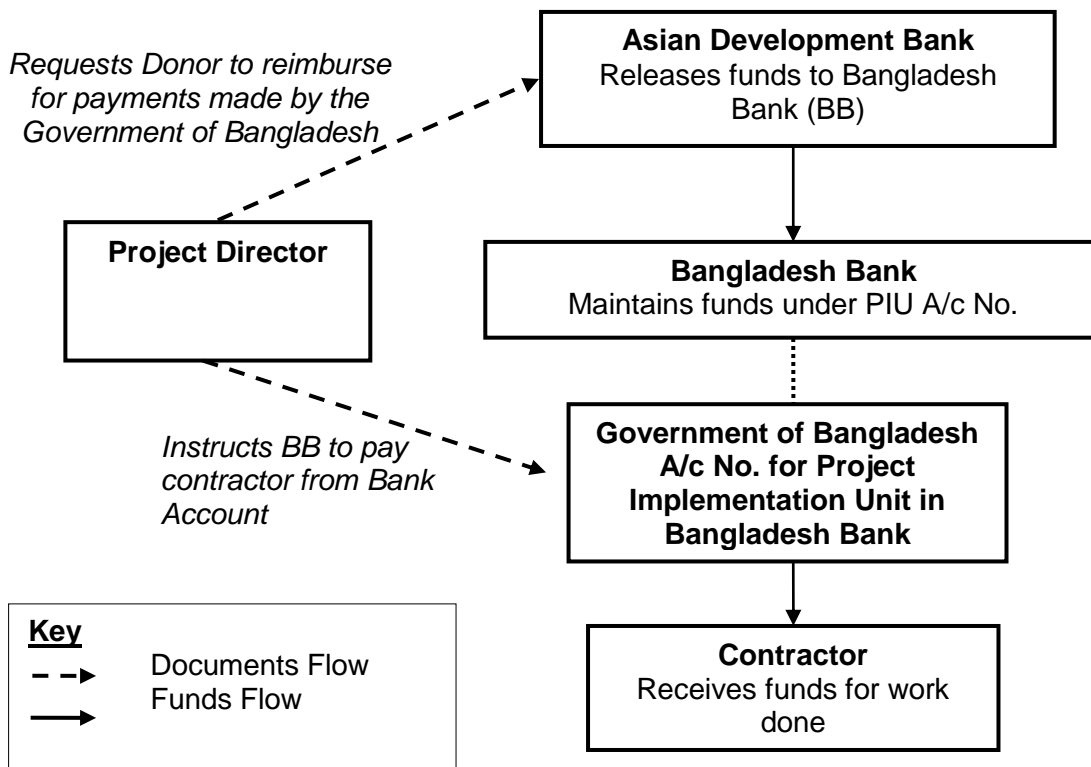
Source: Asian Development Bank and Bangladesh Railway estimates.

F. Contract and Disbursement S-Curve

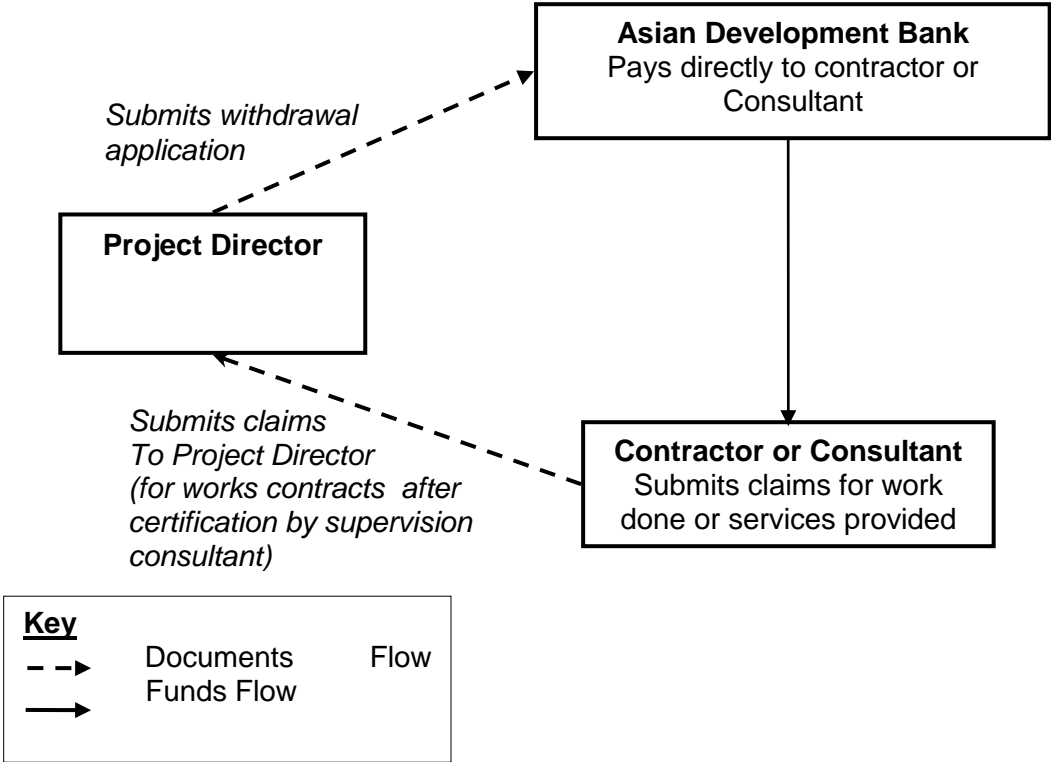


G. Fund Flow Diagram

15. In case of reimbursement procedure adopted, the following diagram shows how the funds will flow from ADB and the Borrower to implement project activities.



16. In case of direct payment procedure adopted, the following diagram shows how the funds will flow from ADB to the government to implement project activities.



V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

17. The financial management assessment (FMA) was updated in March 2016 in accordance with ADB’s Financial Management Assessment Technical Guideline Note - 2015 and Analysis of Projects and the Financial Due Diligence: A Methodology Note. The FMA considered the capacity of Bangladesh Railway, including funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. It is concluded that the overall financial management risk of Bangladesh Railway is **Moderate**. Based on the assessment, the key financial management risks identified are (i) weak internal audit function, (ii) unresolved audit issues, (iii) enterprise resource planning (ERP) system yet to be fully integrated at the district level to enable the preparation of full-fledged accrual-based financial statements in accordance with Bangladesh Accounting Standards. A financial management action plan, which forms part of the reform activities, is given below.

Table11: Financial Management Action Plan

Key Risk	Risk Mitigating Activity	Timeline	Responsible Entity
Asset Registry has been completed but not yet inputted into the ERP system	Integration of BR Asset Registry into the ERP system	July 2016	BR
Full-fledged accrual based financial statements are not yet able to be generated.	Continue to implement the ERP IT system, ensure full roll-out of all modules to all districts of BR, to ensure capture of all cost and revenues and prepare financial statements for BR using the system.	June 2017	BR
Inadequate IT resources to manage the ERP system and provide change management	BR will approve and implement an IT staffing plan	September 2016	BR
Gradual move towards commercial focus and sustainability	Implement annual tariff adjustments based on the established indicator-based formula so that BR's operation ratio remains at least at the current level.	Annually, in the first quarter	BR
	Fully operationalize the container company and make progress in increasing the market share in container transport between Dhaka and Chittagong Port, from 10% to 15% of the Dhaka-bound containers received in Chittagong Port.	May 2016, increase in market share during 7 th Five-Year Plan period	BR
	Establish a separate unit under the Passenger Line of Business to operate and manage the more luxurious tourist trains operating on the new line between Dhaka, Chittagong and Cox's Bazar, with the target to increase revenues while maintaining a higher standard of comfort and reliability for passengers by charging special tariffs at least at the level of luxury buses.	2023	BR
	Establish an operation and maintenance unit for the new infrastructure between Chittagong and Cox's Bazar as part of an improved asset management and preventive maintenance framework, which can be replicated in other sections of the BR network in the coming years, especially where expansion of the network and enhancement of the line capacity have taken place.	2023	BR
Weak internal audit function	BR will set up an independent and adequately qualified Internal Audit Function, based on international best practice, either in house or outsourced	June 2017	BR
Unresolved audit issues	BR will resolve and respond to FAPAD on all outstanding audit issues	June 2016	BR

BR = Bangladesh Railway, ERP = enterprise resource planning, IT = information technology, FAPAD = Foreign Aided Project Audit Directorate.

Source: Asian Development Bank.

18. The FMA is based on (i) FMA questionnaire completed by the PMU staff, (ii) lessons learnt during the implementation of previous projects, and (iii) lessons from project implementation experience in the sector and Bangladesh in general. The detailed FMA is available on request.

19. The PMU has significant experience in implementing ADB-funded projects. There were no significant issues with the withdrawal applications submitted in the past. PMU staff has an understanding of ADB's procurement and disbursement guidelines. BR itself also has strong internal control, and accounting mechanisms in place. It is a long established entity, since 1862 and its Accounts and Finance Department are adequately staffed and are responsible for BR level budgeting, financial management, accounts and inspection, costing and regulation.

20. BR has achieved substantial improvement in its financial and accounting systems and performance under the Railway Reform Project.⁴ BR has already (i) restructured BR into six lines of business (LOBs) for passenger operation, freight operation, infrastructure management, rolling stock operation, finance, and corporate services since 2011, (ii) established its asset registry based on the new LOB structure, although this is yet to be fully integrated into the ERP (iii) achieved significant progress in the roll out of an ERP system in the two main areas of operations, Dhaka and Chittagong, (iv) approved the establishment of a container company, which is handling the container business as a government-owned corporate entity, the registration of which is expected before June 2016, and (v) has introduced a tariff reform on 20 February 2016, which will provide for annual adjustments of the tariff based on indicators for cost in operating the railway.

21. The rollout of the ERP IT system to improve corporate governance and accountability is still ongoing, as financed by Loan 2317-BAN.⁵ Software has all been acquired, and hardware is largely in place, where some servers are still temporary and are expected to be replaced by permanent hardware by December 2016. Codes, manuals, system design and installation books for the ERP are now available. All design work has been completed, as well as significant system testing and user training, with 540 users already trained.⁶ Currently data migration is in progress; this was initially delayed due to lack of electronic data. Resources have been allocated to transfer all the data from hard copies directly and data migration is expected to be completed by July 2016. ERP consultants are providing continuous support. Five out of seven required modules are completed namely Inventory/Procurement, Human Resource Management System, Payroll, Project Management and Workshop Maintenance. The fixed assets and financial modules are expected to be completed by July 2016. While significant progress has been made at the two main hubs, Dhaka and Chittagong, full rollout across all districts is expected by June 2017. Until then, users in the main financial hubs in Chittagong and Dhaka will input summary level data on behalf of other districts. A zone-by-zone rollout starting with Chittagong and Dhaka is planned to allow for lessons learnt to be carried forward to other districts. Accordingly, while certain financial reports can be generated in accordance with international accounting standards using the new accounting and financial management system (ERP IT-System), a complete set of financial statements is not yet being prepared. While the

⁴ The Railway Reform Project is financed under Tranche 1 of the Railway Sector Investment Program. ADB. 2006 *Report and Recommendation of the President, Proposed Multitranchise Financing Facility and Technical Assistance Grant to the People's Republic of Bangladesh: Railway Sector Investment Program*. Manila.

⁵ ADB. 2006. *Report and Recommendation of the President to the Board of Directors: Proposed Multitranchise Financing Facility and Technical Assistance Grant to the People's Republic of Bangladesh for the Railway Sector Investment Program*. Manila.

⁶ Training for 540 BR staff members was completed in January 2016; more training and on-the-job support will take place from May 2016 until June 2017.

system is available for use, the usage is still low due to resistance by staff and lack of an in-house IT department. BR will need to implement the IT Staffing Plan submitted to them, and instigate change management to ensure that the ERP is used to its potential, so that the envisaged value is realised. Once the system is fully in place, and in use, it will allow greater human resource management, more efficient inventory management, control over asset maintenance, real time relevant financial reports for decision-making, and an integrated management system.

22. With the ongoing actions under the railway reforms project, assurances incorporated and additional mitigation measures identified for improved financial management, the financial management arrangements are considered satisfactory. A summary of the Financial Management Internal Control Risk Assessment is given below.

Table 12: Financial Management Internal Control Risk Assessment

Risk Type	Risk Description	Risk Assessment	Proposed Mitigation Measures
1. Executing agency	PMU is responsible for the accounting, reporting and implementation of the Project. It is very experienced in implementing externally funded projects and has strong understanding of ADB's disbursement and procurement guidelines	Low	Not applicable
2. Funds flow	Delays in allocation and release of funds	Moderate	PMU will manage overall project funds. Direct payment mechanism to be used for the Project, similar to past loans funded by ADB, as it has been successfully used in the past to mitigate this risk. ADB financing 100% of cost for works and consulting services further mitigates project delays caused by delays in mobilization of counterpart funds.
3. Staffing	PIU Finance Section is adequately staffed with competent and experienced personnel, and provides professional quality service.	Low	The PIU will be further strengthened with additional resources to manage the new project and with support from a Project Management Consultant.
4. Budgeting	Budgets are prepared for all significant activities in sufficient details to provide a meaningful tool with which to monitor subsequent performance based on information from respective units in charge and following the work plan. Actual expenditures compared to the budget with reasonable frequency, on monthly and quarterly basis.	Low	Not applicable
5. Accounting policies and procedures	BR primarily follows cash basis of accounting, though some financial statements are also prepared based on commercial principles. Since July 2013,	Moderate	BR is in the process of integrating the Asset Registry, and rolling out the Fixed Asset and Financial Modules to all

Risk Type	Risk Description	Risk Assessment	Proposed Mitigation Measures
	some accounting statements are also prepared in accordance with International Accounting Standards through the ERP IT System introduced under the Railway Reform Project (Loan 2317).		districts to allow the preparation of full-fledged accrual based financial statements for the Fiscal Year 2017.
6. Internal audit	There is currently no internal audit unit or audit committee in BR. However, the Bangladesh Railway Code for the Accounts Department stipulates internal control measures that are designed to supplement the external audits.	Substantial	Director General of BR will define appropriate internal audit framework for BR by June 2017.
7. External audit (project level)	FAPAD has the constitutional mandate to conduct external audits of funded projects. While audited project financial statements are received on time, or with marginal delays, outstanding audit issues under L2317 and L2316/L2845 are yet to be resolved	Moderate	BR to resolve outstanding audit issues
8. External audit (entity level)	Financial information for BR is currently audited as part of the Ministry of Railways overall accounts. In addition, CAG also does periodical performance and compliance audits. Railway Audit Directorate is mandated to audit all BR establishments and conducted a compliance audit for BR last in 2007-08	Low	Not Applicable
9. Reporting and Monitoring	BR prepares the annual Financial Statements and Notes <i>partially</i> in accordance with International Accounting Standards. BR's financial statements include Current Accounts, Monthly Accounts, Annual Financial Appropriation Accounts and Finance Accounts prepared on cash basis. Apart from these, BR has launched the first phase of the ERP IT System, which produces some accrual-based financial reports and accounting statements, primarily for Dhaka and Chittagong regions. The ERP is not yet generating a full set of financial statements for their entire operations.	Moderate	BR is in the process of integrating the Asset Registry, and rolling out the Fixed Asset and Financial Modules to all districts to allow the preparation of full-fledged accrual based financial statements by June, 2017
10. Information systems	While the roll out is in progress, and expected to be completed for all modules in all districts by June 2017, the usage levels are low, and there are inadequate IT resources to manage the transition.	Moderate	BR will need to implement the IT Staffing Plan submitted to them, and instigate change management
Overall Control Risk		Moderate	

ADB = Asian Development Bank, BR = Bangladesh Railway, CAG = Comptroller and Auditor General, ERP = enterprise resources planning, FAPAD= Foreign Aided Project Audit Directorate, GOB = Government of Bangladesh, IT = information technology, PIU = project implementation unit, PMU = program management unit.

B. Disbursement

1. Disbursement Arrangements for ADB Funds

23. The loan will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2015, as amended from time to time), and detailed arrangements agreed upon between the government and ADB. Online training on disbursement policies and procedures is available to project staff, who are encouraged to avail in order to help ensure efficient disbursement and fiduciary control.⁷

24. BR will be responsible for (i) preparing disbursement projections, (ii) requesting budgetary allocations for counterpart funds, (iii) collecting supporting documents and (iv) preparing and sending withdrawal applications to ADB.

25. Before the submission of the first withdrawal application, the borrower should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the borrower, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is set in accordance with ADB's *Loan Disbursement Handbook*, unless otherwise approved by ADB. Individual payments below this amount should generally be paid by the borrower and subsequently claimed from ADB through reimbursement. ADB reserves the right not to accept withdrawal applications below the minimum amount.

2. Disbursement Arrangements for Counterpart Fund

26. Counterpart funds will be provided by the Ministry of Finance through the Ministry of Railways to BR as direct budgetary support. BR's project implementation unit (PIU) will be responsible for annually (i) preparing disbursement projections, and (ii) requesting budgetary allocations for counterpart funds.

C. Accounting

27. The Bangladesh Railway will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following cash-based accounting system following the government's financial regulations. Project financial statements will follow international accounting principles and practices and those prescribed by the Government's accounting laws and regulations.

D. Auditing and Public Disclosure

28. The Bangladesh Railway will cause the detailed project financial statements to be audited in accordance with International Standards on Auditing, by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by the Bangladesh Railway.

29. 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

⁷ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning

and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the loan were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable).

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

31. The government and Bangladesh Railway have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.⁸ 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 the share of ADB's financing is used in accordance with ADB's policies and procedures.

32. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011.⁹ After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, will not be disclosed.¹⁰

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting and Retroactive Financing

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

34. **Advance contracting.** Advance contracting will be carried out for goods and services, works, and consulting services.

⁸ ADB's approach and procedures regarding delayed submission of audited project financial statements:

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

⁹ Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

¹⁰ This type of information would generally fall under public communications policy exceptions to disclosure. ADB. 2011. *Public Communications Policy*. Paragraph 97(iv) and/or 97(v).

35. **Retroactive financing.** Retroactive financing for eligible expenditures up to the equivalent of 20% of each ADB loan under the Facility, incurred before loan effectiveness, but not more than 12 months before the signing of the loan agreement.

B. Procurement of Goods, Works, and Consulting Services

36. Bangladesh Railway has adequate organizational and staff capacity to carry out procurement of goods, works and consulting services and strong experience with the procurement for government and donor-funded projects; Bangladesh Railway has also successfully completed recent works projects and hence, has good experience in contract management. All bids and proposals are evaluated by BR's Tender Evaluation Committee (TEC) and Proposals Evaluation Committee (PEC) comprising five qualified and experienced in-house members together with two external members from organizations outside the communication sector. The procurement approval process is well-defined and simplified and involves reasonable time till award of contracts. Bangladesh Railway has already established a PIU and appointed a project director for the project, who have initiated procurement steps under the advance contracting modality. ADB will play an active facilitation role in the bidding process to ensure timeliness and quality in the process, and will engage its own consultants to help with this work.

37. All procurement of goods and works will be undertaken in accordance with ADB's Procurement Guidelines (2015, as amended from time to time). The civil works contract for construction of the Chittagong–Cox's Bazar railway project will be procured in accordance with the international competitive bidding procedure with ADB's prior review of bid documents and major steps in the procurement process during bid evaluation. Supply contracts to continue supporting the implementation of the railway reform project will be procured in accordance with the international competitive bidding procedure with ADB's prior review of bid documents and major steps in the procurement process during bid evaluation.

38. All consultants will be recruited according to ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).¹¹ Two consulting firms will be recruited under the loan, namely for construction supervision and project management. For the construction supervision consulting contract, an estimated 4,056 person-months (653 international, 3,403 national) of consulting services are required; for the project management consulting contract, an estimated 1,860 national person-months of consulting services are required. Consulting firms will be engaged using the quality- and cost-based selection (QCBS) method with a standard quality–cost ratio of 90:10. This is to ensure high quality of consulting firms recruited for the highly specialized tasks to supervise and manage a multidisciplinary greenfield railway project.

C. Procurement Plan

39. The procurement plan is in Appendix C.

¹¹ Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

D. Consultant's Terms of Reference

40. For consulting services to be financed under the Facility, the terms of reference for the construction supervision consultant are in Appendix D, and that for the project management consultant in Appendix E.

41. The terms of reference for the consultants to be recruited under the attached Technical Assistance are in Appendix F to J as follows:

- Appendix F: Attached Capacity Development Technical Assistance, Terms of Reference: Safeguards Monitoring Component: Environment
- Appendix G: Attached Capacity Development Technical Assistance, Terms of Reference: Safeguards Monitoring Component: Resettlement
- Appendix H: Attached Capacity Development Technical Assistance, Terms of Reference: Stakeholder Communication Component
- Appendix I: Attached Capacity Development Technical Assistance, Terms of Reference: Rail Safety Awareness Component
- Appendix J: Attached Capacity Development Technical Assistance, Terms of Reference: Project Implementation Component (Procurement Advisor/Legal Expert, Project Management Expert, Railway Reform Advisor)

VII. SAFEGUARDS

A. Involuntary Resettlement

42. The MFF and tranche 1 are categorized as “A” for involuntary resettlement according to the ADB Safeguard Policy Statement (SPS) due to significant land acquisition and resettlement impacts. It is expected to require the acquisition of 562.83 hectares (ha) of land and affect 1,984 households (9,946 persons). The resettlement plan,¹² resettlement framework,¹³ and indigenous peoples framework¹⁴ have been prepared and are disclosed on ADB website. The implementation of the resettlement plan including land acquisition is estimated to cost USD 435 million. It will be financed entirely by the government of Bangladesh and the budget is already approved. The section below describes the key implementation arrangements.

43. **Role of Bangladesh Railway and PIU.** BR will be responsible for securing the funds and mobilize staff dedicated to land acquisition and resettlement activities in the PIU to be established in the city of Chittagong. The PIU’s positions of Deputy Director and Sub-Assistant Engineer have been allocated for this purpose. They will be supported by two resettlement consultants (senior and junior resettlement specialists) hired as part of the project management consultant (PMC) team. The PIU will be responsible for the overall implementation of the resettlement plan (RP) and ensure compliance with the resettlement framework and indigenous people framework. PIU and BR officials will benefit from capacity-building measures at project inception. This will be provided by the CSC resettlement specialist and RP implementing NGO (see below) and financed in part by the RP’s administrative budget.

44. **NGO support for RP implementation and livelihood training.** The PIU will implement the RP with the support of two NGOs. One will be recruited to conduct the day-to-day land

¹² <http://www.adb.org/projects/documents/ban-sasec-railway-connectivity-may-2016-rp>

¹³ <http://www.adb.org/projects/documents/ban-sasec-railway-connectivity-may-2016-rf>

¹⁴ <http://www.adb.org/projects/documents/ban-sasec-railway-connectivity-may-2016-ippf>

acquisition and resettlement activities, entitlement disclosure and information and consultations with affected persons, internal monitoring and act as secretary in the grievance redress committees. The NGO will establish offices in each of the district concerned by the project and have at least six professional staff and 15 support and field staff. Another NGO will be recruited during the course of the RP implementation to design and conduct the livelihood improvement training program for vulnerable affected households. The NGO should be recruited and mobilized by the end of 2016.

45. **Construction supervision consultant.** One international and one national resettlement expert will be part of the construction supervision consultant (CSC) team to guide the implementation of the resettlement plan. Their role will be to help the PIU/INGO in setting up indicators and a baseline, advise the PIU on corrective actions plans, be a member of the grievance redress committee at project level and help with the preparation of the semi-annual resettlement monitoring reports and completion report to be submitted to ADB.

46. **Independent monitoring.** ADB will recruit an independent monitor (national expert with field staff, NGO or firm) to conduct a field-based assessment of the implementation of the resettlement plan on a bi-annual basis. Its role will be to reconcile data provided by the NGO, and Bangladesh Railway with field and records verification; assess progress of land acquisition and resettlement activities; assess compliance of resettlement plan (RP) implementation with the SPS and the resettlement framework (RF) and indigenous people's planning framework (IPPF); interview affected persons to assess their views on the resettlement process; and propose corrective/remedial actions. This activity will be financed by the capacity development technical assistance attached to the project.

B. Environmental Safeguards

47. The MFF and tranche 1 are categorized "A" for environment according to the SPS because the project scope includes the construction of a greenfield 102 km rail line passing through many elephant crossings and three protected areas (Chunati Wildlife Sanctuary, Faisakhali Wildlife Sanctuary and Methakatchpia National Park). An environmental impact assessment (EIA) report including an environmental management plan (EMP) has been prepared for the rail line and was disclosed on the ADB website on 29 April 2016. An environmental assessment and review framework (EARF) has been prepared to guide environmental assessment of succeeding tranches under the program and will be disclosed on the ADB website as well. Categorization and assessments for succeeding tranche's will be carried out in accordance with the requirements of the EARF, Department of Environment (DOE) of the government and ADB SPS

48. In case of unanticipated environmental impacts or design changes during implementation, the PIU will immediately inform ADB to make a decision on whether additional studies need to be carried out or updates need to be made to the EIA or EMP. Based on the decision made, the PMU will instruct the CSC or recruit consultants to conduct additional studies or update the EIA and EMP.

49. **Ensuring implementation of environmental safeguards.** BR will ensure that all environment safeguard requirements under the MFF will be implemented as required by the EARF and respective EIA or IEE, including the EMP. The EMP with detailed budget estimates for the Dohazari–Cox's Bazar section is given in the EIA report. The EMP is a plan for mitigating all anticipated environment impacts during project construction and operation. Specific mitigation measures with details on location, time and responsible agency for implementation is

given in the EMP. Mitigation measures for implementation during the construction stage is implemented by the contractor and during operation stage by the PIU under BR.

50. The EMP also includes monitoring activities on testing the quality of air, water, and noise through laboratory tests and physical monitoring of problems of soil erosion, tree plantations and occupational health and safety issues. Quality testing of air, water and noise may be outsourced by the contractor to recognized and approved laboratories, while physical monitoring activities will be carried out by the CSC and independent monitor, where applicable.

51. As mentioned in the EARF, since tranche 1 is an environment category A project, an independent monitor will conduct third party monitoring on implementation of environment safeguards and provide technical guidance on the mitigation measures for elephant crossings. The independent monitor will conduct monitoring activities throughout project construction and for at least three years during project operation.

52. Given the issue of elephant crossings in the project area the contractor will be responsible for implementing the pilot test of the three camera options under the guidance of the CSC and the independent monitor.¹⁵ A decision on the camera option to be included in the project operations will be made by BR based on the results of the pilot test, recommendations of the CSC and independent monitor and approval from ADB. The contractor will be responsible for procuring and installing the selected camera option, incorporating necessary changes in the rail operations systems and rules, and organizing training for train operators on using the camera system. The independent monitor will conduct further studies on elephant behavior and movement patterns during the pre-construction stage and provide recommendations on the exact location and technical design of the elephant overpass. The contractor will be responsible for preparing the technical design of the elephant overpasses and constructing them along with associated features such as funneling structures, sign boards and others.

53. In accordance to the Forest Act (1927), and the Forest (Amendment) Act (2000) and the management plans of the Chunati Wildlife Sanctuary and Fasiakhali Wildlife Sanctuary government clearance will be required for any development project falling inside legally protected areas. Furthermore, according to the Hill Cutting Ordinance, 1986, no person shall cut or raze any hills or hillocks without prior approval from the government. Hence, BR will be responsible for securing government clearance for construction of the project rail line through the three protected areas and hills in the project area.

54. All other statutory clearances such as the environmental clearance, forestry clearance, No Objection letters, etc. must be obtained by the PIU before start of construction works. Permits, certificates, No objection letters, etc. for activities such as operation of hot mix plants, operation of equipment and machinery, sourcing of ground water, etc. must be obtained by the contractor before the implementation of the respective construction activity.

C. Grievance Redress Mechanism

55. BR will establish a grievance redress mechanism (GRM) to voice and resolve social and environmental concerns linked to the project and ensure greater accountability of the project authorities towards all affected persons. The GRM should be in place no later than 3 months following the recruitment of the RP implementing NGO or no later than 6 months after the loan

¹⁵ Locomotive mounted thermal imaging cameras, cellular enabled infrared camera traps, and/or stationary thermal cameras.

effectiveness, whichever is earlier. This mechanism is not intended to bypass the government's own legal process, but is intended to provide a time-bound and transparent mechanism that is readily accessible to all segments of the affected people. The NGO and BR will try as much as possible to address grievances locally before these are submitted to the GRM. All costs involved in resolving the complaints (meetings, consultations, communication and reporting/information dissemination) will be borne by the Project. The GRM structure is described in Table 13 below.

Table 13: Grievance Redress Mechanism Committee Structure

Local-Level Committee Upazila/Municipality of Aggrieved Person	Project-Level Committee Chittagong BR/PIU Project Office
<ul style="list-style-type: none"> ▪ BR/PIU resettlement Deputy Director or his/her representative – Convener ▪ Area manager of the implementing NGO – member Secretary ▪ Representative of the affected person's community/upazila area/city council - member 	<ul style="list-style-type: none"> ▪ BR/PIU Project Director or his/her representative – Convener ▪ Team Leader implementing NGO – member Secretary ▪ Resettlement Expert from the CSC - member

BR = Bangladesh Railway, CSC = construction supervision consultant, NGO = non-governmental organization, PIU = project implementation unit.

Sources: Asian Development Bank and Bangladesh Railway.

56. For environment safeguards there will only be one GRM committee comprising the Project-level committee. The team leader of implementing NGO will be replaced by a representative from the district DOE and the CSC Resettlement Expert will be replaced by the CSC Environmental Specialist. In addition there will be a local representative from the area where the grievance was filed.

57. Prior to the start of construction activities, BR or its representative will make public the establishment of the grievance redress committees and process, and advertise through dissemination campaigns and poster(s) in the local language(s) the contact information of the NGO and BR focal points. A complaint register of all grievances received will be kept, including contact details of complainant, date of complaint submission, nature of grievance, agreed corrective actions and the date these were affected, and final outcome.

D. Prohibited investment activities

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

VIII. GENDER AND SOCIAL DIMENSIONS

59. **Gender Action Plan (GAP).** Tranche 1 is categorized as effective gender mainstreaming (EGM). The social due diligence identified gender-specific issues and social risks related to the project in addition to resettlement impacts. They are presented in the Summary Poverty Reduction and Social Strategy (SPRSS). To address these issues, a Gender Action Plan (GAP) with proactive gender-mainstreaming and mitigation measures has been developed for Tranche 1 and the MFF, given that this is a time-slice project where subsequent tranches will finance the same long-term construction contracts. These include: (i) integration of elderly-women-children-disabled (EWCD)-friendly features in the station designs; (ii) rail crossing safety awareness campaigns to communities along the corridor; (iii) inclusion of

personal safety/anti-sexual harassment protocol in stations and related capacity building to BR; (iv) public preventative STD and human trafficking awareness-raising campaign; (v) proactive measures to support the rehabilitation of affected women; and (vi) website and communication platform about the project, its impact and implementation progress. The full GAP document can be found in Appendix B. Below is the information on implementation arrangements of the GAP's key activities.

60. **GAP activities related to gender.** Bangladesh Railway and the contractor will ensure EWCD-friendly features are built in all the stations. This will be monitored by the CSC in line with the specified timeframes in the GAP. The CSC, with the support of the PMC, will develop a protocol reference document, training materials and conduct training for station managers, attendants (conductors) and railway reserve police on how to address sexual harassment and personal safety incidents. This activity is intended to support BR's existing capacity and take place during project implementation, therefore not limited to future staff allocated to the Chittagong-Cox's Bazar section. The CSC and PMC will include gender specialists to support these activities. The cost associated with the implementation and monitoring of gender mainstreaming activities are included in the budgets of the civil works contractor and the supervision consultant.

61. **GAP activities related to safe railway crossing.** The CDTA attached to the project will finance a safe railway crossing awareness campaign targeted at the residents along the alignments, schoolchildren, parents and professional drivers. An NGO specializing in community road or railway safety will be recruited by ADB for this purpose.

62. **HIV/AIDS and human trafficking prevention.** An NGO will be recruited by BR through the CSC to conduct HIV/AIDS and human trafficking prevention awareness campaign to the communities along the corridor. Moreover, the contractor will be required to conduct HIV/AIDS prevention trainings to its entire labor staff. This campaign should take place during the first three years of construction activities.

63. **Labor.** The Project construction is expected to generate employment opportunities for local communities during construction and maintenance phases. Men and women will be paid equally for equal work. Provisions are in the bidding and contractual documents for the contractors to ensure that all the civil works comply with core labor standards (e.g. no child labor; no bonded labor; no work discrimination regardless of gender, race, and ethnicity; and freedom of association and collective bargaining). This will be monitored by the CSC as well as by the independent monitor.

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

A. Project Design and Monitoring Framework

64. The design and monitoring framework for the Facility is in Appendix A.

B. Monitoring

65. **Project performance monitoring.** Achievement of the project performance targets will be assessed following the design and monitoring framework. BR will establish a project performance management system for the project. Indicators to be monitored include (i) the volume of traffic before and after the implementation of the project; and (ii) project

implementation period. Progress will be monitored and reported by BR as required. These reports will provide information necessary to update ADB's project performance reporting system.¹⁶

66. **Compliance monitoring.** Regular monitoring of project implementation to ensure policy compliance will be conducted by ADB. As necessary, special loan administration missions and a midterm review mission will be fielded to ensure policy compliance. BR will monitor project implementation in accordance with the schedule and time-bound milestones, and keep ADB informed of any significant deviations that may result in not achieving the milestones.

67. **Involuntary resettlement monitoring.** ADB will assess the progress of resettlement activities during review missions. The monitoring and evaluation reports to be submitted to ADB are detailed in Table 14 below:

Table 14: Project Monitoring and Evaluation Reports

Type of Report	Content	Frequency	Responsibility
RP update	Provide the updated list of affected persons after the joint verification survey	Once	NGO/BR/CSC
Addendum(s)	Detail the land acquisition and resettlement impacts, socioeconomic survey of affected persons, mitigation and rehabilitation measures, budgetary requirements and timeline for implementation	To be prepared : (i) for sections of project where design is not final (ii) when unforeseen activities with resettlement impacts	NGO/BR/CSC
Semi-annual resettlement monitoring report	Progress on land acquisition and resettlement activities, indicators, variations, if any with explanation and outcome, recommended corrective actions.	Semi-annually	BR/CSC
Independent monitoring report	Progress on land acquisition and resettlement activities, indicators, variations, if any with explanation and outcome, affected person's satisfaction with process, compliance with ADB's SPS, corrective actions recommended	Semi-annually	Independent Monitor/ ADB
Resettlement completion report	Overall narrative of the land acquisition and resettlement process, outputs and outcomes of indicators from baseline, key variations/changes, lessons learned	Once	BR/CSC
Resettlement evaluation report	Overall assessment of the land acquisition and resettlement process, compliance with ADB's SPS, indicators achievement when compared to baseline, lessons learned	Once	Independent Monitor ADB

ADB = Asian Development Bank, BR = Bangladesh Railway, CSC = construction supervision consultant, NGO = non-governmental organization, RP = resettlement plan, SPS = Safeguard Policy Statement.

Sources: Asian Development Bank and Bangladesh Railway.

68. **Environmental safeguards monitoring.** For environment, safeguards records on implementation of the mitigation measures on site will be maintained by the contractor on a monthly basis. Based on these records and spot checks of at least once a week by the

¹⁶ ADB's project performance reporting system is available at <http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool>

PIU/PMC and CSC, the CSC will prepare quarterly monitoring reports. These quarterly monitoring reports will further be compiled into semi-annual reports for category A subprojects and/or tranches and annual monitoring report for category B subprojects and/or tranches to be submitted to ADB for disclosure on the ADB website. If there are any changes in the design or alignment, the EMP of the respective project component or tranche will be updated to account for any additional or new environmental impacts. Further, the need for revising the respective EIA or IEE report will also be reviewed and confirmed in discussion with ADB. The independent monitor for environment safeguards will prepare semi-annual monitoring reports during project implementation and annual monitoring reports during project operation for disclosure in the ADB website.

69. **Gender and social dimensions monitoring.** The GAP activities will be monitored by the CSC's gender specialist. ADB will assess the progress of these activities during review missions. Semi-annual GAP monitoring reports will be prepared by BR with the support of the CSC and PMC gender specialists and submitted to ADB.

C. Evaluation

70. A project inception mission will be fielded soon after the legal agreements for tranche 1 are declared effective; thereafter, regular reviews will follow at least annually. As necessary, special loan administration missions and a midterm review mission will be fielded, under which any changes in scope or implementation arrangement may be required to ensure achievement of project objectives. BR will monitor project implementation in accordance with the schedule and time-bound milestones, and keep ADB informed of any significant deviations that may result in the milestones not being met. Within 6 months of physical completion of the project, BR will submit a project completion report to ADB.¹⁷

D. Reporting

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

E. Stakeholder Communication Strategy

72. A website and communication platform will be developed for the project as part of the CDTA. It will contain information about the project design, its environmental and social impacts, as well as about the progress of civil works, and the implementation of the resettlement plan, environmental management plan and gender action plan. The site will be regularly updated by the IT and multi-media specialist recruited as part of the PMC.

73. Once mobilized, the RP implementation NGO will conduct an information and dissemination campaign to inform the affected persons about the land acquisition and

¹⁷ Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

resettlement timeline, entitlements and contact information to submit grievances. This will be done through the distribution of simple one-page leaflets along the corridor, the posting of signs with contact number for information about the resettlement process in strategic locations, loudspeaker mobile campaigns and stakeholder consultation meetings. Moreover, the RP and entitlement matrix will be made available locally in *upazila* and BR offices. During implementation, BR, the NGO and CSC will conduct regular consultations with affected persons to ensure concerns (social and environmental) are addressed. The NGO will have offices on site and field staff to support these ongoing activities.

X. ANTICORRUPTION POLICY

74. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.¹⁸ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all project contractors, suppliers, consultants, and other service providers. Individuals and/or entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the project.¹⁹

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

XI. ACCOUNTABILITY MECHANISM

76. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make 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.²⁰

XII. RECORD OF CHANGES TO THE FACILITY ADMINISTRATION MANUAL

77. All revisions and/or updates during the course of implementation should be retained in this section to provide a chronological history of changes to implemented arrangements recorded in the FAM, including revision to contract awards and disbursement s-curves.

¹⁸ Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

¹⁹ ADB's Integrity Office web site: <http://www.adb.org/integrity/unit.asp>

²⁰ Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

DESIGN AND MONITORING FRAMEWORK

Impacts the Project is Aligned with			
Efficient and safe railway transport in Bangladesh (7th Five-Year Plan, FY2016–FY2020) ^a			
Improved subregional connectivity and trade (7th Five-Year Plan, FY2016–FY2020) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome Railway transport system in the Chittagong–Cox’s Bazar corridor improved	By 2024 a. 10 passenger trains operate daily between Chittagong and Cox’s Bazar (2016 baseline: no train services) b. 2.9 million annual passengers transported between Chittagong and Cox’s Bazar (2016 baseline: 0) c. Cox’s Bazar district connected to the national and subregional railway network (2016 baseline: not connected)	a. Bangladesh Railway’s passenger timetable b. Bangladesh Railway’s passenger records c. Bangladesh Railway’s project completion report	Delay in releasing counterpart funds
Outputs 1. New railway line commissioned 2. Project implementation capacity of Bangladesh Railway strengthened	By 2023 1a. 102 kilometers of new railway line constructed 1b. 9 stations constructed, integrating design features that make them friendly to elderly people, women, children, and people with disabilities 2. Safeguard monitoring system, public communication plan, and safety awareness implemented	1–2. Bangladesh Railway’s progress and project completion reports	Sufficiently qualified contractors and consultants might not participate in the project
Key Activities with Milestones 1 New railway line commissioned 1.1 Bid documents floated (Q2 2016) 1.2 Contract awarded (Q3 2017) 1.3 Contractor mobilized (Q4 2017) 2 Project implementation capacity of Bangladesh Railway strengthened 2.1 Safeguard monitoring system implemented (Q4 2023) 2.2 Communication plan submitted (Q4 2017) 2.3 Safety awareness campaign implemented (Q4 2023) Project Management Activities 1. Project implementation unit established and project director appointed (Q2 2016)			

<ul style="list-style-type: none"> 2. Construction supervision and project management consultants mobilized (Q3 2017) 3. Advertisements for expression of interest issued (Q2 2016) 4. Submission of proposals (Q4 2016) 5. Consulting contracts awarded (Q2 2017)
<p>Inputs</p> <p>Asian Development Bank: \$1,500,000,000 (MFF); \$1,000,000 (technical assistance grant)</p> <p>Government: \$512,000,000</p>
<p>Assumptions for Partner Financing</p> <p>Not applicable.</p>

FY = fiscal year, MFF = multitranches financing facility, Q = quarter.

^a Government of Bangladesh, Planning Commission, General Economics Division. 2015. *7th Year Plan, FY2016–FY2020: Accelerating Growth, Empowering Citizens*. Dhaka.

Source: Asian Development Bank.

GENDER ACTION PLAN

Activity	Performance Targets / Indicators	Responsibility	Timeframe
Output 1. New railway line commissioned			
1.1 Integrate elderly-women-children-disabled (EWCD)-friendly features in the station designs and along new railway line	9 new railway stations equipped with: <ul style="list-style-type: none"> • separate toilets and ablution facilities for male and female passengers • separate waiting rooms spaces for women and men • separate ticketing facilities for women in Cox's Bazar stations • well-lit waiting rooms and spaces on platforms • disability-friendly access features²¹ • Rail crossing physical safety signs along railway line 	BR Contractor CSC	From January 1, 2018 to December 31, 2021
1.2 Conduct rail crossing safety awareness campaigns to communities along corridor (audience: pedestrians, drivers, parents, schoolchildren, professional drivers)	<ul style="list-style-type: none"> • At least 10,000 residents [Target women 40%] from upazilas along the alignment participated in rail crossing safety awareness sessions. • 75% of students [Target schoolgirls: 50%] of at least 500 public or registered kindergarten, primary and secondary schools in upazilas along the alignment participated in rail and platform safety awareness sessions. • At least 300 professional drivers are sensitized to safe rail crossing 	BR ADB Specialized safety- awareness NGO PMC	From June 30, 2017 to December 31, 2020
1.3 Preventive personal safety/anti-sexual harassment measures	<ul style="list-style-type: none"> • At least 1 sign is posted in each train station to inform passengers where to get help or report an incident of personal safety/sexual harassment. The signs should be intelligible for an illiterate audience and clearly indicate zero tolerance for sexual harassment and violence. 	BR	By December 31, 2021
1.4 Conduct public preventative STD and human trafficking awareness-raising sessions to communities and laborers	<ul style="list-style-type: none"> • At least 500 community members [Target: 40% women] have participated to STD²² and human-trafficking sessions during the first three year of construction activities. • At least 20 STD preventative awareness signs are set up in strategic places along the corridor prior to the start of construction activities • All civil works laborers have received training on STD prevention 	PMC/CSC	From January 1, 2018 to June 30, 2019

²¹ Including entry/exit gates and foot-over-bridges equipped with ramps, dedicated drop-off and pick-up points and parking space as well as ticket booths at suitable height for wheelchair users

²² For HIV/AIDS and STD, when applicable using good practice tools and materials endorsed by the National AIDS/STD Programme (NASP)

Activity	Performance Targets / Indicators	Responsibility	Timeframe
1.5 Ensure that project-affected women receive fair compensation and benefit from livelihood improvement training	<ul style="list-style-type: none"> All female-headed households have bank accounts in their names All vulnerable affected households receive additional assistance Female participating in livelihood training have an additional seed grant²³ 	BR INGO CSC/PMC	From September 1, 2016 to December 31, 2017
Output 2: Project implementation capacity of Bangladesh Railway strengthened			
2.1 Increase capacity building of key transportation staff in managing personal safety and sexual harassment incidents	<ul style="list-style-type: none"> BR has established guidelines on how to respond to, report and document personal safety and sexual harassment incidents and complaints in train stations and wagons At least 100 BR staff working as attendants (conductors), station master/assistants, railway reserve police are trained on how to manage personal safety and sexual harassment incidents and complaints. Safety and security teaching materials related to personal safety and sexual harassment-free environments have been developed. 	BR CSC	By June 30, 2018
2.2 Information dissemination capacity improved	<ul style="list-style-type: none"> Website about project, its impact and implementation progress launched and regularly updated 	BR PMC ADB	By June 30, 2017
2.3 Monitor the employment of women and those from surrounding communities in construction activities	<ul style="list-style-type: none"> Payroll with names, sex, work done, working period, and wages received, are made available for inspection by PIU Mainly construction laborers will be monitored but also other employees in administrative and housekeeping activities 	BR CSC	From January 1, 2018 to September 30, 2021
2.4 Ensure that construction activities abide by core labor standards ²⁴	<ul style="list-style-type: none"> Bidding documents and contracts contain provisions on core labor standards Report incidents of non-compliance 	BR CSC	From June 2016 to September 30, 2021

BR = Bangladesh Railway; CSC = Construction Supervision Consultant; ECWD = elderly, women, children and disabled; INGO: Implementing Non-Governmental Organization; NASP = National AIDS/STD Program; PIU = Project Implementing Unit; STD = Sexually Transmitted Disease

²³ Eligible participants are one member of vulnerable household: male participants will receive BDT 25,000 and female BDT 35,000 at the end of the training. This is to encourage households to send female participants.

²⁴ i.e.: equal wages for work of equal value, prohibition of child labor, no bonded labor; no work discrimination regardless of gender, race, and ethnicity; and freedom of association and collective bargaining

PROCUREMENT PLAN

Basic Data

Project Name: SASEC Chittagong-Cox's Bazar Railway Project, Phase 1	
Project Number: 46452-002	Approval Number:
Country: Bangladesh	Executing Agency: Bangladesh Railway (BR)
Project Procurement Classification: Category A	Implementing Agency: N/A
Project Procurement Risk: Moderate	
Project Financing Amount: US\$ 1,800,000,000 ADB Financing: US\$ 1,500,000,000 Cofinancing (ADB Administered): Non-ADB Financing: US\$ 300,000,000	Project Closing Date: 31 December 2023
Date of First Procurement Plan: 17 August 2016	Date of this Procurement Plan: 17 August 2016

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

1. Procurement and Consulting Methods and Thresholds

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

Procurement of Goods and Works		
Method	Threshold	Comments
International Competitive Bidding for Goods	US\$ 2,000,000 and Above	
International Competitive Bidding for Works	US\$ 15,000,000 and Above	

Consulting Services	
Method	Comments
Quality- and Cost-Based Selection for Consulting Firm	90:10 quality to cost ratio

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

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

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior/Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
W-1	Construction of 102 km of new railway line including earthworks, bridges and culverts, stations, signaling system and all related works.	1,200,000,000.00	ICB	Prior	1S2E	Q2 / 2016	Prequalification of Bidders: N Domestic Preference Applicable: N Advance Contracting: Y Bidding Document: Large Works Comments: SBD for large works will be used; package is for Lot 1 and Lot 2

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

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

Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior/Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
CSC	Construction Supervision Consulting Services for package W-1.	67,000,000.00	QCBS	Prior	Q2 / 2016	FTP	Assignment: International Quality-Cost Ratio: 90:10 Advance Contracting: Y Comments: 90:10 QC ratio for QCBS method
PMC	Project Management support services for Bangladesh Railway to implement the project.	13,000,000.00	QCBS	Prior	Q2 / 2016	FTP	Assignment: International Quality-Cost Ratio: 90:10 Advance Contracting: Y Comments: 90:10 QC ratio for QCBS method

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

The following table lists smaller-value goods, works and consulting services contracts for which the activity is either ongoing or expected to commence within the next 18 months.

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior/Post)	Bidding Procedure	Advertisement Date (Q/Y)	Comments
None								

Consulting Services								
Package Number	General Description	Estimated Value	Number of Contracts	Recruitment Method	Review (Prior/Post)	Advertisement Date (Q/Y)	Type of Proposal	Comments
None								

B. Indicative List of Packages Required Under the Project

The following table provides an indicative list of goods, works and consulting services contracts over the life of the project, other than those mentioned in previous sections (i.e., those expected beyond the current period).

Goods and Works							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Review (Prior/Post)	Bidding Procedure	Comments
None							

Consulting Services							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Recruitment Method	Review (Prior/Post)	Type of Proposal	Comments
None							

**Outline Terms of Reference (TOR) for Supervision Consultancy Services
for Construction of Single Line Dual Gauge (DG) Railway Track
from Dohazari to Cox's Bazar**

A. Background

1. The Economic and Social Commission for Asia and the Pacific (ESCAP) took initiative to introduce Trans-Asian Railway (TAR) Network to improve the communication system among the countries of Asia and Europe. The southern corridor of the TAR is one of three Asia-Europe rail land bridges studied by ESCAP as part of the Asian Land Transport Infrastructure Development (ALTID) project which was endorsed by the 48th ESCAP Commission Session in Beijing in April 1992. Bangladesh is connecting through Southern Corridor of TAR. The TAR links in Bangladesh are as follows –

- i. TAR ROUTE – 1 : Gede (West Bengal, India) – Darsana – Ishurdi – Jamtoil – Joydebpur – Tongi – Akhaura – Chittagong – Dohazari – Gundum – (Myanmar border station); Sub-route – I : Tongi – Dhaka; and Sub-route – II : Akhaura – Kulaura – Shahbazpur – Mahisasan (India)
- ii. TAR ROUTE – 2 : Singabad (West Bengal, India) – Rohanpur – Rajshahi – Abdulpur – Ishurdi and thereafter following the rest of the route/sub-routes of Route – I.
- iii. TAR ROUTE – 3 : Radhikapur (West Bengal, India) – Birol – Dinajpur – Parbatipur – Abdulpur – Ishurdi and thereafter following the rest of the route/sub-routes of Route – I.

2. Government of Bangladesh (GOB) is taking efforts on developing TAR corridor in Bangladesh as well as regional corridors. GOB is also taking initiative to overcome the bottlenecks and missing links of TAR corridor in Bangladesh. The proposed Dohazari to Cox's Bazar via Ramu and Ramu to Gundum rail line is the missing link of TAR routes connecting Myanmar border. Bangladesh has signed the "Intergovernmental Agreement on the Trans-Asian Railway Network" as 20th signatory country on 09-11-2007. The Government of Bangladesh has on-principally approved the "Intergovernmental Agreement on the Trans-Asian Railway Network". Construction of rail link from Dohazari to Gundum has become a priority project and needs to be implemented immediately to eliminate the bottleneck of TAR route.

3. Moreover, the proposed project is essential for making railway connectivity with the famous tourist spot Cox's Bazar with the view to cater more tourists in Cox's Bazar and to improve the socio-economic condition of local people.

4. To eliminate this bottleneck GOB at its own cost conducted a feasibility study by consulting firm CANA RAIL and Final Report was submitted in December, 2001 which was accepted by the Government of Bangladesh. Based on the feasibility Study 2001, a DPP was approved by ECNEC on 06.07.2010 at a total cost of BDT 1852.35 (GOB: 670.07 and PA: 1182.28) Crore to construct 128 route km new MG railway track with BGML standard bridge & track sub-base having load capacity (25 tons per axle). But implementation of the project is getting delayed as the source of financing of project aid was delayed to be finalized. Moreover, due to course of time some modification in the alignment became essential and hence the feasibility study needed to be updated.

5. Under ADB's Loan-2688-BAN(SF) a TA project (RCIP) was taken in hand for updating feasibility study, detailed design and preparation of tender documents for "Construction of single line Meter Gauge Railway track from Dohazari to Cox's Bazar via Ramu and Ramu to Gundum near Myanmar Border".
6. Meanwhile decision was taken in the ECNEC meeting held on 9 September 2014 to construct all new track as Dual Gauge track. Ministry of Railways issued an instruction on 10.09.2014 to carry out necessary actions to construct "Dohazari to Cox's Bazar via Ramu and Ramu to Gundum" considering Dual Gauge. Hon'ble Prime Minister gave instruction during her visit to the Ministry of Railways on 23 October 2014 for land acquisition considering double line dual gauge during construction of all new rail lines. The study and detailed design had to redo accordingly. Draft Final Feasibility Study Report was submitted by the consultant in February 2016.
7. Asian Development Bank (ADB) is going to finance Dohazari-Cox's Bazar under The SASEC Chittagong–Cox's Bazar Railway Project, Phase 1 as a multitranche financing facility (MFF). The SASEC Chittagong–Cox's Bazar Railway Project, Phase 1 includes provisions for future extensions and capacity enhancement of the line. The alignment and right of way are designed in such a way that future double tracking of the railway line is possible. The alignment also considers options to extend the line from Ramu to Gundum at the Myanmar border by a 28 km branch line and to connect it to the planned deep-sea port on Matarbari Island. These branch lines and the planned upgrading of the 47 km Chittagong–Dohazari section to dual gauge are expected to be financed under the proposed SASEC Chittagong–Cox's Bazar Railway Project, Phase 2.
8. Therefore, the project is again revised with the provision of Dual Gauge single line track, with a vision of seamless connectivity with the TAR route.

B. Objectives

9. The objective of the consultancy services is to review the detailed engineering design & drawings and tender documents for construction of single line dual gauge (DG) railway track from Dohazari to Cox's Bazar via Ramu prepared by the RCIP consultants and provide construction supervision services. Specifically, the Consultant will:
 - i. Review all findings in the feasibility study and detailed engineering design & drawings. Review all the specifications and provisions of tender documents.
 - ii. Construction supervision services for construction of dual gauge single line rail link from Dohazari to Cox's Bazar via Ramu.

C. Scope of Consultancy Services

10. The anticipated scope of the consulting services shall include but will not be limited to the following:
 - i. Review all findings of feasibility study and detailed engineering design & drawings. Review all the specifications and provisions of tender documents.
 - ii. Review of all available materials and reports including relevant studies done earlier by the BR and other authorities. Review all ongoing and planned development activities around the site and recommend necessary actions;

- iii. The Consultant shall provide construction supervision services for construction of dual gauge single line rail link from Dohazari to Cox's Bazar via Ramu but not limited to the following:
- The Bangladesh Railway through their nominated representative, Project Director and support staff, shall work in close coordination with the Consultant with regards to the management, administration and construction supervision of the 'Construction Contract Documents' (CCD), including any technical support associated with approval of contractor submissions, and proposed design modifications as well as for overall testing and inspection of the Works. This interaction between the parties shall facilitate the transfer of technology, of management and administrative techniques, as well as technical knowledge related to the construction, operation and maintenance of the new facilities.
 - The scope of the services provided by the Consultant shall include all the services required from the Engineer as presently outlined and defined in the current CCD, except those duties retained by the Client and specifically identified as such in the CCD. The Client shall, prior to commencement of work by the Consultant designate in writing that the Consultant shall have the authority of the Engineer with respect to CCD; and that he shall have the required authority to discharge those duties as defined in CCD and as generally described hereinafter. In the text to follow, the Consultant shall be referred to as "the Engineer".
 - The Consultant shall comply with the requirements for the Engineer of CCD and in particular, the requirement to obtain the specific approval of the Client in writing before taking any actions requiring such prior approval.
 - The services to be provided by the Engineer shall be carried out by qualified project engineers, design engineers, resident engineers, Inspectors and technicians who are competent in the general type of work required, and who are competent and experienced in their own specific assignment or position on the Project.
 - The services to be provided by the Engineer shall cover the following categories:
 - Part 1: Overall Contract Management, Administration and Planning;
 - Part 2: Technical Support;
 - Part 3: Construction Supervision, Testing and Inspection;
 - Part 4: Environmental Aspects;
 - Part 5: Gender and Other Social Aspects;
 - Part 6: Resettlement Aspects.
 - Part 7: Defect Liability Period.

Part 1: Overall Contract Management, Administration, and Planning

11. The management, administration and planning of the Works shall be under the direction of the Project Manager and shall be carried out by qualified engineering specialists and office support staff. The tasks shall consist of the following but not limited to:

- i. Control and approval of the quality assurance system and procedure/methodology prepared by the Contractor, based on the Contractor's schedule, as well as establishment of a detailed and computerized construction scheduling and cost control system;
- ii. Initial preparation of a detailed project schedule in bar chart form and critical path showing all of the major activities and the critical links with the activities for the implementation of the whole Project;
- iii. Verify project schedule and detailed work plan submitted by the Contractor, Identify critical path and ensure timely completion of project by re-scheduling the work plan, if required;
- iv. Periodic and regular updating of the project schedule to monitor the actual vs. planned progress of the work and the inclusion of these updated schedules in the monthly reports;
- v. Advising the Client on possible ways to accelerate the scheduled completion of the Work and/or reduce costs where appropriate; and in a manner consistent with the overall contractual arrangement between the parties, to provide the same type of advice to the Contractor;
- vi. Establishment and monitoring the implementation of guidelines for the appropriate environmental protection measures and procedures to be undertaken by the Contractor in accordance with the requirements as set out in CCD, EIA and EMP;
- vii. Convening of weekly working meetings on site with the Contractor which shall include the senior personnel of both the Contractor and the Engineer. These meetings will be held to discuss the day-to-day construction activities, to review the progress of the work, and to resolve any problems, including changes to the work plan, supply of materials, quality control and compliance with the specifications. The Client may attend the weekly meetings, and the Engineer shall take minutes of the meetings and provide copies to the Contractor and the Client;
- viii. Convening of monthly progress review meeting in the main office with the Contractor and the Client;
- ix. Attendance and participation of the Engineer in any periodic meetings called by the Client involving the project steering committee, project implementation committee, financing agencies, and others, including the Contractor;
- x. Provision of timely notification and documentation of any changes or conditions that may have an impact on the project schedule and/or budget, and including recommendations on the relevant measures that could be taken to mitigate any negative impact;
- xi. Reviewing and processing for submission to the Client for his approval, all contract documentation with respect to interim and final payment certificates;

- xii. Preparation of the certificate of completion for the work or any significant part or parts thereof as provided for under CCD;
- xiii. Management and coordination of the takeover of the east side, review and turnover of operations and maintenance manuals submitted by the Contractor and/or individual suppliers;
- xiv. Prepare project brief or status paper from time to time as per requirement of the client or donor agencies.
- xv. Preparation of detailed monthly reports, including charts, describing the construction activity, progress of the work including the supply of materials being manufactured or produced, current costs and cost projection up to completion, problems solved and current problems that remain unresolved, and any matters of an urgent nature requiring a decision by the Client and/or Financing Agencies;
- xvi. Providing timely notification to the Client of any necessary actions with regards to the Client's duties and obligation in relation to permits, customs arrangements, approvals, relations with other agencies, coordination of commonly used facilities, provision of the Site and associated facilities, and any contractual commitment on the part of the Client to provide transport services to the Contractor under the terms of the Contract;
- xvii. Advise the Client the adequacy of the Contractor's insurance policies, performance bonds, indemnities, and ownership or rights to construction plant and equipment required for the Contract;
- xviii. Maintain close coordination with the Contractor, Employer and consulting team regarding railway operation management during upgradation of existing line and linking new track with the existing one;
- xix. Monitoring the Contractor's activities to ensure that there is full compliance with the overall contract requirements for protection of the environment as provided in the EIA and EMP, including waste management, and to maintain a proper record of such activity for inclusion in the monthly reports;
- xx. Monitoring the Implementing NGO's activities to ensure that there is full compliance with the requirements of resettlement Plan and to collect all necessary records and to review semi-annual and annual reports prepared by INGO and to review semi-annual and annual reports prepared by INGO;
- xxi. Handling of construction disputes under the terms of the Contract;
- xxii. Prepare/revise DPP and carryout all associated studies such as revised BOQ, revised economic and financial rate of returns, revised resettlement plan, etc.;
- xxiii. Provide all necessary assistance to the Employer for getting approval of Variation Orders (if necessary);
- xxiv. Carrying out any other duties required under CCD;
- xxv. Review and turnover of the Contractor's "as built drawings";
- xxvi. Commissioning of the Works;
- xxvii. Arrange foreign training/study tour to developed country(ies) for the 15 representatives of representatives of Planning Commission, IMED, ERD, Ministry of Railways and Bangladesh Railway under provisional sum. Consultant will submit detailed tour program to PD for approval.

Part 2: Technical Support

12. The Engineer shall provide sufficient and qualified staff to carry out the necessary technical support for the proper execution of CCD. The staff shall be under the direction of the Project Manager and the tasks to be carried out shall include, but not be limited to the following:

- i. Review of Contractor designs and shop drawings and approve those after discussion with the Client;
- ii. Conduct joint verification of all pre-works, setting of alignment and soil tests;
- iii. Take advance action where Government Inspector of Bangladesh Railway (GIBR) approval is required;
- iv. Review of Contractor's proposed design modifications (including related specifications) for the execution of the Work and assess the impact of such modification on project schedule and budget. Consultant shall identify the relevant measures that could be taken to mitigate any negative impact and check whether the proposed modification is technically sound and viable. These modifications are to be promptly notified to the client and if they have impact on the project schedule and/or budget then the prior approval of client is required.
- v. Review of detailed design of signalling and interlocking system submitted by the Contractor and the proposal will have to be submitted with recommendation to the Client for approval. Promptly notify to the client if any modification is required in the design of signalling and interlocking system and the impact of such modification on the project schedule and/or budget. Such modifications will require prior approval of client.
- vi. Providing the necessary technical input with respect to the Engineer's review on the Contractor's proposed construction methodology, project procedure manual including erection procedures, and sequences;
- vii. Providing the necessary technical input with respect to the Engineer's review on various test results, both on and off the site;
- viii. Monitoring the site conditions and providing the necessary technical input with respect to any changed conditions;
- ix. Ensure the safety of train operation and put it as first priority;
- x. Ensure coordination among site construction works for overall implementation of the project, timely ensuring quality, cost control and safety;
- xi. Making recommendations to the Client with respect to design changes or modifications which could accelerate the completion of the work and/or result in cost savings;
- xii. Provide the necessary technical input with respect to the Engineer's review of the O&M manuals submitted by the Contractor and others;
- xiii. Provide the necessary technical input with respect to testing and commissioning of the work; and
- xiv. Provide technical evaluation of the project after completion of defect liability period.

Part 3: Construction Supervision, Testing & Inspection

13. The Engineer shall provide necessary resident engineers, inspectors, field staff including office support staff for the direct supervision of the Contractor under CCD, including all required field and laboratory testing, site inspection and supervision. The resident staff shall be under the direction of the Resident Engineer with overall monitoring by the Project Manager. The tasks of supervision consultants to be carried out shall include, but will not be limited to the following:

- i. The establishment of the basic survey control and the carrying out of all necessary control and check surveys, carry out joint pre-construction survey with the Contractor for quantity determination, which are the responsibility of the Engineer under the terms of the CCD;
- ii. The carrying out of all necessary inspection and testing of materials utilized directly and/or manufactured for use in the temporary or permanent Works;
- iii. Inspect the work or test as requested by the Contractor through RFI (request for Inspection) but the Consultant's visit to site shall not be limited within RFIs. Failure of timely submission of RFI does not make the Consultant free from his supervision duty;
- iv. Review of test results done by the Contractor and execution of independent testing to ensure satisfactory performance of the Contractor and the execution of the Project in accordance with the CCD and sound engineering practices;
- v. Checking and testing of sources of materials and machinery proposed for use in the temporary and permanent works;
- vi. The supervision and monitoring of the Contractor's implementation of the environmental management plan and environmental impact assessment as of the CCD;
- vii. The review and approval of all construction work plan & schedule, methods and procedures, including specific erection methods and sequences;
- viii. Checking of shop and/or working drawings produced or submitted by the Contractor as necessary for the proper execution of the temporary and permanent works;
- ix. Checking of construction and erection schemes/proposals proposed by the Contractor to be implemented in the execution of the CCD;
- x. The interim measurements, checking and recording of the interim measurements of quantities of the works completed to assess and issue appropriate interim payments in accordance with CCD as well as to assess progress achieved;
- xi. Supervision of all site investigations undertaken by the Contractor, either as required under the terms of the CCD or as otherwise necessitated for the proper execution of the works;
- xii. Issuing of all necessary instructions to the Contractor as required under the terms of the CCD;
- xiii. Issuing of all necessary instructions with respect to emergency measures and protection of the works;

- xiv. Evaluation and determination with respect to any changed conditions such as foundation conditions, the suitability of designated materials or the optimization of the design;
- xv. Acceptance or rejection of the work or any part thereof as constructed by the Contractor in accordance with CCD;
- xvi. Issuing of instructions to the Contractor with respect to the carrying out of on-site or off-site tests and the recording of the same, including the supervision and verification of such tests;
- xvii. Detailed recording of all construction activity and test results;
- xviii. Maintain close coordination with the Contractor, the Client, operation related officials of BR and consulting team regarding railway operation management during upgradation of existing line and linking new track with the existing one; and
- xix. Preparation and submission of the project completion report along with completion drawing within three months of the completion of the works;

Part 4: Environmental Aspects

- 14. The scope of work under this aspect includes but not limited to:
 - i. Review the environmental impact assessment (EIA) including the EMP prepared for the project to understand the environmental issues in the project area and mitigation and monitoring requirements of the project;
 - ii. Update the EMP if there are any changes in the project sites or environmental conditions to incorporate all new environmental issues and mitigation measures;
 - iii. Prepare checklists for periodic monitoring (as necessary) of EMP implementation by the contractor;
 - iv. Conduct coordination cum training, workshop/meeting with participation from BR and the contractors on the requirements and implementation of the EMP;
 - v. Conduct weekly spot checks and monitor implementation of the EMP by the contractor on a periodic basis (as necessary) and in doing so complete the monitoring checklists;
 - vi. Provide on the job or onsite technical advice to the contractors where necessary while implementing the EMP;
 - vii. Prepare quarterly environmental monitoring reports for compilation into semi-annual environmental monitoring reports for submission to BR;
 - viii. Disclosure of environmental issues and organizing focused group consultation during construction;
 - ix. When necessary, facilitate consultations between the contractor and local people or other relevant agencies and address grievances (if any);
 - x. Assist BR on getting environmental clearances from Department of Environment (DOE); and

- xi. Maintain a copy of all environment related statutory clearances required for implementation of the project and EMP.

Part 5: Gender and Other Social Aspects

- 15. The scope of works under this aspect includes but not limited to:
 - i. Review the gender action plan including other social aspect mitigation plan prepared for the project to understand the gender issues in the project area and the mitigation and monitoring requirements of the project;
 - ii. Prepare checklists for periodic monitoring of gender action plan implementation (as necessary);
 - iii. Monitor implementation of the gender action plan including other social aspect mitigation plan on a periodic basis (as necessary) and in doing so complete the monitoring checklists;
 - iv. Monitor implementation of the HIV/AIDS awareness program by the Contractor on a periodic basis (as necessary) and in doing so complete the monitoring checklists;
 - v. Conduct/monitor rail crossing safety awareness campaigns to communities along the corridor-to the pedestrians, drivers, parents, schoolchildren, professional drivers, etc and ensure high level of female participants;
 - vi. Conduct/monitor HIV/AIDS, STD and human trafficking prevention awareness-raising sessions to communities along the corridor and laborers and ensure high level of female participants;
 - vii. Ensure affected female persons are properly assisted and consulted during the implementation of the resettlement plan;
 - viii. Develop a protocol reference document, training materials and conduct training for BR station managers, attendants (conductors) and railway reserve police on how to address sexual harassment and personal safety incidents; and
 - ix. Prepare monitoring report on gender action plan including other social aspect mitigation plan and when necessary for submission to BR.

Part 6: Resettlement Aspects

- 16. The scope of the work includes but not limited to:
 - i. Providing support to the engineering team during construction in minimizing social and resettlement impacts for the projects;
 - ii. Ensuring that the updated social and resettlement issues are properly addressed as per approved resettlement plan; help the PIU and resettlement plan implementing NGO in setting up a baseline and monitoring system;
 - iii. Monitor the work of resettlement plan implementing NGO (INGO) and Income & Livelihood Restoration Plan (ILRP) INGO to be engaged by the Employer to implement the resettlement plan and ILRP respectively;

- iv. Review the progress reports prepared by the NGOs and provide comments to BR;
- v. Review and finalize RP addendums and updates when necessary;
- vi. Provide training on safeguard policy to BR PIU and local officials;
- vii. Arrange site visit and meetings, prepare presentations, brief and status papers regarding implementation of resettlement plan;
- viii. Participate and document grievance redress mechanism at project level; and
- ix. Ensure and provide guidance to INGO/BR on how to undertake and properly document consultation process.

Part 7: Defect Liability Period

17. The scope of the work includes but not limited to:
- i. Frequent site inspection during defect liability period to ensure corrective measures taken by the Contractor in accordance with CCD if any defect is identified, in respect of technical and environmental points of view;
 - ii. Ensure clearance of site in accordance with CCD;
 - iii. Checking the application of the Contractor, issue the taking over certificate and assist the Employer during taking over in accordance with CCD;
 - iv. Issue the performance certificate within 28 days after the latest expiry date of the defect notification period, with a copy to the Employer in accordance with CCD;
 - v. Issue final payment certificate in accordance with CCD; and
 - vi. Preparation and submission of project completion report along with completion drawings within one month of the completion of the works.

D. Required Expertise

18. The consultant team's composition and expected person-months are provided in the following table:

International			National		
SN.	Title	Person-months	SN.	Title	Person-months
1	Project Manager (Team Leader)*	56	1	Deputy Project Manager (Deputy Team Leader)*	60
2	Bridges Design Engineer	18	2	Structural Engineer (HQ)	32
3	Geotechnical/Earthwork design Engineer*	18	3	Earthwork/Embankment Engineer (HQ)	32
4	Track Design Engineer	15	4	Bridge Engineer (HQ)	32
5	Contract Specialist*	52	5	Track Engineer (HQ)	33
6	Survey Engineer	18	6	Signalling & Telecommunication Engineer (HQ)	33
7	Railway Operation Specialist	18	7	Contract Specialist (HQ)*	54
8	Resident Structural Engineer*	37	8	Railway Operation Specialist	36
9	Resident Earthworks Engineer*	37	9	Resettlement Specialist	54
10	Resident Bridges Engineer*	41	10	Gender Specialist	50
11	Resident Track Engineer*	37	11	Environment and Safety Specialist	54
12	Resident Signaling & Telecommunication Engineer *	31	12	Survey Engineer	36
13	Resident River Training Specialist*	30	13	Project Coordinator*	58
14	Resident Quality Control Engineer*	48	14	Foundation/Geotechnical Engineer	36
15	Resident Health & Safety Expert*	40	15	Earthwork/Embankment Engineer	36
16	Environmental Specialist*	41	16	Track Engineer	40
17	Social / Resettlement Specialist*	42	17	Signalling & Telecommunication Engineer	36
18	Gender Specialist	24	18	Bridge Engineer	40
19	Quantity Surveyor	50	19	Quality Control Engineer	50
			20	Electrical Engineer	38
			21	Inspection and Testing Specialist	96
			22	Quantity Surveyor	60
			23	River Training Specialist	36
			24	Structural Engineer	48
			25	Bridge Engineer	48
			26	Foundation/Geotechnical Engineer	48
			27	Earthwork/Embankment Engineer	48

International			National		
SN.	Title	Person-months	SN.	Title	Person-months
			28	Survey Engineer	48
			29	Track Engineer	48
			30	Signalling & Telecom Engineer	48
			31	Quality Control Engineer	192
			32	Health & Safety Expert	49
			33	Resettlement and Gender Specialist	49
			34	Environment Specialist	49
			35	Operation Safety Officer	36
			36	Scheduling and data preserver	48
			37	IT Specialist	60
			38	Electrical Engineer	36
			39	Jr. Survey Engineer	72
			40	Jr. Quality Control Engineer	288
			41	Laboratory Technician	96
			42	Jr. Bridge Engineer	192
			43	Jr. Embankment Engineer	192
			44	Jr. Track Engineer	120
			45	Jr. Structure Engineer	80
			46	Jr. Signaling Engineer	40
			47	Jr. Telecom Engineer	40
			48	Jr. Electrical Engineer	36
			49	Jr. Resettlement and Gender Specialist	96
			50	Jr. Environment & Safety Specialist	96
			51	Jr. Quantity Surveyor	144
			52	Jr. Operation Safety Specialist	24
International Total		653	National Total		3403

Note: Consultants are required to submit the CVs of all experts including non-key experts. The CVs of the non-key experts shall be reviewed; however, these shall not be evaluated (scored) during evaluation. The associated costs of all non-key experts should be included in the financial proposal. Key experts are marked in bold.

* = key expert.

E. Reporting Requirements

19. The Consultant shall prepare monthly progress reports; annual summary reports (provide assistance to the Client); quarterly environmental and resettlement reports to be compiled into semi-annual environmental monitoring reports and semi-annual resettlement monitoring reports; periodic due diligence safeguards reports; and project completion report. These reports will be distributed as follows along with soft copy: the BR (12 copies); the ADB in Manila (2 copies); and the ADB Bangladesh Resident Mission (1 copy). If required, the Consultant will submit additional copies of reports to BR. The above reports shall contain the following types of information:

1. Monthly Progress Reports

20. These reports shall be as brief as possible and shall be issued within 15 days of the end of each month.

21. The Consultant shall present a summary of the current status of the various construction activities (actual progress vs. scheduled progress), as well as a brief but specific account of any potential "problems" that could give rise to schedule delays and/or additional costs.

22. The reports shall include graphs and tables which will provide interested parties with an updated picture of the stage of project completion as well as the progress achieved during the previous period. The reports will contain comparison between the contract provision as per BOQ and quantity work done as well as comparison between targeted scope of work and actual work done. Monthly progress reports shall also highlight any actual or contemplated major deviations from the original plans or schedules and shall outline the reasons for the deviations.

23. Construction costs and overall budget information shall be included in the monthly reports. The Consultants shall assist BR to develop monthly and quarterly progress report of each sub-project for submission to IMED.

2. Annual Summary Reports

24. The Consultants shall assist BR to develop an annual summary report which is required by the government and to the financing organizations. The annual summary report shall primarily concentrate on financial rather than technical issues.

3. Monitoring and Due Diligence Reports

25. The Consultants shall submit quarterly and semi-annual environmental monitoring reports, semi-annual social safeguards monitoring reports and safeguards due diligence reports when preparing follow on tranches in compliance with regulation of the Government of Bangladesh and donor agency.

26. As required, the Consultants shall submit resettlement monitoring report/due diligence report semi-annually and as necessary, in compliance with the donor agency's Safeguard Policy.

4. Contract Completion Report

27. The Consultant shall submit two separate contract completion reports for two packages to Bangladesh Railway. These reports shall be submitted within 3 months of the substantial completion of the relevant subproject.

5. Consultant's actions requiring prior approval of the Client

28. The Consultant, while acting as the Engineer of the Civil Works Contract, shall obtain specific approval of the Employer before taking the following actions:

- i. Agreeing of modification of drawings which have implications on construction schedule and cost;
- ii. Agreeing of design and drawings of Signalling and Interlocking System;
- iii. Agreeing or determining an extension of time and/or additional cost;
- iv. Instructing a variation except
 - In an emergency situation as determined by the Engineer; and
 - If such a variation would increase the accepted contract amount by less than the percentage specified in the Contract data of Civil Works Contract.
- v. Approving a proposal for variation submitted by the Contractor; and
- vi. Specifying the amount payable in each of the applicable currencies

29. Notwithstanding the obligation as set out above, to obtain approval, if, in the opinion of the Engineer, an emergency occurs affecting the safety of life or the works or of adjoining property, the Engineer may, without relieving the Contractor of any of his duties and responsibility under the Contract, instruct the Contractor to execute all such work or to do all such things as may, in the opinion of the Engineer, be necessary to abate or reduce the risk.

30. The Engineer has no authority to relieve the Contractor or Employer of any duties, obligations or responsibilities under the civil works contract.

**Outline Terms of Reference for Project Management Consultancy Services
for Construction of Single Line Dual Gauge (DG) Railway Track
from Dohazari to Cox's Bazar via Ramu and Ramu to Gundum near Myanmar**

A. Background

1. The Government of Bangladesh is taking efforts on developing Trans-Asian Railway (TAR) corridor in Bangladesh as well as regional corridors. The government is also taking initiative to overcome the bottlenecks and missing links of TAR corridor in Bangladesh. Construction of a rail link from Dohazari to Cox's Bazar via Ramu and Ramu to Gundum has become a priority project to eliminate the bottleneck of TAR route. Moreover, the proposed project is essential for making railway connectivity with the famous tourist spot Cox's Bazar with the view to cater to more tourists in Cox's Bazar and to improve the socio-economic condition of local people.

2. To date, tourists can travel to Cox's Bazar only by car and bus using the two-lane national highway or in a very limited scale by air. More than 9 million annual bus trips from Chittagong to Cox's Bazar are made and around 1.875 million incoming tourists are visiting Cox's Bazar city annually. These tourists stay in the more than 200 hotels and numerous guesthouses and dormitories in Cox's Bazar. Tourism in Cox's Bazar is expected to grow by at least 5% annually and the government intends to develop Cox's Bazar into a regional tourist hub and seaside resort benefiting from its more than 120 km of sandy beaches, while it intends to develop other areas of the district and the Chittagong Hill Tracts into eco-tourist destinations.

3. A feasibility study was conducted under the government funding by consulting firm CANARAIL and the final report was submitted in December 2001 which was accepted by the government. Based on the feasibility study, a DPP was approved by the Executive Committee of the National Economic Council (ECNEC) on 6 July 2010 to construct a 128 route km new meter gauge (MG) railway track with BGML standard bridge & track sub-base having a load capacity of 25 tons per axle. But implementation of the project was getting delayed as its source of financing was yet to be finalized. Moreover, due to course of time some modification in the alignment became essential and hence the feasibility study needed to be updated. Under ADB's Loan 2688-BAN (SF), a TA project (RCIP) was taken in hand for updating the feasibility study, detailed design and preparation of tender documents for construction of single line meter gauge railway track from Dohazari to Cox's Bazar via Ramu and Ramu to Gundum near Myanmar Border.

4. Decision was taken in the ECNEC meeting held on 9 September 2014 to construct all new tracks as dual gauge. The Ministry of Railways issued an instruction on 10 September 2014 to carry out necessary actions to consider constructing dual gauge tracks from Dohazari to Cox's Bazar via Ramu and Ramu to Gundum. Honorable Prime Minister gave instruction during her visit to Ministry of Railways on 23 October 2014 for land acquisition considering double line dual gauge during construction of all new rail lines. The study and detailed design had to be redone accordingly. The draft final feasibility study report was submitted by the consultant in February 2016.

5. Asian Development Bank (ADB) is going to finance the project under the SASEC Chittagong–Cox's Bazar Railway Project, Phase 1 as multitrance financing facility (MFF). The SASEC Chittagong–Cox's Bazar Railway Project, Phase 1 includes provisions for future

extensions and capacity enhancement of the line. The alignment and rights of way are designed in such a way that will allow future double tracking of the railway line. The alignment also considers options to extend the line from Ramu to Gundum at the Myanmar border by a 28-km branch line and to connect it to the planned deep-sea port on Matarbari Island. These branch lines and the planned upgrading of the 47-km Chittagong–Dohazari section to dual gauge are expected to be financed under the proposed SASEC Chittagong–Cox’s Bazar Railway Project, Phase 2.

6. The magnitude of tasks demands intensive monitoring of project management unit (PMU) of Bangladesh Railway (BR), specially in safeguard implementation. At present BR is facing an acute shortage of manpower. Out of the total 40,264 sanctioned posts, only 24,812 officers and staff are working presently. It will be not easy to set up an effective fulltime PMU. A management support consultant will be needed to support the Project Director.

7. The management support consultant will report directly to the Project Director and work as part of the PMU. The expert consultant will enrich the PMU to ensure timely and cost-efficiently execution of the work with quality and ensuring proper implementation of social and environmental safeguard policies.

B. Objectives

8. The objective of the management support consultancy service is to ensure that the PMU of BR will be able to administer the civil works contract as well as supervision consultancy services, implementing NGO (INGO), external monitoring NGO and Income & Livelihood Restoration Plan (ILRP) NGO, complying with all guidelines of the government and ADB. Moreover, the PMU needs to coordinate with local administration and Chittagong Hill Tracts Board regarding the use of land and construction works. With the assistance of the Management Consultancy Service, the PMU will be able to ensure timely and quality execution of the work.

C. Scope of Work

9. The management support consultant will be directly under the Project Director and work as a part of the PMU. They will provide support to PMU with respect to management, safeguard implementation, contract administration, technical support, monitoring support, etc.

10. Management support consultants will perform the following main tasks:
- i. Review all plans such as quality assurance plan, EMWS, Work Plan, Safety Assurance Plan, etc., submitted by the contractor and supervision consultants and monitor whether the construction work is being done following those plans;
 - ii. Review all methodologies submitted by the Contractor, Supervision Consultant and NGOs, and monitor whether the construction work and safeguard implementation are being done following those methodologies;
 - iii. Review all proposals or design submitted by the Contractor and Supervision Consultants and NGOs. Any changes or conditions that may have an impact on the project schedule and/or budget have to be identified, and relevant measures to mitigate any negative impact recommended;

- iv. Review monthly progress reports submitted by the Contractor, Supervision Consultants and NGOs. Recommend to Project Director if any correction or urgent actions need to be taken by PMU;
- v. Regular site visits to monitor the works of Contractor, Supervision Consultant and NGOs and report the findings to Project Director;
- vi. Monitor the actual vs. planned progress of the work and identify any urgent issue to be addressed to expedite the implementation of the work;
- vii. Examine IPCs and invoices and recommend if any correction is required;
- viii. Monitor the compliance during of weekly working meetings and monthly progress review meeting and identify if any urgent issue needs to be addressed;
- ix. Conduct weekly spot checks and monitor the monitoring checklists of EMP submitted by the contractor and supervision consultants and identify any urgent issue to be addressed following requirements by the government and donor agency;
- x. Prepare a monitoring checklist for resettlement plan implementation by INGO, work of external monitoring NGO & ILRP NGO and identify if any urgent issue to be addressed following requirements by the government and donor agency;
- xi. Monitor/conduct HIV/AIDS, STD, and human trafficking prevention awareness-raising sessions to communities along the corridor and laborers;
- xii. Prepare a monitoring checklist for the gender action plan to be implemented by the contractor and INGO and monitor and identify if any urgent issue needs to be addressed following requirements by the government and donor agency;
- xiii. Conduct/monitor rail crossing safety awareness campaigns to communities along the corridor to the pedestrians, drivers, parents, schoolchildren, professional drivers, etc.;
- xiv. Assist external monitoring NGO/consultant/agency to be recruited by ADB;
- xv. Examine due diligence reports submitted by the Supervision Consultant;
- xvi. Arrange meetings, trainings, presentations for PMU officials, Supervision Consultants, Contractor, NGOs etc.;
- xvii. Prepare a website about the project, its impact and implementation progress and regularly update all information and photographs within three days of any event/activities/progress;
- xviii. Prepare presentations, video clips and animation of project work;
- xix. Attend meetings as instructed by the Project Director;
- xx. Assist the Project Director in the preparation of project proposal documents, draft letters of any kind, project completion report, etc.;

- xxi. Any technical and management responsibilities assigned by the Project Director for the smooth implementation of the project; and
- xxii. Arrange e-filing, record-keeping and render assistance in other official works.

D. Required Expertise

11. The consultant team's composition and expected person-months are provided in the following table:

Sl. No.	Job Title	Category	No. of Post	Person-Month	Remarks
1	Team Leader	Senior	1	72	Key Expert
2	Contract Specialist	Senior	1	70	Key Expert
3	Project Specialist/Coordinator	Senior	1	70	Key Expert
4	Sr. Track Engineer	Senior	1	48	Key Expert
5	Sr. Bridge Engineer	Senior	1	48	Key Expert
6	Structural Engineer	Mid-Level	1	60	Non-Key Expert
7	Bridge Engineer	Mid-Level	1	60	Non-Key Expert
8	Embankment Engineer	Mid-Level	1	60	Key Expert
9	Resettlement Specialist	Mid-Level	2	128	Key Expert
10	Sociologist & Gender expert	Mid-Level	1	64	Key Expert
11	Environmental Specialist	Mid-Level	2	128	Key Expert
12	Safety Specialist	Mid-Level	2	128	Non-Key Expert
13	Track Engineer	Mid-Level	1	60	Non-Key Expert
14	IT & multi-media Specialist	Mid-Level	1	72	Key Expert
15	Signal & Telecom Specialist	Mid-Level	1	48	Non-Key Expert
16	Record keeper	Junior	1	72	Non-Key Expert
17	Junior Structural Engineer	Junior	1	60	Non-Key Expert
18	Junior Bridge Engineer	Junior	1	60	Non-Key Expert
19	Junior Embankment Engineer	Junior	1	60	Non-Key Expert
20	Junior Resettlement Specialist	Junior	2	120	Non-Key Expert
21	Junior Environmental Specialist	Junior	2	120	Non-Key Expert
22	Junior Safety Specialist	Junior	2	120	Non-Key Expert
23	IT & multi-media Specialist	Junior	1	72	Non-Key Expert
24	Junior Track Engineer	Junior	1	60	Non-Key Expert

Sl. No.	Job Title	Category	No. of Post	Person-Month	Remarks
Total			30	1860	

Note: Consultants are required to submit the curriculum vitae of all experts including non-key experts. The curriculum vitae of the non-key experts shall be reviewed; however, these shall not be evaluated (scored) during evaluation. The associated costs of all non-key experts should be included in the financial proposal.

E. Deliverables

12. All reports are to be prepared in English and submitted to the Project Director along with softcopy.

- i. Monthly Progress Report: Management support consultants will submit Monthly Progress Report (5 hard copies and soft copy in 1 CD)
- ii. Annual Progress Report: 5 hard copies and soft copy in 1 CD
- iii. Contract Completion Report: 5 hard copies and soft copy in 1 CD
- iv. Any other reports as advised by PR.

Attached Capacity Development Technical Assistance, Terms of Reference: Safeguards Monitoring Component: Environment

I. BACKGROUND

1. The Asian Development Bank (ADB) is recruiting the services of a specialized agency to conduct third party monitoring on environment safeguards implementation for the SASEC Chittagong–Cox’s Bazaar Railway Project, Phase 1 which is a greenfield investment project. This project is designed to build a greenfield single railway line from Chittagong to Cox’s Bazar via Ramu. The project proposes the construction of a new single railway line from Dohazari station to Cox’s Bazar via Ramu for a total length of 102 kilometers (km). This alignment is expected to connect Cox’s Bazar, a tourist region, with the capital Dhaka and other big cities like Chittagong.

2. The proposed rail line passes through elephant crossings and three protected areas (Chunati Wildlife Sanctuary, Fasiakhali Wildlife Sanctuary and Methakatchpia National Park). Given the highly sensitive environmental issues under the project, close guidance and stringent monitoring will be necessary to ensure environmental mitigation and enhancement measures are implemented in an effective manner in accordance with the approved environmental impact assessment (EIA) and environmental management plan (EMP).

II. OBJECTIVES

3. The objectives of the assignment are:

- i. To conduct third party monitoring of implementation of the environment safeguard requirements under the project; and
- ii. To monitor the status of biodiversity and elephants under the project during construction and early stages of operation.

III. SCOPE OF WORK

4. The scope of work is as follows:

- i. **Conduct third party monitoring on mitigation and monitoring activities on the physical environmental components.** Monitor the implementation of mitigation measures and monitoring activities for physical environmental components (air, water, noise, soil and vibration) by the respective contractors and supervision consultants. Provide technical guidance and feedback to the respective contractor and supervision consultants. Monitor operational stage and residual impacts for at least 3 years of project operation.
- ii. **Conduct third party monitoring on mitigation, enhancement and monitoring activities on the ecological environmental components.** Monitor the implementation of mitigation and enhancement measures and monitoring activities for ecological environmental components (flora, fauna, protected areas, endangered species, etc.) by the respective contractors and supervision consultants. This includes activities on pilot testing of the three camera options and selection of the most suitable option for mitigating impacts on elephants.

Provide technical guidance and feedback to the respective contractor and supervision consultants. Monitor the effectiveness of the elephant mitigation options for at least 3 years during project operation. This may involve the procurement and use of necessary equipment to facilitate monitoring the effectiveness of the mitigation measures such as camera traps, GPS tracking devices, etc.

IV. KEY DELIVERABLES

5. The key deliverables are the following:
 - i. Semi-annual monitoring reports on findings of third party monitoring conducted for physical and ecological environment during construction stage; and
 - ii. Annual monitoring reports on findings of physical environment and ecological monitoring during first three years of project operation.

V. INDIVIDUAL QUALIFICATION, EXPERIENCE AND INPUT REQUIREMENTS

6. Three individual consultants would be required with qualification and experience as provided below:
 - i. International Biodiversity Expert
 - a. **Key Qualifications:** Minimum of a Master's Degree in Wildlife Conservation or Ecosystem Management and related subjects
 - b. **Experience:** Minimum of 15 years of working experience in wildlife conservation related activities involving protected areas. Must have adequate experience and knowledge in designing and implementing wildlife conservation features to mitigate negative environmental impacts of transport projects on wildlife and be able to bring in relevant international best practices for incorporation in the project.
 - c. **Person month inputs:** 9 (1.5 months per year during 5-year project construction, 15 days per year during 3 years of project operation)
 - ii. National Biodiversity Specialist
 - a. **Key Qualifications:** Minimum of a Master's Degree in Environmental Science/Management, Wildlife Conservation or Ecosystem Management and related subjects
 - b. **Working Experience:** Minimum of 8 years of working experience in wildlife conservation related activities involving protected areas and transport projects
 - c. **Person month inputs:** 18 (3 months per year during 5-year project construction, 2 months per year during 3 years of project operation)

iii. National Environment Specialist

- a. **Key Qualifications:** Minimum of a Master's Degree in Environmental Science or Environmental Engineering and related subjects
- b. **Working Experience:** Minimum of 8 years of working experience in wildlife conservation related activities involving protected areas and transport projects
- c. **Person month inputs:** 18 (3 months per year during 5-year project construction, 1 month per year during 3 years of project operation)

**Attached Capacity Development Technical Assistance, Terms of Reference:
Safeguards Monitoring Component: Resettlement**

A. OBJECTIVE

1. Bangladesh Railway (BR) is building a new greenfield single track railway line from Chittagong to Cox's Bazar via Ramu (hereafter the "project"). The Government of the People's Republic of Bangladesh is financing the project through a loan from the Asian Development Bank (ADB).
2. The ADB is hiring a resettlement monitoring team (RMT) to provide a third-party, independent assessment of the implementation progress and outcome of the resettlement plan and its compliance with ADB's Safeguards Policy Statement (SPS).

B. PROJECT DESCRIPTION AND RESETTLEMENT IMPACTS

3. The total length of the proposed route is about 102 kilometers (km). The proposed right-of-way (ROW) will vary between 50-60 meters and pass through the two districts of Chittagong and Cox's Bazar. A resettlement plan (RP) was prepared and approved by ADB and the Ministry of Railways in June 2016. The RP is being implemented by BR's project implementation unit based in Chittagong with the support of an NGO. Below are the key impacts identified in the RP:

Sl. No.	Project Impacts	Total
A	Amount of land to be acquired (ha)	562.83
B	Total Number of households/Units to be affected	2,006
C	Total Number of Affected Persons	9,769
D	Common Property Resources affected	42
E	Total Number of private household affected	1,954
	No. of affected households requiring physical relocation	1,545
	No. of households economically affected (i.e., loss of land, fish ponds, trees, wages – no relocation required)	409
F	No. of affected titled-holders households (TH)	1,075
	No. of affected non-titled-holders households (NTH)	525
	No. of affected encroachers	10
G	Total Number of vulnerable Households	1,118

C. KEY TASKS TO BE UNDERTAKEN UNDER THE TERMS OF REFERENCE

4. The resettlement monitoring team will conduct a bi-annual assessment of the resettlement plan process, performance, outputs and outcomes and its compliance with ADB's SPS. The key tasks to be conducted for this purpose are the following:

a. Data verification:

- i. Verification of the internal monitoring data from the implementation NGO and BR project implementation unit (PIU)
- ii. Verification of the baseline monitoring data
- iii. Verification of the data/official documentation from the Deputy Commissioners' offices and land revenue offices.
- iv. Verification of Property Valuation Committees' (PVCAs) pricing methods

- v. Verification against the data from the Deputy Commissioner/land revenue record
- vi. Direct verification with affected persons – of compensations and/or resettlement assistance received

b. Assessment of RP process:

- i. Assessment of performance of internal monitoring system
- ii. Assessment of the performance of the RP implementation NGO
- iii. Assessment of performance of Grievance Redress Mechanism (GRM) or other complaint resolution system set up by the project
- iv. Assessment of information disclose and consultation process
- v. Assessment of implementation of Income and Livelihood Restoration Program (ILRP) – to be implemented by separate NGO.
- vi. Assessment of RP implementation compliance with ADB's Safeguards Policy Statement
- vii. Provide recommendations and corrective actions if necessary

c. Assessment of RP performance

- i. Setting up parallel, sample baseline and monitoring system for post-project RP impact verification
- ii. Conduct satisfaction survey of the resettlement process
- iii. Assess whether RP and ILRP objectives have been met; especially whether livelihoods and living standards have been restored or enhanced;
- iv. Evaluation of change in living standards pre/after resettlement process: assess whether the resettlement entitlements were appropriate in meeting the objectives, and whether the objectives were suited to AP conditions.
- v. Provide recommendations and corrective actions if necessary
- vi. Compiling of lessons-learned and best practices of RP design and implementation for future resettlement plans

D. METHODOLOGY

5. The resettlement monitoring team will identify and select a set of appropriate process, output and outcome indicators and gather information on them to substantiate its assessment. This exercise will require formal and informal surveys, field level verification and consultation with affected persons. A combination of the following quantitative and qualitative methods should be used:

- 1. **Sample Affected Household Survey:** a sample baseline of affected household survey (at least 20%) and representative (of different categories such as titled and non-titled, vulnerable, etc...) will be gathered to obtain information on the key indicators of entitlement delivery, efficiency, effectiveness, impact and sustainability;

2. **Focus Group Discussion (FGD):** Consultation with a range of stakeholder groups (local Government, resettlement field staff, INGOs, community leaders and APs including women and vulnerable groups);
3. **Key Informant Interviews:** Consultation with individuals like local leaders, village workers or persons with special knowledge or experience about resettlement activities and implementation;
4. **Public Consultation Meetings:** Public consultation meetings at resettlement sites to elicit information about performance of various resettlement activities;
5. **Structured Direct Observations:** Field observations on status of resettlement implementation, plus individual or group interviews for crosschecking purposes;
6. **Informal Surveys/Interviews:** Informal surveys of APs, host village, workers, resettlement staff, and implementing agency personnel using non-sampled methods; and
7. In the case of special issues, in-depth case studies of APs and host populations from various social classes will be undertaken to assess impact of resettlement.

E. OUTPUTS

1. **Two review reports per year:** to be developed for each year of the RP implementation. The reports should include (i) assessment of the RP implementation process (process and output/outcome indicators); (ii) compliance status with ADB's SPS; (iii) Corrective action plans and recommendations. These reports will be submitted to the project director (BR project implementation unit) and ADB simultaneously.
2. **Post-Completion RP Evaluation Report:** to be conducted within 6 months of the completion of the RP implementation process. This should include: (i) overall assessment of RP implementation process; (ii) assessment of RP outcomes; (iii) implementation of corrective action plans; (iv) lessons-learned and best practices. This report will be submitted to the project director (BR project implementation unit) and ADB simultaneously.

F. INSTITUTIONAL ARRANGEMENTS

6. The resettlement monitoring team will be recruited by and will report directly to ADB. BR's project implementation unit and in particular its project director, will facilitate access to the internal monitoring system, the NGO team and affected persons and will serve as liaison for data to be checked with the Deputy Commissioners' offices in Chittagong and Cox's Bazar.

G. QUALIFICATIONS, EXPERIENCE AND INPUTS OF EXPERTS AND STAFF (NATIONAL)

Position	Academic Qualifications	No of Person	Total Person-month		Minimum years of experience in similar position		Specific experience
			Home	Field	Specific	General	
Lead Resettlement Monitor Expert (Land Acquisition and Resettlement Specialist)	MSc / MSS / MA / B.Sc.Eng	1	10	8	5	10	<p>Experience in planning and implementing land acquisition & resettlement programs financed by multi-lateral development banks and in</p> <p>(i) leading and supervising multidisciplinary teams engaged in socioeconomic development activities;</p> <p>(ii) multidisciplinary action research/surveys and thorough knowledge of Bangladesh land administration system and land acquisition laws as well as resettlement policies for similar aided project;</p> <p>(iii) process and functionalities involved in land administration and acquisition & resettlement;</p> <p>(iv) report writing capability; and ability to demonstrate personal integrity and create a transparent and accountable work environment.</p>
Surveyors/Monitoring assistants	MSc/MSS/MA	3	15	30	3	5	<p>Thorough knowledge of Bangladesh land administration system and land acquisition laws- specifically the property valuation process;</p> <p>(i) the process and functionalities involved in land administration and acquisition; and extensive practical experience</p> <p>(ii) examining/identifying</p>

Position	Academic Qualifications	No of Person	Total Person-month		Minimum years of experience in similar position		Specific experience
			Home	Field	Specific	General	
							<p>legal issues involved in land transaction, inheritance and other issues related to legality of ownership,</p> <p>(iii) working with mauza maps and (iv) resolving legal issues, (v) conducting consultations and interviews with affected persons,</p> <p>(iv) setting up monitoring and evaluation systems</p>
Jr. Database Manager	B.Sc. in Statistics/ Computer Science / Computer Engg./ Mathematics	1	12		-	2	<p>(i) Working experience and knowledge data collection,</p> <p>(ii) interpretation and management for land acquisition in Bangladesh preferred;</p> <p>(iii) demonstrated ability to work independently</p> <p>(iv) expedites progress and generate reports as and when necessary.</p> <p>(v) Working experience and knowledge of software that are commonly used in Bangladesh,</p> <p>(vi) data-entry and monitoring experience</p>

Attached Capacity Development Technical Assistance, Terms of Reference: Stakeholder Communications Component

A. Background

1. The following services are required for the establishment of a website and communication action plan for the SASEC Chittagong–Cox’s Bazaar Railway Project (henceforth “project”), implemented by Bangladesh Railway (BR) and financed by the Government of Bangladesh through a loan from the Asian Development Bank (ADB). The project proposes the construction of a new single railway line from Chittagong to Cox’s Bazar via Ramu for a total length of 102 km. This alignment is expected to connect Cox’s Bazar, a touristic region with the capital Dhaka and other big cities like Chittagong. The project is expected to be approved in September 2016 by the ADB.

2. Bangladesh Railway (BR) will establish a Project Implementation Unit (PIU) composed of BR staff and headed by a Project Director in the city of Chittagong. A team of individual consultants called Project Management Consultants (PMC) will be recruited to assist the PIU with engineering, procurement, environmental and social aspects, as well as IT and media. A set of experts from the Construction Supervision Consultant will also support and guide BR in implementing the project.

3. As part of the capacity development technical assistance (CDTA) to be approved along with the project, the ADB is hiring a team of national strategic communication specialist and web developer – whether as individual consultants or firm - to support the development of a strategic communication plan and a website for the project with the view of promoting a strong two-way information sharing with project stakeholders.

B. Objectives and Scope

4. The purpose of the assignment is to provide support to the PIU and BR to develop a communication plan for the project along with associated tools to ensure an adequate flow of information to key stakeholders. Specifically, the consultants will:

- Conduct a rapid review of existing stakeholder analysis and previous communication activities and identify communication needs and opportunities of key stakeholders.
- Establish a web presence and tools for content updates and maintenance of websites/pages. The consultants will be expected to assess BR’s current website development and management capacities and advise on the best mechanisms for establishing the web presence for the project (i.e., the consultants will provide inputs into key questions such as whether to establish the project sites as stand-alone website or as sub-sections on the current site, staffing and/or contractors needed to develop the project sites/pages, etc.)
- Develop a project communication plan to be used for project implementation, with an emphasis on a media plan and an NGO engagement plan;
- Conduct capacity-building for the PIU and key BR staff to assist them in establishing communications systems and mechanisms to deliver the project communication plan and maintain and update the websites/pages.

C. Scope of Work and Timelines

5. The contract is for 4 months (communication specialist) and 3 months (web developer) over an 18-month period.

D. Detailed Tasks

6. **Conduct a rapid review of communication needs and capacity.** The Consultant will review existing documentation (including stakeholder analysis, project documents and reports) and confer with project staff as needed to take stock of: a) the communication activities that have been done previously and their effectiveness; b) identify the key audiences for the website and for the communication plan more generally; c) identify the major concerns and information needs of these audiences; d) identify any additional audiences or gaps not yet covered by previous activities/assessments; and e) review BR and PIU's existing capacity, structures and resources for communication.

7. A key component of this rapid review will be to identify content and features of importance to potential website users through small scale and quick assessment techniques which may include such methods as short user surveys or brief interviews with a small number of selected key stakeholders, etc. The results of this review should be presented in the form of brief memo (max 7 pages) and a short presentation (10-15 minutes max) summarizing communication insights and principles that will guide the creation of the website and the communication plan. This analysis will be presented within two weeks of commencement of the contract.

8. **Establish a project website.** The Consultant will provide guidance to BR to develop a website for the project, keeping in mind the audiences and communication planning insights resulting from the rapid review of communication needs. The website will be simple, fully functional, easily navigable and visually appealing. The website will be a primary portal of project information for interested civil society groups and members of the public. The website will be hosted on the existing website of BR and will be in English and Bangla.

9. The consultant team will:

- a. Analyze BR's existing website platform, IT capacity and interface systems, and make recommendations for website software and hardware for the new websites/pages that are compatible with existing and available technology and easy to maintain. This will include making recommendations about whether the project web presence should include newly established standalone website or new sections of BR's existing site.
- b. Meet with content providers (BR, ADB staff, NGOs and individual consultants recruited for the project) to finalize website content and write ups based on Annex 1.
- c. Ensure that website content is: a) matched to the information/communication needs and preferences of key audiences and website users; b) user-friendly and clear/accessible even for non-technical audiences; c) visually appealing; and d) social media friendly/sharable whenever appropriate.

- d. Conceptualize and propose the web site/page lay outs (i.e. draft pages)
- e. Develop user interface components (web templates, images, etc.).
- f. Establish systems for update and maintenance, including but not limited to: Identification of frequency of updates; responsibilities for management of the websites/pages and content updates; templates for content updates; and a simple content management system
- g. Include grievance and feedback page and establish a system of monitoring and responding by the PIUs
- h. Develop systems to monitor web traffic

2. Development of a Project Communication Plan

10. The consultant will develop a Project Communication Plan (hereafter referred to as “Plan”) and associated tools specific to each project. The Plan should build on the rapid review of communication needs to identify and develop:

- a. Specific information/messages that need to be disseminated to each audience and the formats and channels that will be used.
- b. Mechanisms to promote participation, feedback and two-way communication with stakeholders
- c. A Media Plan and NGO Engagement Plan that include talking points and designate spokesperson and responsibilities
- d. Proposed structures and mechanisms to be established within the PIUs and BR to ensure proper delivery of the plans. Proposed structures must be realistic and implementable within the capacities of BR and the PIUs.
- e. Other work plan details such as budget, timelines and monitoring indicators

11. The consultant will work closely with each PIU to understand their needs and capacity constraints to implement the Plan. The consultants will also work with safeguard specialist and social development specialist to ensure that the Plan takes into account activities under other relevant project plans such as safeguards plans or participation plans and ensure that the strategy is in line with and supports such plans as needed. The Plan must also be in line with ADB’s safeguards and public communications policies and public information policies and requirements of the borrower.

3. Communication Capacity-building for the PIU and BR

12. The consultant will assist BR and the PIUs in setting up capacities and system to deliver the project communication plan and maintain and manage the projects’ web presence. This will include:

- a. Identifying key staff and staffing structures to deliver communication activities and website administration. Assisting in defining key responsibilities of these staff and assessing any capacity building needed for them to fulfill these duties.
- b. Setting up human resources and administrative systems for delivering communications activities, including agreed systems of approvals, agreed designated spokespeople, etc.
- c. Conduct a website update and maintenance workshop for key BR/PIU members and providing further one-on-one coaching to designated staff with primary responsibilities for website maintenance and content generation
- d. Conducting a basic stakeholder communications skills workshop for BR/PIU staff that covers concepts of messaging and public communication. Designated key communicators in BR/PIU will also receive more in depth training on engaging with media, NGOs and facilitating consultations
- e. Create guidance notes to assist BR/PIU in ongoing delivery, including but not limited to such things as positioning statements and common agreed upon storyline for the projects, talking points for each project, consultation planning checklists, tips and tricks, etc.

E. Deliverables

13. The consultant will submit the following deliverables and reporting requirements to ADB for comment prior to finalization:

- a. Recommendations on contractors/consultants needed to develop website (e.g., web designer or firm) within two weeks of start of the contract
- b. Memo (max 7 pages) and presentation (10-15 minutes) on key communication insights and principles from rapid review due within one week of start of the contract
- c. A website prototype for comments and a revised version incorporating feedback from ADB, BR and the PIUs
- d. Functional Project website
- e. Stakeholder Communication Plan
- f. Other communication products as determined in the Communication Action Plan (e.g., FAQs, brochures, presentations, media materials).
- g. Workshop and training on website content update and maintenance for key staff to be responsible for website management under BR and the PIUs
- h. Seminar on communications/civil society and media engagement

F. Implementation Arrangements and Coordination

14. The consultant will report to the South Asia Transport and Communication Division of the ADB and work closely with the executing agency (BR) and both project implementation units. The consultant will coordinate as needed with concerned staff from ADB's Bangladesh Resident Mission (BRM) and the Department of External Relations (DER).

15. The consultant will also work closely with relevant experts supporting the PIUs, such as the construction supervision consultant and other NGOs hired for the implementation of this project to ensure that the communication plan is in line with the social development and environmental and resettlement safeguards aspects of the project.

G. Qualifications and Experience

16. The project will recruit two (2) national consultants or local firm:

a. Communication Specialist

- i. At least 8 years of experience in communication for development projects in Bangladesh. International experience in communication for development projects an asset;
- ii. Fluency in and excellent writing skills in English;
- iii. Proven experience in designing and managing public communication activities with a wide variety of stakeholders including CSOs, government and communities;
- iv. Solid understanding of and ability to apply communication tools and techniques, including the ability to conduct and assessments and analyze audience needs;
- v. Educational background in communication, journalism, social sciences, public affairs, political science, or international relations or related field;
- vi. Prior experience in infrastructure development and/or the transport sector would be an asset;
- vii. Knowledge and understanding of socio-political, economic, and cultural background of Bangladesh and the region; and
- viii. Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively; proven ability to work in a collaborative and multi-stakeholder team environment.

b. Web developer

- i. Bachelor's degree in Information Technology, Graphic Design, or related field.
- ii. Minimum 5 years of relevant work experience in web design, web behavior knowledge.

Attached Capacity Development Technical Assistance, Terms of Reference: Rail Safety Awareness Component

I. BACKGROUND

1. The following services are required for a railway safety awareness campaign for the proposed SASEC Chittagong–Cox’s Bazaar Railway Project (henceforth “project”), implemented by Bangladesh Railway (BR) and financed by the Government of Bangladesh with support from a loan from the Asian Development Bank (ADB). This is a greenfield investment, expected to be approved by ADB in September 2016.

2. The project proposes the construction of a new single railway line from Chittagong to Cox’s Bazar via Ramu for a total length of 102 km. The corridor is located in the districts of Chittagong and Cox’s Bazar and spans across six upazilas (sub-districts) alignment is expected to connect Cox’s Bazar, a touristic region with the capital Dhaka and other big cities like Chittagong.²⁵

3. The project identifies the need to conduct an awareness campaign for rail crossing safety to reduce the possibility of injury or fatality. There is often a mismatch between a pedestrian or driver’s perceptions and the realities of the rail environment which can lead to an underestimation of the risks of train collisions. This is often explained by the following:

- a. **Trains can be quiet.** While most people think they will hear an approaching train sometimes their distance is underestimated by the noise they make;
- b. **Trains are fast.** It is common for people to misjudge the speed of an approaching train, which can often travel faster than they appear
- c. **Trains cannot stop or swerve.** Unlike a car, a train cannot stop quickly or swerve to miss a person or a car on the tracks. A fully laden freight train at an average speed can take up to a kilometer to stop.
- d. There is a tendency to ignore or be complacent towards warning signs (road signs and markings).

4. The ADB is seeking a team of consultants to increase road safety awareness through the design and delivery of a rail safety awareness behavior change communication campaign in the areas of influence of the project.

II. SCOPE AND OUTCOMES

5. The team of consultants will provide services to achieve the following objectives:
 - a. To raise awareness and community understanding on the dangers of the rail environment (i.e. can be quiet, fast, cannot stop).
 - b. To change attitudes and behaviors towards rail track crossing and trespassing (i.e. stop trespassing, watch for train arrival and respect crossing warning signs)

²⁵ The six upazilas are Chandanaish, Satkania and Lohagara (Chittagong) and Chakaria, Cox’s Bazar, Ramu (Cox’s Bazar).

III. TARGET AUDIENCE

6. The team of consultants is expected to identify and refine target audiences for the awareness raising and behavior change communication through formative research and analysis.

7. In its proposal, the consultant must propose the best methodology to reach out to the communities along the corridor particularly to the vulnerable groups. The area to be covered by the project includes the six upazilas affected by the project of Chandanaish, Satkania and Lohagara (Chittagong) and Chakaria, Cox's Bazar, Ramu (Cox's Bazar). The consultant must also meet the following targets set out in the project's Gender Action Plan (GAP):

- a. At least 10,000 residents [Target women 30%] from the concerned upazilas along the alignment, with emphasis on those residents most likely to cross rail lines and/or use them for activities such as cooking, etc;
- b. 75% of students [Target schoolgirls: 50%] of at least 500 public or registered kindergarten, primary and secondary schools in the concerned upazilas
- c. At least 300 professional drivers are sensitized to safe rail crossing/stations
- d. Users of community, social and religious centers close to railway crossings/stations

IV. KEY ACTIVITIES

8. The team of consultants is expected to detail in their proposal how they will develop and deliver the campaign for maximum impact. The proposal should contain, but not necessarily be limited:

- a. **Formative assessments and baseline** through which the following will be identified, at minimum, a) key audiences, inclusive of those mentioned above, further refined and segmented appropriately; b) the audiences current attitudes and behaviors will be verified and realistic indicators developed and measured against which the campaign can be evaluated; c) key influencers (e.g., local administration leaders/chairmen, police, and/or media personalities such as actors, singers, etc.) at the national or local level that can contribute to the campaign's visibility and effectiveness.
- b. **Development/pre-testing of messaging approach.** Messages must be targeted to the specific subgroups in the audience and respond to their motivations and needs. The use of explicit images of injured persons, if used at all, must be limited to specific subgroups above a certain age and decided to be included after careful consideration. The consultant team will be responsible for pre-testing messages before finalization. An evaluation of rail safety community awareness best practices should also be conducted and when found relevant should be proposed for the campaign.
- c. **Selection of media and outreach channels.** In their proposal, the team of consultants should explain the approach they will use to determine the channels and activities that will be used and provide a list of indicative channels (with

understanding that this will later be refined in light of findings of the formative assessment) with rationale for their selection. Mixed approaches combining media and interpersonal channels (e.g., outreach, training, mobilization, etc) and, where appropriate, mobile or social media, are encouraged. Channels that can be considered include, but are not limited to: awareness sessions for residents, school children, and professional drivers; mobile loudspeaker announcements; leaflets; newspaper advertisements; billboards at road/railway crossing; signs at rail stations and schools near alignment

- d. **Production and dissemination/delivery of materials and activities.** The team of consultants will be responsible for overseeing the production of media material and their successful dissemination, as well as planning and delivering interpersonal outreach and mobilization activities.
- e. **Capacity-building for Bangladesh Railway in conducting safety awareness campaigns.** BR and the project implementation units should be involved throughout the conduct of the campaign and trained in carrying out safety awareness activities, using the tools developed under this assignment.
- f. **Monitoring and evaluation.** The team of consultants will be responsible for monitoring and tracking the delivery of activities and the number of participants. The team will also be responsible for conducting evaluation of campaign effectiveness that will capture the scope of changes in awareness and behavior.

V. TIME SCHEDULE AND RESOURCES

9. The assignment is for 8 months over 3 years from June 2017 to June 2020. However, interested organizations should indicate how long they will need each position to work to achieve the successful completion of the project.

VI. EXPERTISE REQUIRED

10. Interested organizations should determine the number and nature of experts they will require to achieve the objectives of the contract. However, ADB requires a minimum of five key experts and sufficient field-based social mobilizers as presented in the table below. All key positions are national experts.

	Position	Experience	Mandate	No.	Person-month
1.	Team Leader/ Behavior Change and Awareness Campaign Specialist	<p>Minimum of 8 years' experience overseeing the design and implementation of awareness and behavior change communication campaigns, especially at the community level</p> <p>Ability to manage the design, testing and production of media materials and to oversee delivery of training and outreach activities</p> <p>Prior experience in rail and/or road safety awareness campaigns</p> <p>Management experience of at least three years: ability to supervise a team project staff</p> <p>Familiarity with project areas and/or communities an asset</p> <p>Ability to work effectively and communicate well with a wide cross section of stakeholders including government officials, community based groups, ADB officials, etc.</p>	Overall policy direction, planning, technical assistance	1	7.00
2.	Project administrator/ Deputy Team Leader	<p>a minimum of 3 years' experience in accounting and record keeping for development projects</p> <p>An understanding of the challenges of record keeping in rural areas and strategies for adapting to local situations while keeping within ADB's regulations</p> <p>Excellent computer skills (MS Word and Excel)</p> <p>Strong English language skills</p>	will be in charge of all administrative responsibilities of the project and will ensure all documentation required by the ADB is kept in accordance with ADBs procedures	1	4.00
3.	Field Coordinator	Minimum of 5 (five) years' experience in relevant field.	To coordinate and implement all activities in the concerned upazila/districts	1	4.00
4.	Awareness materials Designer	Minimum of 5 (five) years' experience in relevant field.	Responsible of producing relevant awareness materials	1	3.00
5.	Trainers	Minimum of 5 (five) years' experience in relevant field.	To conduct training related activities	3	4.00

	Position	Experience	Mandate	No.	Person-month
6.	Field Social Mobilizers	Minimum of 5 (five) years' experience in relevant field.	Organize the community awareness logistics in the field	3	6.00

VII. SUPERVISION

11. Interested organizations should indicate their proposed management structure for the team. All awareness activities should be coordinated and implemented with Bangladesh Railway. The Team Leader will be under the supervision of Bangladesh Railways, and a designated staff member from ADB's South Asia Transport and Communication Division (SATC). It will also take guidance and inputs from designated staff in ADB's Department of External Relations as needed. The Team Leader will keep Bangladesh Railway and SATC regularly informed of the progress in the implementation of this assignment, identify any issues or possible delays to the accomplishment of this assignment, and propose and implement solutions to address such issues or possible delays.

Attached Capacity Development Technical Assistance, Terms of Reference: Project Implementation Component

A. Objective of the Consultancy Services

1. Capacity development technical assistance (TA) will support Bangladesh Railway (BR) in project implementation.

2. The key outputs of the **project implementation component** will be an improved project implementation management and support for BR in implementing of the proposed project in specific areas such as the procurement process and continuous railway reform support. Individual consultants will provide recommendations for the strengthening of the organization to implement more projects more efficiently and provide additional support in specific areas of project implementation on a case-by-case basis to support BR during procurement, consultant recruitment, project implementation and continuous railway reform activities.

B. Scope of Work

1. Procurement Advisor/Legal Expert and Procurement Expert

5. The tasks of the Procurement Advisor will be to support the BR together with the national Procurement Expert in the procurement and consultant recruitment process. The objective to have a procurement advisor in place is to ensure that the appropriate procedures and scrutiny are in place to maintain the integrity of the procurement process. The scope of works may include, but will not be limited to the following:

- a. Examine and evaluate information and processes
 - i. Act as an independent observer and comment on all relevant aspects of the process from beginning to end, and at key stages throughout.
 - ii. Scrutinize the process to determine whether relevant ADB and government guidelines and appropriate policies are being followed, and that best practice is being followed.
 - iii. Ensure that the process is impartial and fair with no party being given advantage over another or unfairly discriminated against, and that confidential information is protected.
 - iv. Ensure that all relevant participants in the process are aware of their responsibilities to disclose conflicts of interest.
- b. Advise on the management of probity issues that may arise
 - i. Conduct a risk assessment, identify possible probity issues, and prepare a probity plan that describes mitigation measures and responsibilities, prior to commencement of the procurement process.
 - ii. Prepare procedures for management of procurement processes (including evaluation of bids) to minimize the risk of probity issues.
 - iii. Providing advice to the agency and interested parties on how emerging issues can be resolved or managed (e.g. conflicts of interest).
- c. Documentation and reporting to the agency
 - i. Prepare an interim report of each stage (technical and financial evaluation) of each procurement process.

- ii. Prepare a signed, written final report of each procurement process, describing any probity issues that arose, how those issues were managed, and agency's performance when conducting that stage or process.

6. An important role of the Procurement Adviser is to report any act or omission the Procurement Adviser observes in a procurement process that affects, or may affect, its integrity. The Procurement Adviser must have full and free access to all aspects of the process they are engaged to assess, including all relevant documentation (such as bids and bid evaluation reports) and meetings. The Procurement Adviser should ultimately report to, and have direct access to, Secretaries of the Ministry of Railways; Director General and Project Director, Bangladesh Railway; any other authorities/committees concerned; and ADB; should matters worthy of comment arise.

2. Project Management Expert

4. The tasks of the Project Management and Implementation Expert will be to review the current project implementation organization structure, staffing, delegation of powers in BR and recommend improvements for more efficient project implementation management. The scope of works may include, but will not be limited to the following:

- a. Review existing project implementation organization and processes
 - i. Review the existing project implementation structure, staffing, delegation of power with respect to its suitability to implement large-scale FIDIC contracts in various projects within the country;
 - ii. Review government processes and discuss the requirements for project implementation related to the coordination of government processes and procedures when they need to be harmonized with external donors; and
 - iii. Review the delegation of power in relation to government processes and the requirements of donors.
- b. Recommend improvements for the project implementation organization
 - i. Recommend staffing levels and structures for the project organization, skill-set requirements, training requirements, etc.;
 - ii. Providing advice on processes and procedures that may need to be adjusted to implement a project implementation organization; and
 - iii. Day-to-day advice to BR on the options for solving project management issues and strategies to avoid similar projects during further project implementation.

3. Railway Reform Advisor

7. The tasks of the Railway Reform Advisor will be to support the BR in implementing the ongoing railway reform, especially the activities as outlined in the framework financing agreement including (i) annual adjustments of the tariff based on the tariff reform; (ii) corporatization of the container business; (iii) full roll-out of the ERP IT System; and (iv) upgrading of the railway infrastructure maintenance unit for the proposed project.

- (i) Strengthen the capacity in implementing the reform agenda and identifying areas, where further support from the government and/or ADB is required;

- (ii) Support BR in the preparation of guidelines and procedures to carry out the reform steps and support BR with specialized advice on selected areas, if required, including based on international experience;
- (iii) Develop together with BR's reform team strategies, guidelines and implementation procedures for more efficient railway operation especially with respect to the areas as outlined in para 7 above; and
- (iv) The consultant will prepare quarterly progress reports for ADB to summarize activities undertaken.

C. Implementation Arrangements

8 Individual consultants for the project implementation component will be recruited by ADB according to its Guidelines on the Use of Consultants (2013, as amended from time to time). The executing agency (EA) for the TA will be BR. BR will provide counterpart support in the form of counterpart staff, office accommodation, office supplies, secretarial assistance, and domestic transportation, and other in-kind contributions.