

Project Administration Manual

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August 2018

Proposed Grant Kingdom of Bhutan: Skills Training and Education Pathways Upgradation Project

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
APFS	–	audited project financial statement
DMEA	–	Department of Macroeconomic Affairs
DMF	–	design and monitoring framework
DOEHR	–	Department of Employment and Human Resources
DSC	–	design and supervision consultant
DSE	–	Department of School Education
DTE	–	Department of Technical Education
EAP	–	externally-aided projects
EMP	–	environmental management plan
ESMF	–	environment and social management framework
GAP	–	gender action plan
GDP	–	gross domestic product
IA	–	Implementing agency
M&E	–	monitoring and evaluation
MIS	–	management information system
MOE	–	ministry of education
MOLHR	–	Ministry of Labour and Human Resources
MOF	–	Ministry of Finance
PIU	–	project implementation unit
PMU	–	project management unit
PSC	–	project steering committee
RAA	–	Royal Audit Authority
RITH	–	Royal Institute for Tourism and Hospitality
SOE	–	statement of expenditures
SPBD	–	school planning and building division
TSP	–	training service provider
TTI	–	technical training institute
TVET	–	technical and vocational education and training
WA	–	withdrawal application

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Project Administration Manual Purpose and Process

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

The Government of Bhutan, acting through the Ministry of Labor and Human Resources (MOLHR) and the Ministry of Education (MOE), (executing agencies), and the Department of Technical Education (DTE), the Department of Occupational Standards (DOS), and the Department of Employment and Human Resources (DOEHR) under the MOLHR, Department of School Education (DSE) under the MOE, Royal Institute for Tourism and Hospitality (RITH) under the Tourism Council of Bhutan, and the Royal Education Council (REC), which are the implementing agencies, are wholly responsible for the implementing the ADB-financed project as agreed jointly between the Government of Bhutan 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 MOLHR, MOE, DTE, DOEHR, DOS, RITH, and REC of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At grant negotiations, the government and ADB have agreed to the PAM and ensured consistency with the grant agreement. Such agreement is reflected in the minutes of the grant negotiations. In the event of any discrepancy or contradiction between the PAM and the grant agreement, the provisions of the grant agreement shall prevail.

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

I. PROJECT DESCRIPTION

1. A constitutional monarchy nestled in the Himalayan mountain range, the Kingdom of Bhutan has a population of about 0.78 million.¹ The country is renowned for adopting the unique development philosophy of the “Gross National Happiness”, which offers an alternative paradigm for the development and collective well-being of its citizens. Using this to shape its economic and social policies and interventions, the Kingdom of Bhutan has been promoting holistic and sustainable development, going beyond just economic development. Acknowledging the challenges faced by the current technical and vocational education and training (TVET) system in the country, Bhutan has developed a TVET Blueprint, 2016–2026, as a roadmap for furthering its “quality” and “relevance”, while ensuring “equity” and “inclusiveness” in access. Bhutan envisions to become a leader in TVET in the region². The proposed Skill Training and Education Pathways Upgradation Project will assist the government in enhancing the TVET system’s capacity and relevance through reforming and modernizing its TVET institutions and interventions (led by both public and private institutions) to enhance the employability and employment prospects of the Youth in Bhutan, and in contextually upgrading and strengthening TVET interventions at seven pilot schools to improve transition of youth from school to TVET system, and thereby enhancing their market relevance and improving the employment prospects of secondary school graduates.³

A. Impact and Outcome

2. The project is aligned with the following impact: skilled human capital for equitable socioeconomic development increased. The project will result in the following outcome: employability of TVET graduates and secondary school graduates improved.⁴

B. Outputs

1. **Output 1: Access to skills development increased.** The capacity of five TTIs participating in the project to enroll students for skills training will nearly double by 2023.⁵ The TTIs will venture into training for emerging occupations by introducing additional courses. Specifically, the project will (i) establish a new flagship TTI in Thimphu in a new campus with modern facilities and upgraded courses at the diploma level, and improve the TTI in Samthang with new classrooms, workshops, and dormitories; (ii) provide green technology equipment and tools, including IT equipment, in the five TTIs; and (iii) introduce at least six new courses, including at the middle and advanced (diploma) levels and in new disciplines.⁶ These much-needed investments will enable the enrollment of a larger cohort of students in the TTIs as per the TVET Blueprint. This output will benefit a total of 2,200 students in TTIs over five years, including an additional 450 students enrolled during the project period (32% female). Increasing access to TVET for women will increase gender equality in workforce participation and wage rates. The

¹ Government of Bhutan, National Statistics Bureau. 2017. Thimphu.

² Government of Bhutan, Ministry of Labour and Human Resources. *TVET Vision*. http://www.MOLHR.gov.bt/MOLHR/?page_id=30

³ The Asian Development Bank (ADB) provided \$500,000 in project preparatory technical assistance. ADB. 2016. *Technical Assistance to Kingdom of Bhutan for Education and Skills Development Project*. Manila.

⁴ The design and monitoring framework is in Appendix 1.

⁵ The annual enrollment capacity in the TTIs in Chumey, Khuruthang, Rangjung, Samthang and Thimphu will increase from 466 in 2017 to 919 in 2023

⁶ Diploma courses will be introduced for the first time in the TTIs. The project will introduce national diploma courses in electrical and construction technology; National Certificate Level 3 courses in welding and hybrid automobiles; and courses in diversified disciplines, including computer applications (graphic design and animation), logistics, and packaging and food production.

introduction of advanced courses will raise the workforce skill level and support the economy's efforts to move up the value chain in the industry and service sectors.⁷

2. Output 2: Quality and relevance of skills development enhanced. To enhance the quality and market relevance of TVET, the project will (i) deliver training of trainer programs to at least 60% of trainers in TTIs, offering exposure to training practices by leading regional and/or international TVET institutions, and workplace experience; (ii) deliver skills training in emerging occupations in partnership with private sector training providers and civil society organizations, benefiting 800 students (32% female and 5% persons with disabilities)⁸; and (iii) provide improved teaching and learning resources, including e-resources, in the five TTIs to develop future-ready IT skills in graduates.⁹ The upgrading of the capacities of trainers will be undertaken in partnership with international institutions, particularly for the delivery of diploma courses with innovative pedagogy. The project will establish new employment-linked contracts with private sector training providers based on a competitive selection process to assure better job outcomes. Partnerships with civil society organizations will increase opportunities for skills training for jobs or self-employment for disadvantaged youth, particularly those with disabilities. Equal opportunities for women and disadvantaged youth to benefit from higher-quality skills training and training in emerging occupations will lead to better paid jobs and economic and social empowerment.

3. Output 3: Vocational orientation of secondary school students improved. To encourage a larger number of secondary school students to take up skills training, the project will support the introduction of TVET elective subjects in seven pilot schools that will be upgraded as "TVET premier schools". Specifically, the project will (i) improve the skills of secondary school students by offering TVET elective subjects in grades 9–12 in seven pilot schools linked to TTIs, benefiting 400 students (32% female); (ii) provide career guidance with exposure to the world of work to secondary students (grades 7–12) benefiting 30,000 students (40% female); and (iii) offer information and communication technology-enriched teaching and learning to improve modern competencies, such as critical thinking, problem solving, teamwork, and communication, in grades 7–12 in the seven pilot schools, benefiting 2,500 students (40% female). These actions will enable secondary school students, including girls, to make appropriate career choices for better job prospects. The project will establish 13 TVET laboratories in the seven pilot schools to offer TVET courses with a structured curriculum and trained junior instructors. The pilot schools will have formal linkages with the five TTIs and one Institute of Zorig Chusum (a training institute for traditional arts and crafts) for curriculum, teacher training, and credit transfer arrangements.

4. Output 4: Governance and institutional capacity for technical and vocational education and training improved. The project will (i) operationalize an integrated and web-based TVET management information system (MIS) and an employment services portal; and (ii) facilitate international partnerships for capacity development in at least one TTI. Currently, there is no centralized information system to track the enrollment and progress of students across the TTIs. The new TVET MIS will provide sex-disaggregated data on TVET across the TTIs. An online central admissions system for the TTIs will be introduced. Timely and reliable information and forecasting in key areas of skills demand are needed for TVET providers to effectively develop the required workforce. The MOLHR will host and operate the new TVET MIS and the employment services portal and maintain it during project implementation and beyond. The project will support

⁷ In 2016, industry accounted for 41% of gross domestic product; the service sector accounted for 42%; and agriculture, livestock, and forestry accounted for about 16%.

⁸ The private sector training providers will offer courses in tourism and hospitality, food processing and packaging, multimedia, animation and communication, and other areas identified through ongoing needs assessment.

⁹ The project will equip the TTIs with a range of e-resources, such as multimedia-based self-learning modules for various courses which will also inculcate problem solving and project-based learning.

initiatives to assess future demand. To prepare Bhutanese youth to be globally mobile and competitive, the project will pursue international collaborations and potential institutional twinning for capacity development.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: Project Readiness Activities

Indicative activities	FY2018–2019				FY2019–2020	Responsible Individual / Unit/ Agency/ Government
	Q1	Q2	Q3	Q4	Q1	
Advance contracting actions						MOLHR and MOE
Retroactive financing actions						MOF, MOLHR and MOE
Establish project implementation arrangements and a functional PMU	30 June					MOLHR and MOE
Recruitment of Design Supervision Consultant	30 June					MOLHR and MOE
Construction contractors' procurement process initiated		30 Aug				MOLHR and MOE
Grant negotiations		13 July				ADB, MOF, MOLHR and MOE
ADB Board approval		30 Aug				ADB
Grant signing			7 Nov			ADB, MOF
Grant effectiveness			20 Nov			ADB, MOF
Award of Civil Works Contracts			15 Nov			MOLHR, MOE
Issue of IFBs for first equipment package					15 Jan	MOLHR

ADB = Asian Development Bank, IFB = invitation for bids, MOE = Ministry of Education, MOF = Ministry of Finance, MOLHR = Ministry of Labour and Human Resources, PMU = project management unit.

Source: ADB.

B. Overall Project Implementation Plan

Table 2: Schedule of Procurement and Implementation Contract Packages

Output/Activity		2018	2019				2020				2021				2022				2023			
		Quarter --> Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
A. Design and Monitoring Framework																						
Output-1 Access to Skill Development Enhanced																						
1.1	Construction of new Buildings - TTI Thimphu																					
1.2	Construction of Workshops, Classrooms, Hostel building at TTI Samthang																					
1.3	Design and Supervision consultant for TTI Thimphu + Samthang																					
1.4	TTI Khuruthang- Mechanical, Electrical, Welding lab upgrade																					
1.5	TTI Chumey- Welding lab upgrade																					
1.6	TTI Samthang- Automobile lab upgrade + Furniture																					
1.7	TTI Thimphu- Automobile, ICT, Packaging labs + Furniture																					
1.8	TTI Rangjung- IT, Electrical, Automobile lab upgrade																					
Output 2: Quality and Relevance of Skills Development Enhanced																						
2.1	Trainer's Training in Technical trade, Pedagogy and Master Trainer training																					
2.2	New Trainer's Training and Industry Attachment for Trainers																					
2.3	Existing & New course alignment to BVQF - Standards Development [10 nos.]																					
2.4	New Course and Curriculum Development [10 new courses]																					
2.5	Courses for 1000 candidates through Private Training Service Providers and select Specialised Public Training Service Providers																					
2.6	Design & Develop [Or adapt existing international material and customise] Soft skills modules and Support Implementation																					
Output-3: Orientation of Secondary Education to the world of work enhanced																						
3.1	Strengthen CI. IX-X School TVE elective subjects and extend up to class XII in seven pilot schools																					
3.2	Establish / strengthen vocational clubs (VC) in seven pilot secondary schools (CI. VII to VIII); Introduce Pre-Vocational Orientation Programmes (PVOP) in seven pilot schools (CI. VII to VIII)																					
3.3	Piloting of career guidance services in all secondary schools with exposure to the world of work for CI.VII-XII																					
3.4	Improving critical thinking and problem solving skills through ICT-enriched teaching and learning																					
Output-4: Governance and Institutional Capacity for TVET enhanced																						
4.1	Strengthening of MoLHR MIS [Standardisation of Data Structure and Inter-linkages across 11 MIS Modules operating in MoLHR]																					
4.2	Regional and International linkages for TTIs																					
4.3	Research Studies																					
B. Management Activities																						
1	Establishing of functional PMU with adequate staff																					
2	Procurement of Works, Goods, and Services																					
3	Project Management																					
4	Implementation of GAP																					

ICT: Information and Communication Technology; MIS: Management Information System; PVoP: Pre-vocational Orientation Programme; TTI: Technical Training Institution; TVET: Technical and Vocational Education and Training; VC: Vocational Clubs;

Source: Asian Development Bank

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Table 3: Project Implementation Structure

Project Implementation Organizations	Management Roles and Responsibilities
Executing agencies: Ministry of Labour and Human Resources (MOLHR), and Ministry of Education (MOE), of the Government of Bhutan	<ul style="list-style-type: none"> • Establish Project Steering Committee (PSC). • Designate Project Management Unit and Implementation Units (PIUs). • Establish systems, procedures, and mechanisms to ensure effective and efficient project implementation. • Provide oversight to ensure smooth and timely implementation and completion of project activities.
Project Steering Committee: Secretary, MOLHR (Chairperson) Secretary, MOE (Co-Chairperson) Members – Representative from Ministry of Finance (ADB focal person from Department of Macroeconomic Affairs) Representative from Gross National Happiness Commission Chief Planning Officer – PPD, MOLHR Chief Planning Officer – PPD, MOE Director – DTE (Project Director – STEP-UP) Director – DOEHR Director – DOS Director General – DSE Director – REC Project Manager (STEP-UP), MOLHR and MOE (Member Secretaries) Invited Members – Representatives from Sector/ Industry Associations/ Committees (Special invitees) Representative from the ADB Bhutan Resident Mission (Special invitee as Observer)	<ul style="list-style-type: none"> • Provide overall direction and guidance to successful project implementation. • Provide policy and strategic guidance to bring synergy of the project activities with the Twelfth Five-Year Plan. • Approve annual work plans and budget for the physical and financial targets and activities of each implementing agency. • Undertake quarterly performance reviews across different components and suggest ways of expediting project implementation. • Ensure that the executing and implementing agencies, and the support departments coordinate seamlessly to ensure timely execution of project activities^a • Ensure inter-ministerial coordination and cooperation. • Ascertain any financial irregularity and review audit notes (from internal and external audits), and direct corrective actions as required. • Review MIS reports and other findings of monitoring and evaluation surveys to assess effectiveness in terms of achieving project outcomes. Suggest ways to incorporate lessons and improve further implementation. • Track the progress made in terms of achieving the project outputs and outcomes as laid down in the project's design and monitoring framework. • Lead private sector consultations to confirm sector-wide skill gaps, and firm-up skilling intervention through private sector engagement. • Correspond with the Asian Development Bank (ADB) for any major changes that may be required in the project. • Review and endorse financial statements, progress reports and audit reports for submission to ADB.
PMU housed in the Department of Technical Education, MOLHR: Full-time Staff:	<ul style="list-style-type: none"> • Overall management of the project implementation, including consistent coordination with the MOE PMU. • Coordinate and prepare annual work plans and budgets for each implementing agency based on the planned project activities.

Project Implementation Organizations	Management Roles and Responsibilities
<p>Project Director (STEP-UP, MOLHR)/ Director - DTE Project Manager (STEP-UP, MOLHR) Project Accountant/Finance Officer (MOLHR) Project Procurement officer (MOLHR) Project Engineer (MOLHR)</p> <p>Key Experts (on contract):</p> <p>Project Management and Coordination Specialist (full time) TVET Specialist, (full time) Procurement Specialist (intermittent) Project M&E (intermittent) Gender Specialist (intermittent) Environment Safeguard Specialist (intermittent) TVET Expert -National and International (intermittent)</p>	<ul style="list-style-type: none"> • Lead and coordinate all services, works and goods procurement and evaluation under the project. • Review all plan, design and contract documents pertaining to the project. • Review overall project implementation in a quarterly cycle or as mutually agreed-to among the stakeholders. • Coordinate with the executing agency and implementing agencies on procurement, financial management, safeguards, and other project activities • Coordinate the PSC meetings and submit reports seeking advice from / and advising the PSC. • Liaise and communicate with ADB on any issues pertaining to the project. • Convene monthly meetings with the PIUs to resolve issues and monitor the project implementation. • Ensure single window reporting by consolidating both physical and financial progress/reports of MOLHR and MOE. • Reconcile project accounts, prepare and submit withdrawal applications to ensure timely requests and release of fund to the support departments/ PIUs. • Prepare and maintain consolidated project financial and physical progress reports (quarterly, annually and at project completion) for submission to PSC and ADB. • Review and endorse TORs for high quality consultancy and technical assistances under the project.
<p>PMU housed in the Department of School Education, MOE:</p> <p>Full-time Staff – Project Director (STEP-UP, MOE)/ Director - DSE Project Manager (STEP-UP, MOE) Project Accountant (MOE)</p>	<ul style="list-style-type: none"> • Overall management of the MOE component. • Coordinate and prepare annual work plans and budgets for each implementing agency within MOE (SPCD, SPBD and REC) based on the planned activities for the STEP-UP. • Lead and coordinate all services, works and goods procurement and evaluation under education sector component of the project. • Review all plan, design and contract documents pertaining to the project. • Review overall project implementation in a quarterly cycle or as mutually agreed-to among the stakeholders. • Coordinate with the executing agency and implementing agencies within MOE, in terms of procurement, financial management, safeguards, and other project activities • Convene monthly meetings with the PIUs within MOE to resolve issues and monitor the project implementation. • In close coordination with MOLHR PMU, reconcile project accounts, provide inputs to preparation and submission of withdrawal applications to ensure timely requests and release of fund to the support departments/ PIUs. • Prepare and maintain consolidated project financial and physical progress reports (quarterly, annually and at project completion) of MOE implementing units for submission to PMU (MOLHR).
<p>Implementing agency 1: Human Resources Skills Division (HRSD), Department of Employment and Human Resources (DOEHR), MOLHR</p>	<ul style="list-style-type: none"> • Undertake skilling interventions in partnership with private sector training providers, to impart skills to 800 youth targeted in the project.

Project Implementation Organizations	Management Roles and Responsibilities
Implementing agency 2: MOLHR PIUs at Thimphu and Samthang Construction sites	<ul style="list-style-type: none"> • Manage and monitor civil works at Thimphu and Samthang TTIs.
Implementing agency 3: Standard and Quality Division, Department of Occupational Standards, MOLHR	<ul style="list-style-type: none"> • Develop national standards for all new courses to be implemented in the project in alignment with Bhutan Vocational Qualifications Framework (BVQF). • Support QMS endorsement and accreditation of TTIs and private sector training service providers.
Implementing agency 4: RITH, Royal Institute of Tourism and Hospitality	Implement a new certificate program in Food Production with a planned coverage of 250 students based on an agreement with MOLHR
Implementing agency 5: School Planning and Building Division (SPBD)	Undertake full responsibility for the design, management and monitoring of all civil works related building the TVET laboratories in the 7 TVET premier schools.
Implementing agency 6: Royal Education Council (REC)	Undertake full responsibility for all activities pertaining to curriculum mapping and development for pre-vocational orientation and for the elective TVET subjects.
Implementing agency 7: Career Education and Counselling Division, Department of Youth & Sports	Implement the career guidance and counseling activities, including the provision of exposure to the world of work.

Source: Asian Development Bank.

5. The executing agencies, the Ministry of Labor and Human Resources (MOLHR) and the Ministry of Education (MOE), have established project management units (PMUs) for effectively implementing the TVET and school project components, respectively, through Office Orders MOLHR/DTE/TISD(5)/2017-18/2371 (8 May 2018), and DSE/SPCD/SRP (4.9)-TVET/2018/697 (13 April 2018).

6. The PMU at MOLHR will be housed at the Department of Technical Education (DTE) which will act as the coordinating PMU and will be responsible for the overall management of the project. The PMU in MOE will be housed in the Department of School Education. MOLHR PMU will also house the Project Steering Committee (PSC). An inter-ministerial PSC will be chaired by Secretary, MOLHR and co-chaired by Secretary, MOE, and will provide strategic guidance and oversight to the Project. The MOLHR PMU will ensure a single window of reporting and coordinate annual project financial reports, and progress reports with MOE. The PSC will selectively invite representatives from the private sector associations and/or committees to better align skills development and training to market and employer needs. A representative from ADB may also be invited to attend the steering committee meeting as observer.

7. The PSC's mandate will include making decisions on overall policy direction; approving annual work plans and budgets, progress reports (including financials reports), and audit reports; and resolving any major issues pertaining to the project. The PSC will review project progress to ensure timely implementation of all the project components and provide guidance to resolve any shortfalls. The PSC will meet at least quarterly for the first two years, and biannually and as required thereafter. It will meet in July to review physical and financial progress, and in December/January to endorse work plans and budget in time for submitting the budget to Ministry

of Finance per the government's fiscal year. The meetings in March and October would be to review qualitative progress and track progress.

8. The PMUs, under the guidance of the DTE and DSE directors as the project directors of their respective components, and duly supported by the project managers, will:

- (i) undertake day-to-day project management, monitoring and coordination;
- (ii) coordinate and prepare implementation plans, annual budgets and disbursement projections in coordination with the PIUs;
- (iii) lead and coordinate all services, works and goods procurement and evaluation under the project per ADB requirements;
- (iv) prepare and maintain consolidated project financial and physical progress reports (quarterly, annually and project completion) for submission to PSC and ADB;
- (v) review project progress against planned targets, output and outcome;
- (vi) monitor all the PIUs and the site through frequent site visits and reporting;
- (vii) provide gender-disaggregated data analysis and reporting;
- (viii) ensure environment safeguards compliance in bidding documents, compliance by contractors, implementation of risk mitigation plans, and reporting per ADB's requirements;
- (ix) reconcile project accounts; and ensure timely requests and release of funds to the support departments/PIUs, and overall project fund reconciliation after every fiscal year closing and as required by ADB.

9. Various activities and components of the project will be implemented by the line departments and divisions. Fairly senior officers will be identified as project focal officers at the PIUs. Key functions to be performed by the PIUs are in Table 4.

Table 4: Key Functions of Project Implementation Units

PIUs under MOLHR PMU	PIUs under MOE PMU
<p>Human Resource and Skills Development Division, Department of Employment and Human Resources. Coordinate the implementation of training of youth in partnership with private training providers.</p>	<p>School Planning and Building Division. Responsible for all civil works related to the establishment of the basic lab infrastructure in the seven identified schools. The Unit will supervise the civil works and certify quantities of work. Four dedicated project engineers will be placed by SPBD at the construction sites in the schools to supervise the civil works and certify quantity of works for payments by the PMU to the civil works contractor. The civil works contractor will establish a site office at the construction sites to manage day to day implementation.</p>
<p>Standards and Quality Division, Department of Occupational Standards. Develop standards aligned with the Bhutan Vocational Qualifications Framework</p>	<p>Career Education and Counselling Division, Department of Youth and Sports. Implement the career guidance and counselling activities, including world of work exposure.</p>
<p>Royal Institute for Tourism and Hospitality. Will be the implementing unit for training 250 students targeted to be trained in Culinary and Hospitality. The implementation arrangement will be in the form of deposit works with fund advanced from PMU per the government's Finance and Accounting Manual 2016 and prescribed rules. An agreement will be drawn up between MOLHR as the Client</p>	<p>Royal Education Council. Will be responsible for all activities pertaining to curriculum mapping/ development for the vocational elective, prevocational program and vocational clubs, and information and communication technology-enabled foundational skills development in the pilot schools. The implementation arrangement will be in the form of deposit works with fund advanced from PMU as the government's Finance and Accounting Manual 2016 and prescribed rules. An agreement will be drawn up between MOE as the Client Agency and REC</p>

PIUs under MOLHR PMU	PIUs under MOE PMU
Agency, and RITH as the Entrusted Agency outlining the key deliverables, fund release and reporting requirements.	as the Entrusted Agency outlining the key deliverables, fund release and reporting requirements.

MOE = Ministry of Education; MOLHR = Ministry of Labor and Human Resources; PIU = project implementation unit; REC = Royal Education Council; RITH = Royal Institute for Tourism and Hospitality.

10. All PIUs will report through the respective PMUs. The two PMUs will coordinate through joint coordination meetings convened by the MOLHR PMU. Meetings will be convened monthly for the first 2 years to ensure timely implementation and problem solving. Subsequently, they can meet quarterly. The Directorate Services of MOLHR and MOE will support procurement, project finance and accounts management. The Policy Planning Divisions of MOE and MOLHR will support the project to ensure coordination and synergy across all line departments, policy guidance and alignment to the Twelfth Five-Year Plan.

11. MOLHR will recruit a design and supervision consultant (DSC) to supervise the civil works in TTI Thimphu, and TTI Samthang. The DSC will regularly report to MOLHR on progress of the civil works. The PMU project manager and project engineer will regularly review progress, and visit the civil works site. All payments to the DSC and civil works contractors will be handled by PMU. All civil works under MOE will be supervised by the School Planning and Building Division.

B. Key Persons Involved in Implementation

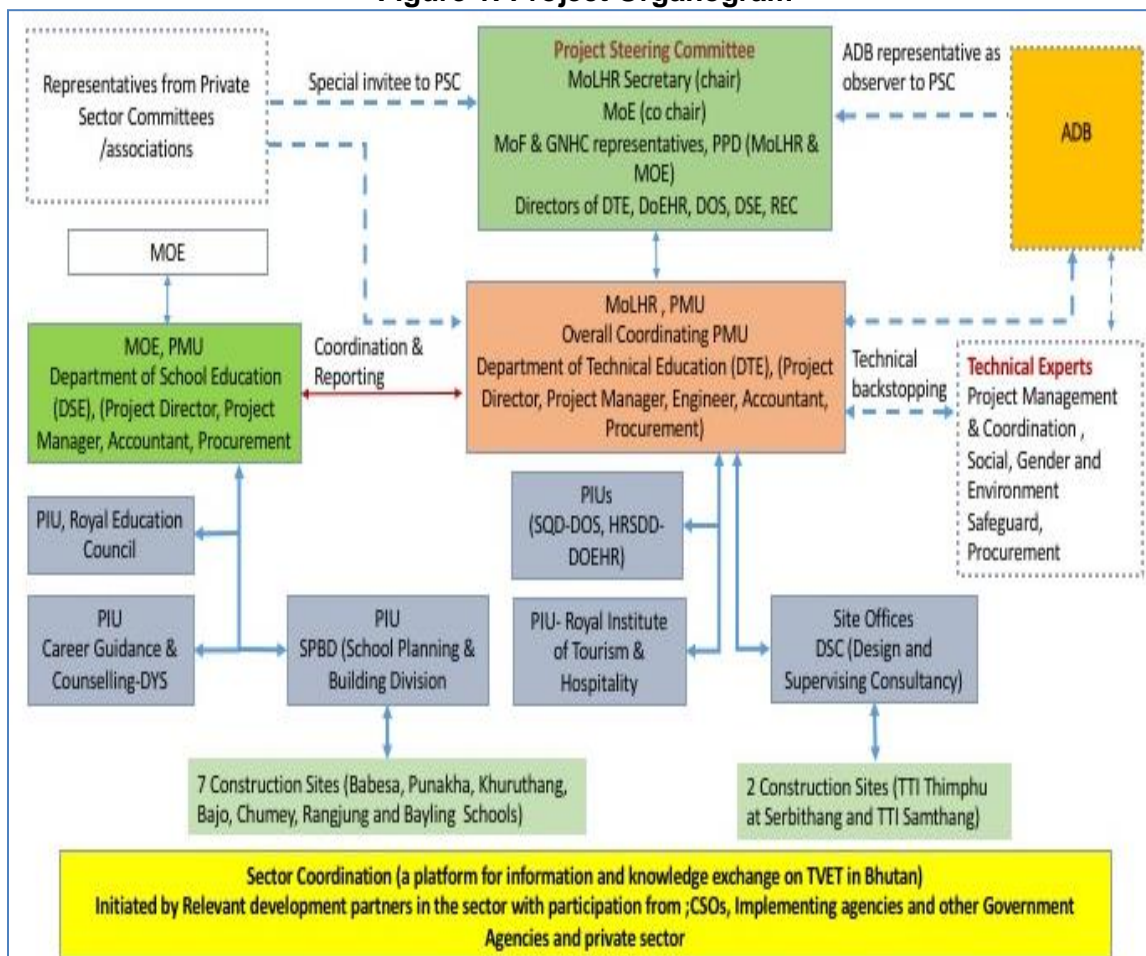
Table 5: Key Persons for Project Implementation

Executing Agencies	
Ministry of Labour and Human Resources (MOLHR)	Mr. Sonam Wangchuk Secretary, MOLHR Telephone: +975-2-323482/329274- Ext 2054/4000 sonamw@MOLHR.gov.bt
Ministry of Education (MOE)	Mr. Karma Yeshey Secretary, Ministry of Education Telephone: +975-2-322719 karmayeshey@MOE.gov.bt
Implementing Agencies	
Department of Technical Education (DTE), MOLHR	Mr. Norbu Wangchuk Director, DTE, (Project Director – STEP-UP MOLHR Component) Telephone: +975-2-327337/335923 norbuwangchuk@MOLHR.gov.bt Ms. Deki Wangmo Senior Program Officer (Project Manager – STEP-UP MOLHR Component) Telephone: +975-2-333867/326734, Ext 2020 dwangmo@MOLHR.gov.bt
Department of School Education, MOE	Mr. Karma Tshering Director General (Project Director - STEP-UP MOE Component, Thimphu) Telephone: +975-2-325325 karma_tshering@MOE.gov.bt Pema Wangchuk Deputy Chief Program Officer (Project Manager – STEP-UP MOE Component, Thimphu) Telephone: +975-2- 332362 pemawangchuk@MOE.gov.bt

PIUs under MOLHR	<p>Ms. Tenzin Choden Deputy Chief Program Officer (PIU Focal), Human Resource & Skills Development Division, Department of Employment and Human Resources, MOLHR Telephone: +975-2-333867/326734, Ext 2018 tchoden@MOLHR.gov.bt</p> <p>Mr. Karma Loday Chief Program Officer, (PIU Focal), Standards & Quality Division, Department of Occupational Standards, MOLHR Telephone: +975-2-333867/326734, Ext 2006 kloday@MOLHR.gov.bt</p> <p>Mr. Sonam Tshering Head, Production Department (PIU Focal), Royal Institute of Tourism & Hospitality, Thimphu Telephone: +975-2-331272 sonamd@gmail.com</p>
PIUs under MOE	<p>Mr. Kinley Namgyal Curriculum Developer (PIU focal), Royal Education Council, Paro Telephone: +975-8-271226/271632 kinleynamgyal@rec.gov.bt</p> <p>Mr. Karma Lhagyel Executive Engineer (PIU Focal), School Planning & Building Division, MOE Telephone: +975-2-325142/325085 karmalhagyel@MOE.gov.bt</p> <p>Mr. Nidup Gyeltshen Counselor (PIU Focal), Career Education and Counselling Division, Department of Youth & Sports, MOE Telephone: +975-2-325084 needupg@MOE.gov.bt</p>
Asian Development Bank	
Human and Social Development Division, South Asia Department	<p>Mr. Sungsup Ra Director, SAHS Telephone No.: +632-632 4629 sungsupra@adb.org</p>
Implementing Project Officer	<p>Ms. Shanti Jagannathan Senior Education Specialist, SAHS Telephone No.: +632-632 1976 sjagannathan@adb.org</p>

C. Project Organization Structure

Figure 1: Project Organogram



ADB = Asian Development Bank; DOEHR = Department of Employment and Human Resources; DOS = Department of Occupational Standards; DSE = Department of School Education; DTE = Department of Technical Education; DYS = Department of Youth and Sports; GNHC = Gross National Happiness Commission; HRSDD = Human Resource and Skills Development Division; MOE = Ministry of Education; MOF = Ministry of Finance; PIU = project implementation unit; PMU = project management unit; REC = Royal Education Council; SQD-DOS = Standards and Quality Division, DOS.

IV. COSTS AND FINANCING

12. The government has requested a grant of \$15 million from ADB to finance expenditures related to civil works and equipment, training/ skill development interventions, consulting services, and capacity building. The government will cofinance an amount equivalent to \$3 million as counterpart contribution (Tables 6 and 7).

Table 6: Summary Cost Estimates (\$ million)

	Item	Amount ^a
A.	Base Cost^b	
	Output 1: Access to skills development increased	9.76
	Output 2: Quality and relevance of skills development enhanced	2.65
	Output 3: Vocational orientation of secondary school students improved	2.71
	Output 4: Governance and institutional capacity for TVET improved	1.37
	Subtotal (A)	16.49
B.	Contingencies^c	1.51
	Total (A+B)	18.00

TVET = technical and vocational education and training.

^a Excludes taxes and duties. The Executing Agency will seek exemption from the levy of taxes and duties on goods and works to be procured in the project. Any residual taxes and duties not exempted will be financed by the government in the form of cash contribution.

^b In April 2018 prices.

^c Physical contingencies computed at 12% for civil works and equipment. Price contingencies computed at an average of 5.5–5.9% on local currency costs and 1.5–1.9% on foreign exchange costs; includes provision for potential exchange rate fluctuation the assumption of a purchasing power parity exchange rate.

Sources: Asian Development Bank and Government of Bhutan.

Table 7: Summary Financing Plan

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Special Funds resources (ADF grant)	15.0	83.3
Government	3.0	16.7
Total	18.0	100.0

Source: Asian Development Bank estimates.

A. Cost Estimates Preparation and Revisions

13. The cost estimates were prepared by ADB staff and consultants based on information from the MOLHR and MOE, and will be updated as necessary during project implementation.

B. Key Assumptions

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

- (i) Exchange rate: Nu65.43 = \$1.00 (April 2018).
- (ii) Procurement (including consulting services) will follow ADB Procurement Policy (2017, as amended from time to time) and Procurement Regulations for ADB Borrowers (2017, as amended from time to time).
- (iii) In-kind contributions cannot be easily measured and therefore have not been quantified.
- (iv) Price contingencies have been factored based on expected inflation over the implementation period are as follows:

Table 8: Escalation Rates for Price Contingency Calculation

Item	2018	2019	2020	2021	2022	Average
Domestic rate of price inflation	5.9%	5.5%	5.6%	5.7%	5.7%	5.7%
Foreign rate of price inflation	1.5%	1.9%	1.8%	1.7%	1.7%	1.7%

Source: Asian Development Bank and IMF Country Report No. 14/178 - Bhutan: Public Sector Debt Sustainability Framework, Baseline Scenario, 2011–2034.

C. Detailed Cost Estimates by Expenditure Category

Table 9: Detailed Cost Estimates by Expenditure Category (\$ million)

Item	Cost ^a (\$ million)	% of Total Gross Base Cost
A. Investment Costs		
1. Civil Works	6.78	41.1%
2. Equipment and furniture	3.27	19.8%
3. Training costs ^b	1.49	9.0%
4. Capacity Building	2.12	12.9%
5. Consultants	1.76	10.7%
Subtotal (A)	15.41	93.5%
B. Recurrent Costs		
1. Manpower	0.78	4.8%
2. Operations/ Administrative Costs	0.30	1.8%
Subtotal (B)	1.08	6.5%
Total Base Cost	16.49	100.00%
C. Contingencies		
1. Physical Contingencies	1.21	
2. Price Contingencies	0.30	
Subtotal (C)	1.51	
Total Project Cost (A+B+C)	18.00	

Note: Numbers may not sum precisely due to rounding

^a Costs are exclusive of all taxes and duties, which are to be borne by the Government of Bhutan outside the purview of the project cost.

^b Competitive procurement of private sector training service providers and quality-based engagement of select specialized public-sector training service providers to implement skilling interventions, within prescribed price-bands linked to differential cost-norms based on magnitude of equipment utilization.

Source: Asian Development Bank estimates.

D. Allocation and Withdrawal of Grant Proceeds

Table 10: Allocation and Withdrawal of Grant Proceeds (\$)

Item	Total Amount Allocated for ADB Financing (\$)	Basis for Withdrawal from the Grant Account*
Civil Works	3,780,000	55.8% of total expenditure claimed
Equipment and Furniture	3,270,000	100% of total expenditure claimed
Trainings Costs	1,490,000	100% of total expenditure claimed
Capacity Building	2,120,000	100% of total expenditure claimed
Consultants	1,760,000	100% of total expenditure claimed
Recurrent: Manpower and Operations	1,080,000	100% of total expenditure claimed
Unallocated	1,500,000	100% of total expenditure claimed
Total	15,000,000	

ADB = Asian Development Bank, OCR = ordinary capital resources.

Source: Asian Development Bank estimates.

*exclusive of taxes and duties within the Borrower's territory.

E. Detailed Cost Estimates by Financier

Table 11: Detailed Cost Estimates by Financier (\$ million)

Item	ADB		Government		Total Cost	
	Amount	% of Cost Category	Amount	% of Cost Category	Amount	Taxes and Duties
A. Investment Costs						
1. Civil Works ^a	3.78	55.7%	3.00	44.3%	6.78	0.14
2. Equipment and furniture	3.27	100.0%	-	0.0%	3.27	0.25
3. Training Costs	1.49	100.0%	-	0.0%	1.49	0.03
4. Capacity Building	2.12	100.0%	-	0.0%	2.12	0.05
5. Consultants	1.76	100.0%	-	0.0%	1.76	0.05
Subtotal (A)	12.41	80.5%	3.00	19.5%	15.41	0.51
B. Recurrent Costs						
1. Manpower	0.78	100.0%	-	0.0%	0.78	0.02
2. Operations/ Administrative Costs	0.30	100.0%	-	0.0%	0.30	0.01
Subtotal (B)	1.08	100.0%	-	0.0%	1.08	0.03
Total Base Cost	13.49	81.8%	3.00	18.2%	16.49	0.54
C. Contingencies						
1. Physical Contingencies	1.21	100.0%	-	0.0%	1.21	0.09
2. Price Contingencies	0.30	100.0%	-	0.0%	0.30	0.01
Subtotal (C)	1.51	100.0%	-	0.0%	1.51	0.10
Total Project Cost (A+B+C)	15.00	83.3%	3.00	16.7%	18.00	0.64

Note: Numbers may not sum precisely due to rounding

ADB = Asian Development Bank.

^a in prices as of April 2018

Source: ADB estimates.

F. Detailed Cost Estimates by Outputs

Table 12: Detailed Cost Estimates by Outputs

	Total Cost (\$ million)	Output 1		Output 2		Output 3		Output 4	
		Amount	% of cost category	Amount	% of cost category	Amount	% of cost category	Amount	% of cost category
A. Investment Costs									
1. Civil Works	6.78	6.01	88.7%	-	0.0%	0.76	11.3%	-	0.0%
2. Equipment and furniture	3.27	2.86	87.6%	-	0.0%	0.40	12.4%	-	0.0%
3. Training costs	1.49	-	0.00%	1.49	100.0%	-	0.00%	-	0.0%
4. Capacity Building	2.12	-	0.00%	0.87	40.9%	0.78	36.7%	0.48	22.4%
5. Consultants	1.76	0.49	28.0%	-	0.00%	0.52	29.6%	0.75	42.4%
Subtotal (A)	15.41	9.37	60.8%	2.35	15.3%	2.47	16.0%	1.22	7.9%
B. Recurrent Costs									
Manpower Costs	0.78	0.29	36.4%	0.21	27.3%	0.18	22.7%	0.11	13.6%
Operational/ Administrative Costs	0.30	0.11	36.4%	0.08	27.3%	0.07	22.7%	0.04	13.6%
Subtotal (B)	1.08	0.40	36.7%	0.30	27.5%	0.25	22.9%	0.15	13.8%
Total Base Cost	16.49	9.76	59.2%	2.65	16.1%	2.72	16.5%	1.37	8.3%
C. Contingencies									
1. Physical Contingencies	1.21								
2. Price Contingencies	0.30								
Subtotal (C)	1.51								
Total Project Cost (A+B+C)	18.00								

Note: Numbers may not sum precisely due to rounding

The incremental administrative costs have been apportioned equally amongst each of the four outputs. The four outputs are: (1) Access to Skill Development Enhanced, (2) Quality and Relevance of Skills Development Enhanced, (3) Orientation of Secondary Education to the world of work enhanced, and (4) Governance and Institutional Capacity for TVET enhanced.

ADB = Asian Development Bank

Source: Asian Development Bank estimates.

G. Detailed Cost Estimates by Year

Table 13: Detailed Cost Estimates by Year

Item	Total Cost (\$ million)	2019	2020	2021	2022	2023
A. Investment Costs						
1. Civil Works	6.78	6.78	-	-	-	-
2. Equipment and furniture	3.27	1.65	1.61	-	-	-
3. Training costs	1.49	0.49	0.39	0.34	0.26	-
4. Capacity Building	2.12	1.20	0.67	0.21	0.04	-
5. Consultants	1.77	1.28	0.48	0.01	-	-
Subtotal (A)	15.41	11.47	3.08	0.56	0.30	-
B. Recurrent Costs						
Manpower	0.78	0.20	0.16	0.16	0.16	0.12
Operational/ Administrative Costs	0.30	0.06	0.06	0.06	0.06	0.06
Subtotal (B)	1.08	0.26	0.22	0.22	0.22	0.18
Total Base Cost	16.49	11.73	3.30	0.78	0.52	0.18
C. Contingencies						
1. Physical Contingencies	1.21	0.24	0.24	0.24	0.24	0.24
2. Price Contingencies	0.30	0.06	0.06	0.06	0.06	0.06
Subtotal (C)	1.51	0.30	0.30	0.30	0.30	0.30
Total Project Cost (A+B+C)	18.00	12.03	3.60	1.08	0.82	0.48
		67%	20%	6%	5%	3%

Note: Numbers may not sum precisely because of rounding.

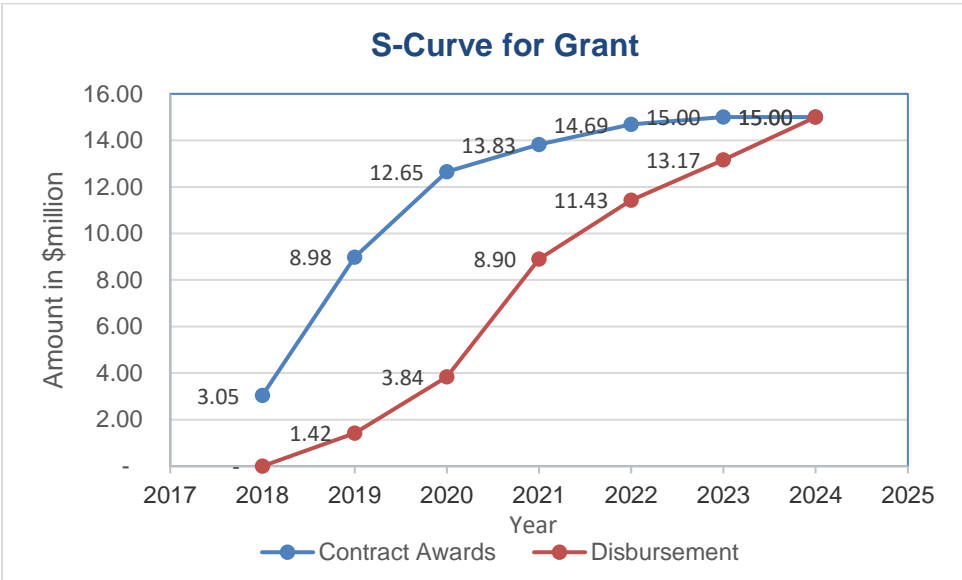
Source: Asian Development Bank estimates.

H. Contract Award and Disbursement S-Curve

Table 14: Contract Award and Disbursement Projection
(\$ million)

Year	Contract Awards							Disbursements					
	Q1	Q2	Q3	Q4	Total	Cum.		Q1	Q2	Q3	Q4	Total	Cum.
2018	-	-	-	3.05	3.05	3.05	2018	-	-	-	-	-	-
2019	3.85	1.19	0.56	0.33	5.93	8.98	2019	0.42	0.20	0.14	0.66	1.42	1.42
2020	0.34	0.30	1.31	1.73	3.68	12.65	2020	0.63	0.54	0.56	0.69	2.42	3.84
2021	0.18	0.28	0.55	0.16	1.17	13.83	2021	1.54	1.20	1.75	0.58	5.06	8.90
2022	0.14	0.16	0.42	0.14	0.86	14.69	2022	0.79	0.45	0.75	0.54	2.53	11.43
2023	0.14	0.18	-	-	0.32	15.00	2023	0.89	0.45	0.24	0.16	1.74	13.17
2024	-	-	-	-	-	15.00	2024	1.83	-	-	-	1.83	15.00

Figure 2: Cumulative Contract Awards and Disbursements



I. Fund Flow Procedures

15. Per the Finance and Accounting Manual (2016), the designated agency, Department of Public Accounts (DPA) under the Ministry of Finance (MOF), shall operate the Government Budget Fund Account. The DPA will open Letter of Credit and/or Project Letter of Credit (PLC) accounts¹⁰ based on the request of MOLHR and MOE, having distinct project components and budgetary heads, after considering their organisational, structural, location and regional requirements for the execution of their budgets.

16. Advance fund procedures will be adopted for disbursing local currency payments. ADB will disburse to an advance account at the Royal Monetary Authority (RMA) in United States dollars in favor of the Department of Macroeconomic Affairs (DMEA). DMEA, upon receipt of

¹⁰ A PLC account shall be opened only when the quantum of external grant to a project is a substantial amount, and the project is expected to run over more than one fiscal year. The capability of MOLHR and MOE to maintain separate accounts, and submit regular monthly accounts shall also be considered.

Credit Advice from RMA and fund request from the PMUs, will transfer the funds to the Government Budget Fund at DPA. DPA, based on the request by MOLHR PMU will carry out an online funds transfer to MOLHR and MOE through their respective PLCs based on their respective demands. All domestic payments under approved expenditure heads and reconciliation of the project account will be handled by the respective PMUs at MOLHR and MOE. Each PMU will also prepare their own statement of expenditures. However, MOLHR PMU, as the coordinating unit, will consolidate the statements of expenditures from MOLHR and MOE to process one withdrawal application. Withdrawal applications (WAs) will specify within part A-MOLHR and part B-MOE the respective expenditure claims. WAs will be routed thorough DMEA for submission to ADB for liquidation or replenishment of project account. DMEA will also be responsible for reconciling the advance account in RMA with project accounts before submitting WAs.

17. MOLHR PMU may request initial and additional advances to the advance account based on an Estimate of Expenditure Sheet¹¹ setting out the estimated expenditures for six months. Supporting documents shall be submitted to ADB and a copy retained by the DMEA, DPA and/or the MOLHR in accordance with ADB's Loan Disbursement Handbook (2017, as amended from time to time) when liquidating advances and replenishing the advance account.

18. No additional accounts will be opened and/or operated by any of the other implementing/supporting departments and divisions under the respective Ministries for the purpose of this project. All financial responsibility will rest on the respective PMUs. However, for project activities to be implemented by RITH under the MOLHR component and REC under the MOE component, funds will be advanced as deposit works as these implementing agencies (IAs) are separate government budgetary agencies and financial responsibility will lie within RITH and REC respectively. Per the Financial Management Manual, 2016 of MOF any work or service executed by one budgetary body to another budgetary body with technical capacity is done through deposit works arrangement.¹² Release to RITH will be advanced as deposit work from MOLHR PMU. Similarly, releases to REC from MOE PMU will be advanced as deposit works based on agreement.

19. The agreements will be drawn between the Client Agency (MOLHR/MOE) and the Entrusted Agency (RITH/REC) per the government's prescribed rules and procedures, specifying requirements of the Client Agency, timeframe, reporting and fund release. The statement of accounts for expenditure incurred and supporting documents will be maintained by the respective PIUs and submitted in time to the PMUs for booking expenditure in the PLCs.

20. **Statement of expenditure procedure.** Statement of expenditure (SOE) procedures and relevant SoE Forms¹³ shall be adopted by MOLHR for reimbursing eligible expenditures not exceeding \$100,000 equivalent per individual payment or liquidating advances to the advance account. Supporting documents and records for the expenditures claimed under SOE should be maintained and made available for review by the ADB's disbursement and review missions upon ADB's request on sampling basis, and for independent audit. Reimbursement of individual payments in excess of the SOE ceiling should be supported by full documentation when submitting the WA to ADB.

21. Before submitting the first WA, the government should submit to ADB sufficient evidence of the authority of the person(s) who will sign the WAs on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per WA is

¹¹ Refer to Appendix 10B of ADB's Loan Disbursement Handbook (2017, as amended from time to time)

¹² MOLHR is the Client Agency and RITH is the Entrusted Agency; similarly, MOE is the Client Agency and REC is the Entrusted Agency

¹³ Refer to Appendixes 9B and 9C of ADB's Loan Disbursement Handbook (2017, as amended from time to time).

stipulated in the *Loan Disbursement Handbook* (2017, as amended from time to time). Individual payments below such amount should be paid (i) by the MOLHR and MOE and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB. The borrower should ensure sufficient category and contract balances before requesting disbursements.

22. **Disbursement procedure.** An advance account disbursements procedure will be adopted for local currency expenditure portion, and direct payment procedure will be used for foreign currency payment. The usage of imprest account procedures has been adopted for previous ADB-funded projects in the country following the established government budget and fund management system which MOLHR and MOE are familiar with.

23. MOE PMU and all the PIUs under MOLHR and MOE shall ensure timely submission of documents detailing the incurred eligible expenditures to MOLHR PMU. Based on the submitted expenditure documents and the statement of reconciliation of the project accounts, MOLHR will prepare and submit the WAs to DMEA together with necessary evidence or documents of project accounts. DMEA will obtain account statement of the advance accounts from RMA for reconciling with project accounts and submit the same to ADB for disbursement. DMEA will monitor the disbursement flow and make necessary adjustments to streamline the process as necessary, which is essential for timely payments to contractors and/or consultants and for the efficient project implementation.

24. The fund flow mechanism for the project is detailed herein and schematically presented thereafter.

25. The proportion of ADB Funds intended to meet the domestic expenses within the project will be disbursed into the Foreign Currency Advance Account established by MOF at the Central Bank—the RMA, in favor of DMEA in US Dollar. DMEA, upon receipt of Credit Advice from the RMA and fund requests from MOLHR PMU will transfer the requested fund to the Government Budget Fund at DPA in local currency. The PIUs within MOLHR and MOE will prepare budget estimates for implementing their respective project components in close coordination with their respective PMUs. A formal fund request shall be made by MOLHR PMU to DMEA on behalf of all the IAs and MOE. With DMEA's approval, MOLHR PMU will make a fund-release request to DPA, through the Government online system—Public Expenditure Management System.

26. The DPA, based on the DMEA-approved fund request(s) from MOLHR PMU, will release the funds through the government's online system to the respective PLCs at MOLHR and MOE depending on the quantum of funds requested against each of the project components.

27. Payment requests with necessary supporting documents and invoices will be submitted by vendors, contractors, and consultants to the respective PIUs established under the project based on specific activities undertaken and expenses incurred by each of them. Payments against the invoices received from the PIUs shall be released by the PMU to the respective vendors, contractors and consultants after due verification of the expenditure statements, invoices/bills, supporting documents, and relevant contract conditions. All the claims corresponding to the expenditures incurred by each implementing agency will be consolidated by the respective PMUs at MOLHR and MOE and accounted therein.

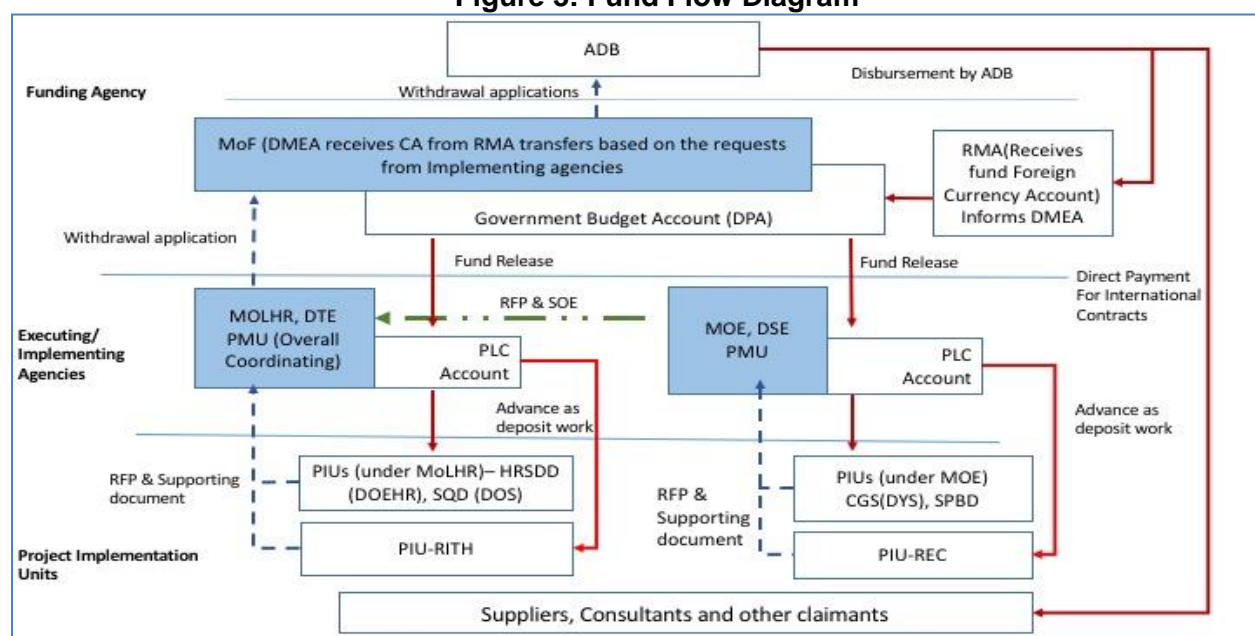
28. Fund release to the two PIUs—RITH under the MOLHR component and REC under the MOE component, will be made as advance for deposit works as these entities are separate budgetary agencies. RITH and REC will deposit the advances to their own LC accounts and will make payments against approved expenditure. These two PIUs will ensure timely submission of

the statement of accounts and supporting documents to their respective PMUs for liquidating the advances on the PLCs. Each PMU will reconcile their own accounts and documents received from their PIUs. MOLHR PMU will consolidate the claims of the PMU, MOE and all other IAs under the project, and prepare a WA with necessary supporting documents. MOLHR PMU will submit withdrawal application along with the supporting documents to DMEA. DMEA will review and check the WA with supporting documents received and reconcile the same with advance account for onward submission to ADB. The Credit and Expenditure financial statements developed by DPA through the Public Expenditure Management System for each of the PLCs will be the basis of reconciliation.

29. Annual project financial statements will also be generated by DPA and an overall reconciliation summary will be prepared on Microsoft Excel for the entire project by MOLHR PMU. These financial statements will be audited and certified by the Royal Audit Authority (RAA).

30. **Fund Flow Diagram.** The following diagram (Figure 2) shows how the funds will flow from ADB to the Grant Recipient to implement the project activities.

Figure 3: Fund Flow Diagram



Line of reporting — — — — — Crucial Communication — — — — — Flow of Fund — — — — —
 Note: All hard currency payments will be done directly by ADB. All local currency payment will be through the Advance Account in RMA
 CA - Credit Advice; CGC, DYS - Career Guidance and Counselling; DMEA - Department of Macro Economic Affairs; DPA- Department of Public Accounts; DSE - Department of School Education; DTE - Department of Technical Education; PLC – Project Letter of Credit (sub accounts); REC-Royal Education Council; RFP- Request for Payment; RMA-Royal Monetary Authority; SOE- Statement of Expenditure; SPBD- School Planning and Building Division

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

31. The financial management assessment was conducted in February 2018 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note.¹⁴ The financial management assessment considered the

¹⁴ ADB. 2009. Financial Due Diligence: A Methodology Note.

capacity of MOLHR and MOE as executing agencies acting through its PMUs, including funds-flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. The current assessment is based on the expected structure and takes into consideration the current capacities of both the Ministries. Based on the assessment, the key financial management risks identified are inadequate capacity for financial management and monitoring, internal controls on compliance with procedures, control over fixed assets, and timely follow up on internal and external audits. MOLHR, MOE, and MOF are guided by the Financial Rules and Regulations 2016 of the government, which is assessed as robust in light of international practices and standards.

32. It is concluded that the overall pre-mitigation financial management risk of MOLHR and MOE is *substantial*. The government, MOLHR and MOE have agreed to implement an action plan to address the deficiencies (Table 15).

Table 15: Financial Management Action Plan

Key Risk	Risk Rating	Risk Mitigating Activity	Timeline	Responsible Entity
1. Entity-Specific Risks: Financial and Operational Risk – Inadequate financial management capacity in the executing agencies may impede timely project implementation .	S	The executing agencies will assign dedicated financial management and procurement staff to the two PMUs with clear organizational structure and specific terms of reference for PMU staff and experts (Appendix 4). Dedicated and full time financial management staff will be assigned to the two PMUs in MOLHR and MOE. Procurement and financial management consultants will support timely procurement processes and financial reporting. An international design and supervision consultant will further support the PMU for effective procurement of civil works.	Immediately after loan effectiveness	MOLHR MOE
2. Project-Specific Risks: Project Completion Risk -- Assigned PMU staff would not have sufficient understanding of ADB's financial management requirements, disbursement procedures to manage the project fund flows which may contribute to delays in project implementation	S	Finance officials and project managers in the PMU in MOLHR and MOE will receive financial management training from ADB covering on-line disbursement, financial reporting and audit requirements.	May 2018 (training on on-line disbursement procedures)	MOLHR MOE
3. Contract compliance procedures and internal controls are inadequate.	S	The PMU will develop procedures to administer, monitor, and control contracts. The PMU will be supported by Project Engineer, Project Procurement officer, Project Accountant and Design and Supervising consultants to ensure that	Before disbursement	MOLHR MOE

Key Risk	Risk Rating	Risk Mitigating Activity	Timeline	Responsible Entity
		civil works contractors comply with contractual terms and specifications. Internal Audit should conduct an audit during the early phase of project implementation for efficacy of contract compliance.		
4. Weak control over fixed assets may result in loss of project assets leading to risks for project completion and operation.	M	A fixed asset register for project assets will be maintained by the PMU, including assets provided during project preparatory technical assistance. There will be periodic physical verification plan along with provision for periodic counts including reconciliations of all equipment provided to the PMUs as well as to all the TTIs. A detailed inventory of all physical assets will be maintained at respective levels. The fiduciary reviews at mid-term and final evaluation will take stock of the physical location and usage of the assets. Department of National Properties (DNP) has introduced a web-based Assets Inventory Management System (AIMS) and Fixed Asset Registers. MOLHR and MOE will use the web-based AIMS and will maintain record appropriately. Regular monitoring will be undertaken by the PMU and further corroborated with external agencies.	Before contract award and ongoing during project implementation	MOLHR MOE
5. Weak internal controls and inadequate follow up on internal and external audits	M	Internal Audit of the respective ministries will present half-yearly internal audit reports to the steering committee. The role of internal audit is to provide independent assurance that risk management, governance and internal control processes in financial management and procurement areas in the respective ministries are operating effectively. An annual statutory external audit report will be submitted within six months of the end of the financial year together with action taken report on audit observations.	Ongoing during project implementation	MOLHR MOE

MOLHR = Ministry of Labour and Human Resources, MOE=Ministry of Education SPBD= School Planning and Building Division, H = High, S = Substantial, M = Moderate, N = Negligible or Low
Source: Asian Development Bank.

B. Disbursement

33. **Disbursement Arrangements for ADB Funds.** Online training for project staff on disbursement policies and procedures is available.¹⁵ Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

¹⁵ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning

34. **Disbursement Arrangements for Counterpart Fund.** PMUs in MOLHR and MOE will prepare annual budgets and submit for consolidation through their respective Ministries to Department of National Budget, Ministry of Finance. The MOF will ensure timely release of the entire government counterpart allocation to the project using the same PLCs.

C. Accounting

35. The MOLHR and MOE will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following international accounting principles and practices, and those of the government as acceptable to ADB, and will be audited annually in accordance with sound auditing standards by the Royal Audit Authority or by an independent auditor acceptable to ADB. The MOLHR and MOE will prepare project financial statements in accordance with the government's accounting laws and regulations which are consistent with international accounting principles and practices. MOLHR PMU will compile audited project financial statements covering MOLHR and MOE.

D. Auditing and Public Disclosure

36. The MOLHR and MOE will cause the detailed project financial statements to be audited in accordance with International Standards for Supreme Audit Institutions and RAA's Audit Regulations, by RAA or an independent auditor acceptable to ADB. The audited project financial statements (APFS) together with the auditor's opinion will be presented in English to ADB within 6 months from the end of each fiscal year by MOLHR and MOE.

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

38. 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.

39. MOLHR and MOE have been made aware of ADB's approach to delayed submission of financial reports, and the requirements for satisfactory and acceptable quality of the APFS.¹⁶ ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the grant recipient), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is utilized in accordance with ADB's policies and procedures.

¹⁶ ADB's approach and procedures regarding delayed submission of APFS: (i) When APFS are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed. (ii) When APFS are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the executing agency of ADB's actions; and (b) advise that the loan may be suspended if the audit documents are not received within the next 6 months. (iii) When audited APFS are not received within 12 months after the due date, ADB may suspend the loan.

40. Public disclosure of the APFS, including the auditor's opinion on the project financial statements, will be guided by ADB's Public Communications Policy 2011.¹⁷ After the review, ADB will disclose the APFS and the auditors' opinion within 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.¹⁸

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting and Retroactive Financing

41. Advance contracting and retroactive financing will be undertaken. The issuance of invitations to bid will be subject to ADB approval. The grant recipient, executing agencies and IAs have been advised that approval of advance contracting and retroactive financing does not commit ADB to finance the project.

42. **Advance contracting.** MOLHR through DMEA requested advance action for procurement of works, including finalization of the , preparation of bidding documents for civil works, and calls for tender. Likewise, for consultant selection, the following will be concluded in advance: (i) preparation of request for proposals; (ii) advertisement for expression of interest for the project implementation consultant to be engaged for the PMU; and (iii) advertisement for expression of interest, shortlisting and issuance of request for proposals, evaluation and recommendations for DSC, consultants for development of web-based MIS and employment portal, and individual consultants. It is expected that these contracts (packages W-03, W-04, W-05, W-06 and CS-01) will be signed prior to signing the grant agreement

43. **Retroactive financing.** The government and MOLHR through DMEA requested approval for retroactive financing. An in-principle approval of up to 20% of the amount of the grant proceeds (\$3 million, 20% of \$15 million) has been acknowledged as eligible for retroactive financing, provided expenditures are incurred on works and consulting services for the investment program in accordance with agreed procedures and within 12 months before signing the grant agreement.

B. Procurement of Goods, Works, and Consulting Services

44. Procurement (including consulting services) will follow ADB Procurement Policy (2017, as amended from time to time); and Procurement Regulations for ADB Borrowers (2017, as amended from time to time). Open Competitive Bidding (International Advertising) procedures will be used for any civil works contract estimated to cost more than \$3 million, and any goods contract estimated to cost more than \$1 million. Open Competitive Bidding (National Advertising) procedures may be used for any civil works contract estimated to cost \$3 million or less and any goods contract estimated to cost \$1 million or less. Request for quotations may be used for any civil works or goods contract estimated to cost below \$100,000.

45. Before the start of any procurement, ADB and the government will review the public procurement laws of the government of Bhutan to ensure consistency and that they are applied within ADB Procurement Policy and Regulations, (2017, as amended from time to time) and audit and disbursement procedures of the relevant agencies (Finance Department, Audit Office, executing agencies, PMUs, and PIUs) to ensure consistency with ADB's disbursement procedures.

¹⁷ Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

¹⁸ 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).

46. An 18-month procurement plan indicating threshold and review procedures, goods, works, and consulting service contract packages and open competitive bidding (national and international advertising) guidelines is in Section C.

47. An estimated 172 person-months (32 international and 140 national) of consulting services will be required to (i) facilitate project management and implementation, (ii) strengthen the institutional and operational capacity of the executing agencies and select implementing agencies, (iii) develop web-based MIS and employment portal, and (iv) undertake monitoring and evaluation studies, including tracer studies and midterm and final evaluation. The international consulting firms will be engaged using the quality- and cost-based selection (QCBS) method with a standard quality–cost ratio of 80:20. Full technical proposal will be used for hiring the project implementation consultant, with international consultants. Some TVET institutions and agencies that have existing collaborations with MOE and MOHLR will be engaged through direct contracting. Individual consultants will be recruited using competitive selection method, particularly national consultants for the PMUs. The terms of reference for all consulting services are detailed in **Appendixes 3, 4, and 5**.

C. Procurement Plan

Table 16: Basic Data

Project Name: Skill Training and Education Pathways Upgradation Project	
Project Number: 50296-002	Approval Number: TBD
Country: Bhutan	Executing Agencies: Ministry of Labor and Human Resources, Ministry of Education
Project Procurement Classification: B	Implementing Agencies: Ministry of Labor and Human Resources, Ministry of Education
Procurement Risk: Moderate	
Project Financing Amount: \$18,000,000 ADB Financing: \$15,000,000 Government Financing: \$3,000,000	Project Closing Date: 30 April 2024
Date of First Procurement Plan: 17 February 2018	Date of this Procurement Plan: 13 July 2018

1. Methods, Review and Procurement Plan

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

Table 17: Procurement of Goods and Works

Procurement of Goods and Works		
Method	Threshold	Comments
Open Competitive Bidding (International Advertising) for Works	\$3,000,000 ¹	All procurements under OCB (International Advertising) for Works is subject to prior and post review by ADB.
Open Competitive Bidding (International Advertising) for Goods	\$1,000,000 ¹	All procurements under OCB (International Advertising) for Goods is subject to prior review by ADB, thereafter post review.
Open Competitive Bidding (National Advertising) for Works ²	Beneath that stated for OCB (International Advertising), Works	All procurements under OCB (National Advertising) for Works is subject to prior review by ADB.
Open Competitive Bidding (National Advertising) for Goods ²	Beneath that stated for OCB (International Advertising), Goods	All procurements under OCB (National Advertising) for Goods is subject to prior review by ADB.

Procurement of Goods and Works		
Method	Threshold	Comments
Request for Quotation for Works	Below \$100,000	All procurements under Request for Quotation for Works is subject to prior review by ADB.
Request for Quotation for Goods	Below \$100,000	All procurements under Request for Quotation for Goods is subject to prior review by ADB.

Table 18: Consulting Services

Consulting Services	
Method	Comments
Quality and Cost Based Selection (QCBS)	Subject to prior review by ADB.
Quality Based Selection	Subject to prior review by ADB.
Consultants' Qualifications Selection	Subject to prior review by ADB.
Least-Cost Selection	Subject to prior review by ADB.
Fixed Budget Selection	Subject to prior review by ADB.
Direct contracting ^a	Subject to prior review by ADB.

^a Direct contracting will be used to engage TVET institutions and agencies that have existing collaboration with the Ministry for the following reasons: (i) very few regional institutions have credible expertise in "Master Trainer" training and certification and twinning capabilities and they are not likely to participate in a bidding process; (ii) Some institutions, which have existing linkages with the Ministry are quasi-government and not-for-profit institutions, hence they would not be suitable for the bidding procedure; (iii) Institutional partnerships are required for support to certification and accreditation which are very difficult to source through open competitive bidding; (iv) Training of Trainers Package includes multiple skills viz automobile, electrical, welding, computer-hardware, it is not certain if such institutions are available to participate in the bidding process; (v) MOLHR has ongoing MOUs and linkages with a few institutions in the region such as Office of the Vocational Education Commission (OVEC), Thailand, ITE Singapore, TITI Nepal, TESDA, Philippines, TAFE New South Wales, Australia, Colombo Plan Staff College (CPSC), Philippines. However, as indicated in items (i) and (ii), institutions like OVEC, TESDA, and TAFE may not participate in the bidding process. Therefore, considering that Bhutan is a member country of CPSC, Philippines and Ministry has signed MoU with ITE, Singapore, it is proposed to sign direct contracts with these two institutes for implementation of capacity building program based on initial discussions; and (vi) it is expected that such collaboration through SSS would strengthen longer-term institutional twinning and partnership in areas of technical expertise, going beyond the project which will benefit the TVET sector in Bhutan and contribute to long term institutional development through partnership with peer institutions, rather than one-off training programs delivered through competitive consulting services provision.

2. Active Procurement Packages (Contracts)

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

Table 19: Procurement Plan

Goods and Works							
Package Number	General Description	Estimated Value (\$m)	Procurement Method	Review	Bidding Procedure	Advertisement Date(quarter/year)	Comments
W-01	Construction of Academic and Admin buildings - TTI Thimphu	2.319	OCB (National Advertising)	Prior	1S2E	4Q/2018	Small works, DSC contract will be awarded per TOR in Appendix 5, Works contract will be based on the design.
W-02	Construction of Hostel, Staff Quarter, Boundary wall - TTI Thimphu	1.937	OCB (National Advertising)	Prior	1S2E	4Q/2018	Small works, DSC contract will be awarded per TOR in Appendix 4, Works contract will be based on the design.
W-03	Infrastructure Development at TTI Samthang	1.756	OCB (National Advertising)	Prior	1S2E	3Q/2018	Small works, Design contract is awarded per TOR in Appendix 5
W-04	Construction of Workshops Lot 1: Khuruthang School Lot 2: Punakha School Lot 3: Bajothang School Lot 4: Babessa School	0.352 0.059 0.059 0.117 0.059	OCB (National Advertising)	Prior	1S1E	Q3/2018	Small Works, Design is being completed by SPBD PIU in MOE
W-05	Construction of Workshops at Bayling & Rangjung Schools	0.294	OCB (National Advertising)	Prior	1S1E	Q3/2018	Small Works Design is completed by SPBD PIU
W-06	Construction of Workshops at Chumey School	0.117	Request for Quotations	Prior	1S1E	Q3/2018	Small Works, Design is completed by SPBD PIU
G-01	Purchase of Training Lab Equipment for TTIs Lot 1: Computer, peripherals and Networking Equipment- Package -1 Lot 2: Welding Lab equipment Lot 3: Mechanical machinery and equipment Lot 4: Electrical and Electronics lab equipment	0.755 0.088 0.149 0.187 0.060	OCB (National Advertising)	Prior	1S1E	Q3/2018	Detailed specifications will be prepared by PMU.

Goods and Works							
Package Number	General Description	Estimated Value (\$m)	Procurement Method	Review	Bidding Procedure	Advertisement Date(quarter/year)	Comments
	Lot 5: CNC machines and simulation package	0.272					
G-02	Purchase of Trainer kits and digital learning packages-1	0.493	OCB (International Advertising)	Prior	1S1E	Q4/2018	Detailed specifications will be prepared by PMU
G-03	Purchase of Trainer kits and digital learning packages-2	1.067	OCB (International Advertising)	Prior	1S1E	Q3/2020	Detailed specifications will be prepared by PMU by Apr 2020.
G-04	Purchase of Training Lab Equipment & Hostel Furniture for TTIs	0.547	OCB (National Advertising)	Prior	1S1E	Q3/2020	Detailed specifications will be prepared by PMU by end 2019.
	Lot 1: Computer, peripherals and Networking Equipment	0.057					
	Lot 2: Furniture, hostel and kitchen items	0.316					
	Lot 3: Packaging, food processing	0.175					
G-05	Purchase of Lab Equip, Tools & furniture for schools	0.423	OCB (National Advertising)	Prior	1S1E	Q2/2019	Detailed specifications will be prepared by PMU by Oct 2018.
	Lot 1: Carpentry	0.022					
	Lot 2: Electrical	0.076					
	Lot 3: Masonry	0.011					
	Lot 4: Plumbing	0.017					
	Lot 5: Painting	0.007					
	Lot 6: Tailoring	0.013					
	Lot 7: Mechanical	0.025					
	Lot 8: Automobile Workshops	0.050					
	Lot 9: Computers and allied items	0.024					
	Lot 10: Computers & Accessories for ICT Intervention in Schools	0.0178					

Consulting Services							
Package Number	General Description	Estimated Value (\$m)	Selection Method	Review	Advertisement Date(quarter/year)	Type of Proposal	Comments
CS-01a	Design and supervision of new buildings - TTI Thimphu, Samthang	0.492	QCBS (International Advertising)	Prior	Q2/2018	FTP	International 80:20 per TOR in Appendixes 4 and 5
CS-02	Trainer's Training in Technical trade, Master Trainer training	0.429	Direct contracting	Prior	Q4/2018	Biodata/ FTP	International 80:20 TOR to be finalized
CS-03 (a)	Package 1 (year1): 5-Year Contract with RITH Training for 250 Jobseekers-2018 onwards (50 each year)	0.375	Direct contracting	Prior	Q4/2018	FTP	National 80:20 TOR in Appendix 8
CS-03 (b)	Package 2 (year1) Training for 95 Jobseekers-2018	0.118	QCBS (National Advertising)	Prior	Q4/2018	FTP	National 80:20 TOR in Appendix 9
	Package 2 (year1) Lot 1: Commercial Cooking & Baking Training for 25 Jobseekers-2018	0.038					
	Package 2 (year1) Lot 2: Front-Desk Training for 30 Jobseekers-2018	0.034					
	Package 2 (year1) Lot 3: Tailoring Training for 40 Jobseekers-2018	0.046					
CS-04	Package 3 (year2) Training for 320 Jobseekers-2019 inclusive of 50 heads overseas training	0.387	QCBS (National Advertising)	Prior	Q1/2019	FTP	National 80:20 TOR in Appendix 9
	Package 3 (year2) Lot 1: Agro-Food Production & Processing Training for 30 Jobseekers-2018	0.045					
	Package 3 (year2) Lot 2: Packaging for Food Products [Ex-country ¹⁹] Training for 30 Jobseekers-2018	0.054					
	Package 3 (year2) Lot 3: Computer-aided Designing for Furniture Making Training for 20 Jobseekers-2018	0.030					
	Package 3 (year2) Lot 4: Multimedia (animation) & Web Development Training for 25 Jobseekers-2018	0.038					

¹⁹ Ex-country means an activity taking place outside Bhutan.

Consulting Services							
Package Number	General Description	Estimated Value (\$m)	Selection Method	Review	Advertisement Date(quarter/year)	Type of Proposal	Comments
	Package 3 (year2) Lot 5: Movie Editing Training for 20 Jobseekers-2018	0.030					
	Package 3 (year2) Lot 6: Heavy Machine Operations & Maintenance Training for 25 Jobseekers-2018	0.045					
	Package 3 (year2) Lot 7: Construction Supervision Training for 25 Jobseekers-2018	0.029					
	Package 3 (year2) Lot 8: Commercial Cooking & Baking Training for 25 Jobseekers-2018	0.038					
	Package 3 (year2) Lot 9: Front-Desk Training for 30 Jobseekers-2018	0.034					
	Package 3 (year2) Lot 10: Tailoring Training for 40 Jobseekers-2018	0.046					
CS-05	Package 4 (year3) Training for 270 Jobseekers-2021	0.343	QCBS (National Advertising)	Prior	Q1/2020	FTP	National 80:20 TOR in Appendix 9
	Package 4 (year3) Lot 1: Agro-Food Production & Processing Training for 30 Jobseekers-2021	0.045					
	Package 4 (year3) Lot 2: Packaging for Food Products [Ex-country] Training for 30 Jobseekers-2021	0.054					
	Package 4 (year3) Lot 3: Application/ Software Development Training for 30 Jobseekers-2021	0.045					
	Package 4 (year3) Lot 4: Multimedia (animation) & Web Development Training for 25 Jobseekers-2021	0.038					
	Package 4 (year3) Lot 5: Vfx and Special Effects Training for 20 Jobseekers-2021	0.030					
	Package 4 (year3)	0.027					

Consulting Services												
Package Number	General Description	Estimated Value (\$m)	Selection Method	Review	Advertisement Date(quarter/year)	Type of Proposal	Comments					
	Lot 6: E-Commerce/ IOT/ Cloud Computing [Ex-Country] Training for 15 Jobseekers-2021											
	Package 4 (year3) Lot 7: Heavy Machine Operations & Maintenance Training for 25 Jobseekers-2021	0.045										
	Package 4 (year3) Lot 8: Agro-Food Production & Processing Training for 30 Jobseekers-2021	0.045										
	Package 4 (year3) Lot 9: Tailoring Training for 20 Jobseekers-2021	0.023										
CS-06	Package 5 (year4) Training for 215 Jobseekers-2022	0.263	QCBS (National Advertising)	Prior	Q1/2021	FTP	National 80:20 TOR in Appendix 9					
	Package 5 (year4) Lot 1: Agro-Food Production & Processing Training for 40 Jobseekers-2022	0.060										
	Package 5 (year4) Lot #2: Packaging for Food Products [Ex-country] Training for 40 Jobseekers-2022	0.071										
	Package 5 (year4) Lot #3: Application/ Software Development Training for 45 Jobseekers-2022	0.068										
	Package 5 (year4) Lot #4: E-Commerce/ IOT/ Cloud Computing [Ex-country] Training for 15 Jobseekers-2022	0.027										
	Package 5 (year4) Lot #5: Commercial Cooking & Baking Training for 25 Jobseekers-2022	0.038										
CS-07	Regional and International linkages for TTIs (International Consultant-to be engaged through an institute)	0.476						OCB (International Advertising)/ Direct contracting	Prior	Q3/2020	Biodata	International institutes will be identified by MOLHR, 33 person-months (pm) of International Consultant
CS-08	Strengthening of MOLHR MIS (Standardization of Data Structure and Inter-linkages across 11 MIS Modules operating in MOLHR)	0.270						CQS	Prior	Q4/2018		TOR to be finalized, 4 pm of International Labor Economist & 30 pm of National Consultants

Consulting Services							
Package Number	General Description	Estimated Value (\$m)	Selection Method	Review	Advertisement Date(quarter/year)	Type of Proposal	Comments
CS-09	At least 5 Research Studies /M&E etc.	0.476	CQS	Prior	Q1/2019	FTP	12 pm of International & 60 pm of National Consultants TOR in Appendix 3.
CS-10 (a)	International expert for ICT implementation in MOE	0.152	Individual selection	Prior	Q1/2019	Biodata	8 pm International + National experts are earmarked for various activities, TOR will be developed by MOE
CS-10 (b)	International expert for career guidance implementation in MOE	0.152	Individual selection	Prior	Q1/2019	Biodata	International experts are earmarked for various activities, TOR will be developed by MOE PMU
CS-10 (c)	National experts' pool for TVET electives development, career guidance, ICT and gender strategies implementation in MOE	0.117	CQS	Prior	Q1/2019	Biodata	38 pm of national experts are earmarked for various activities, TOR will be developed by MOE PMU
CS-10 (d)	Training and exposure of Jr Instructors abroad	0.098	QCBS	Prior	Q1/2019	FTP	International 80:20 13 instructors for 4 weeks training, TOR will be developed by MOE PMU
CS-11 (a)	Project Coordinator and National TVET Specialist for MOLHR PMU	0.428	Individual selection	Prior	Q3/2018	Biodata	60 pm of National Project Coordinator and 60 pm of National TVET Specialist. Coordinator TOR in Appendix 3
CS-11 (b)	International and National expert pool for MOLHR PMU	0.12	CQS	Prior	Q2/2019	Biodata	International, TOR will be developed
CS-11 (c)	International and National expert pool for MOE PMU	0.11	CQS	Prior	Q2/2019	Biodata	International, TOR will be developed

2. Awarded and Ongoing, and Completed Contracts

50. The following table lists the awarded and ongoing contract

Table 20: Contracts awarded and ongoing

Package Number	General Description	Estimated Value	Awarded Contract Value	Selection Method	Advertisement Date (quarter/year)	ADB Approval of Contract Award	Comments
CS-01b	Design firm: contract to design TTI Samthang civil works	Nu725,000	Nu 725,000	Call for quotations	--	2 June 2018	APECS Consultancy 5 June 2018 TOR in Appendix 5.

51. There are no completed contracts.

D. Non-ADB Financing

52. None.

E. Open Competitive Bidding (National Advertising)

53. **General.** The procedures to be followed for open competitive bidding (national advertising) shall be the open tendering/bidding method set forth in the [Procurement Rules and Regulations 2009](#) issued by the Ministry of Finance of the Royal Government of Bhutan with the clarifications and modifications described in the following paragraphs.

54. **Domestic Preference.** No preference of any kind shall be given to domestic bidders or for works of domestically manufactured goods. Clause 1.1.2.2 of the [Procurement Rules and Regulations 2009](#) shall not apply

55. **Registration.** Foreign suppliers and contractors from ADB member countries shall be allowed to apply for pre-qualification and to bid, without national registration, licensing and other government authorizations, leaving compliance with these requirements until after notice of award and before signing of contract.

56. Where registration is required prior to award of contract, bidders: (i) shall be allowed a reasonable time to complete the registration process; and (ii) shall not be denied registration for reasons unrelated to their capability and resources to successfully perform the contract, which shall be verified through post-qualification.

57. **Exclusion of Bidders / National Sanctions List.** Exclusion of bidders for reasons cited in paragraph 2.1.4.1 of the BPM, including inclusion on national sanctions lists may be applied only with prior approval of ADB. Rejection of bids on account of "past poor performance" of bidders shall also be subject to ADB's prior approval.

58. **Qualifications.** Post qualification shall be used unless prequalification is explicitly provided for in the loan agreement/procurement plan.

59. If prequalification is undertaken, the prequalification criteria shall be based on ADB's User's Guide to Prequalification of Bidders. From the date of advertisement, a minimum period of 28 days shall be allowed for the preparation and submission of prequalification applications.

60. **Eligibility of Bidders.** The eligibility of bidders shall be as defined under Eligibility

provisions of ADB's Procurement Policy and Regulations (2017, as amended from time to time), accordingly, no bidder or potential bidder should be declared ineligible for reasons other than those stated the Guidelines.

61. **Procurement Thresholds and Procurement Methods.** In cases of conflict between the thresholds as prescribed in Clause 4.1 of the BPM and the Procurement Plan, the lower threshold shall prevail. The procurement methods specified on the Procurement Plan shall be followed.

62. **Procurement Process.** One envelope open bidding process shall be used unless two stage process is explicitly provided for in the loan agreement/procurement plan.

63. **Advertising.** Bidding of contracts estimated at \$500,000 or more for goods and related services or \$1,000,000 or more for civil works shall be advertised on ADB's website via the posting of the Procurement Plan.

64. **Bidding Documents.** Procuring entities shall use standard bidding documents acceptable to ADB for the Procurement of Goods, Works and related Services.

65. **Packaging.** Slicing or splitting of contracts within a package shall not be used to change the contract sizes and the corresponding methods of procurement indicated in the loan agreement/procurement plan.

66. **Bid Security and Performance Security.** Where required, bid security (earnest money), retention money (or security deposit) and performance security (or performance guarantee) shall be in the form of a demand draft, certified check, letter of credit, or bank guarantee from a reputable bank.

67. The terms and conditions of bid security as well as retention money and performance security **shall** be clearly specified in the forms provided and/or conditions of contract in terms of periods of validity and grounds for forfeiture, or release of the bank guarantees, or refund of the cash security deposits.

68. **Rejection of All Bids and Re-bidding.** Bids shall not be rejected and new bids solicited without the ADB's prior concurrence.

69. **Low Bids and Unbalanced Bids.** Bids shall not be rejected solely because the bid price seriously lower or unbalanced. The bidder whose bid is determined to be the lowest evaluated substantially responsive bid may be required by the Executing Agency/Implementing Agency (EA/IA) to provide a higher performance security to a level sufficient to protect the executing/IA against financial loss in the event of default of the successful bidder under the Contract.

70. **Disclosure of Decision on Contract Awards.** At the same time that notification on award of contract is given to the successful bidder, the results of bid evaluation shall be published in a local newspaper, or a well-known freely accessible website identifying the bid and lot numbers and providing information on (i) name of each Bidder who submitted a Bid, (ii) bid prices as read out at bid opening; (iii) name of bidders whose bids were rejected and the reasons for their rejection, and (iv) name of the winning Bidder, and the price it offered, as well as duration and summary scope of the contract awarded. The executing agency/implementing agency/contracting authority shall respond in writing to unsuccessful bidders who seek explanations on the grounds on which their bids are not selected.

VII. SAFEGUARDS

71. Pursuant to ADB's Safeguard Policy Statement (2009) (SPS), ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of SPS 2009, (page 76).²⁰

72. **Environment.** The Project is category B on environment based on ADB's SPS requiring an initial environmental examination (IEE). An IEE was prepared and publicly disclosed to ADB website on 15 June 2018 as required by SPS 2009 and Public Communication Policy (PCP) 2011. As part of information disclosure, a project brief in *Dzongkha* will be prepared by MOLHR and MOE and will be made available to the public at their offices and at the project construction sites. Project brief can also be made available at the website of MOLHR and MOE to have wider disclosure of information.

73. The new TTI at Thimphu, expanding the capacity of hostels, administrative building and classroom facilities at TTI Samthang, and the 13 new basic laboratories-cum-workshops (TVET labs) at seven premier secondary schools will not cause significant adverse environmental impacts but will have associated minor and temporary impacts during construction phase. Potential impacts are mainly associated with construction of new buildings for TTIs and include increased noise and dust levels, waste generation, and traffic congestion. These impacts are temporary and of short duration and can be mitigated through the environmental management plan, environmental monitoring plan, and compliance with relevant government regulations. The initial environmental examination was disclosed on the ADB website on 15 June 2018. An environment safeguard specialist will monitor and report on compliance with ADB environmental requirements during implementation. The PMUs will set up a project grievance redress mechanism to resolve complaints in a timely manner. Consultations with stakeholders were undertaken during project preparation. PIUs will monitor compliance of the Contractor to the EMP, relevant regulations of the government, and ADB requirements. An environmental safeguard consultant will be recruited during implementation to provide the required technical support to the PMUs in meeting ADB requirements. **Appendix 6** presents the terms-of-reference of the environmental safeguard consultant. After construction phase, beneficial impacts are expected as trainees and students in the premier secondary schools will have better access to new equipment and facilities.

74. Once the grant is effective, environmental monitoring reports will be submitted to ADB by the MOE and the MOLHR semiannually during construction and annually during post-construction. **Appendixes 10 and 11** present the format of environmental monitoring reports. These environmental monitoring reports will be publicly disclosed also to the ADB website as required by SPS 2009 and PCP 2011. The PMUs will establish a Grievance Redressal and Complaints Resolution Mechanism (GRCRM) and create a grievance redress and complaints committee (GRCC). The GRCRM aims to resolve grievances and complaints due to the project in a time-bound and transparent manner. Procedures and contact persons when filing a complaint will be disclosed by the PMUs to affected persons and communities prior to start of construction works. Details of GRCRM can be posted in billboards at the construction sites.

75. GRCC members will be the PMU Head (Project Director), a representative from the local government depending on the complaint(s) that may be relevant to the Local Government, and representative of Contractor(s). The environmental safeguard consultant will act as the secretary of the GRCC. Transparency on the complaints received and resolved will be observed at all

²⁰ Available at <http://www.adb.org/sites/default/files/institutional-document/32056/safeguard-policy-statement-june2009.pdf>.

times. The GRCC will convene once a month to resolve the complaints filed against the project (if any), will maintain a record of complaints received and resolved, and will advise the complainant on the decision made. A complaint can be filed either in writing or by phone. **Appendix 12** presents a sample complaint form.

76. Complainants can seek redress in three levels through the (i) PIU or through the site engineer of the Contractor, (ii) GRCC, and (iii) the National Environment Commission Secretariat or the appropriate courts of law. The three-tier entry points include:

- (i) **First level – PIU Head.** Complaint to be resolved at the PIU level (i.e., site engineer, TTI Principal, contractor engineer) within seven days and advise the Complainant accordingly.
- (ii) **Second level – GRCC.** If complaint is not resolved at the first level, the Complainant can submit the complaint to the GRCC chaired by the PMU Head-Project Director. The GRC will review the submission and make a decision within 10 days. The Complainant will be informed of the decision in person, by mail or by phone.
- (iii) **Third level – Appropriate Courts of Law.** If the complaint remains unresolved, this will be referred by the GRC to the appropriate courts of law.

77. **Involuntary resettlement and indigenous peoples.** The project is category C on involuntary resettlement. The project entails no land acquisition, resettlement, or any physical and economic displacement. Improvements to buildings and facilities will take place within existing campuses and/or premises owned by the government. The project is category C on indigenous peoples. Bhutan does not have any officially defined “indigenous peoples.” The project’s inclusive approach will provide poor and vulnerable students from different parts of the country with access to skills development and training. No indigenous peoples, as per ADB’s Safeguard Policy Statement, will be affected by the project.

78. The site for the new Thimphu TTI in Serbithang used to be the location of the pilot compost plant of Thimphu Thromde (Municipality). This compost plant was established as part of the Thimphu Solid Waste Management Strategy and Action Plan under the ADB Loan 2258-BHU: Urban Infrastructure Development Project (\$24.6M) approved on 27 September 2006 and completed on 31 August 2016. Following public complaints on bad odour, the compost plant operation was moved to the Thimphu Thromde Memelakha Landfill (roughly 10 km away along the Thimphu-Wangdi Phodrang highway). There were four Thimphu Thromde employees in the compost plant. Due to relocation of the plant, three employees opted to resign and one employee was reassigned to another place with different responsibilities.

79. All the construction sites are within the premises that are already owned by the government. Field visits have confirmed that all civil works will only be carried out within sites that are within the school, and TTI campus. With regard to the new TTI, the land is already under the ownership of the Ministry of Labor and Human Resources.

VIII. GENDER AND SOCIAL DIMENSIONS

80. The project is pro-poor and gender-focused. The target trainees are the needy urban and rural youth²¹ of the Bhutan, and those enrolled in public TTIs, and government-sponsored skill development initiatives implemented in partnership with private sector training service providers. Majority of students taking up TVET come from families in which the head of household has no education and with a background of agro-farming.²² About 32% of residential facilities at the TTIs (specifically, the TTIs at Thimphu and Samthang) will be reserved for female students in line with the target to increase their enrolments in TTIs and in TVET courses in schools. Training delivery through private sector training providers will include mandatory targets for females and people with disabilities. Social marketing and advocacy will be undertaken to encourage poor and female students to avail free TVET opportunities and to break gender stereotypes. Female secondary school students will benefit from equal opportunities for career counselling. The project will support female friendly courses such as tourism and hospitality, tailoring/dress making, food packaging, IT and IT-enabled services, design and animation. All relevant output and outcome indicators have separate targets for women and people with disabilities. With these significant gender targets and features, this project is categorized as effective gender mainstreaming (EGM).

81. PMUs at MOLHR and at MOE will be responsible for coordinating with all the IAs to ensure that the activities laid down in the GAP (Table 21) are executed as planned, and the gender-related targets are achieved over the project period. An experienced Social Development Specialist (Gender) will be engaged as part of the PMU team, on intermittent basis.

82. The government will ensure that the bidding and contract documents include specific provisions requiring contractors to comply with all: (i) applicable labor laws and core labor standards on: (a) prohibition of child labor as defined in national legislation for construction and maintenance activities; (b) equal pay for equal work of equal value regardless of gender, ethnicity, or caste; and (c) elimination of forced labor; and (ii) the requirement to disseminate information on sexually transmitted diseases including HIV to employees and local communities surrounding the project sites. These will be monitored as part of the project's safeguards and quarterly reporting requirements.

Table 21: Gender Action Plan

Activity	Targets/Indicators	Responsibility	Timeframe
Output 1. Access to skills development increased			
Gender Objective: Both female and male TTI students benefit from investments in infrastructure and equipment			
1.1 Ensure that new physical infrastructure at Thimphu and Samthang TTIs are gender friendly and accessible for students with disabilities with 32% of dormitories assured for female students, with attached sanitation and hygiene facilities with	<ul style="list-style-type: none"> Gender and Inclusion sensitization conducted for the civil works contractors (pre-bid meetings) and incorporation in the TORs. At least 32% of boarding facilities are reserved for female students with attached sanitation and hygiene facilities (with adequate lighting and space for menstrual hygiene management). Provision for one crèche for female students who are mothers and for female teaching and 	PMU, MOLHR, TTI Thimphu and Samthang	Dec 2018 onwards

²¹ The TTIs participating in the project are located in the far-east (Rangjung), in central region (Chumey), in the west (Khuruthang and Samthang) and in the capital city. All TTIs offer free training together with free residential facilities thus ensuring affordability of training amongst poor communities.

²² Government of Bhutan. 2016 *Bhutan TVET Sector Assessment, Blueprint Working Paper*. Thimphu. Family Background survey of TVET graduates: 63.5% respondents' from families where head of household has no education; 47.8% of respondents' from families where household head is engaged in agri-farming.

Activity	Targets/Indicators	Responsibility	Timeframe
proper lighting at the dormitories ensuring privacy and safety.	<p>non-teaching staff at TTI Thimphu.</p> <ul style="list-style-type: none"> Ramps constructed for wheel chair users to access facilities 		
1.2 Increase share of female enrolment in TTIs to 32% by 2023, including their enrolment in non-traditional occupations through intensive community awareness-raising activities. ^a	<ul style="list-style-type: none"> Social marketing and awareness campaigns undertaken by the project during admission time in the TTIs, with support from gender specialist. Orientation of TTI Principals and trainers with regard to admission process to reach the target by 2023. 	PMU, MOLHR (Advocacy Division), TTIs	2019–2023
Output 2: Quality and relevance of skills development enhanced			
Gender Objective: Female and male trainees acquire soft skills that are relevant from a gender equality perspective and will help promote gender equality			
2.1 Ensure that training-of-trainer programs are delivered in a gender equitable and socially inclusive manner.	<ul style="list-style-type: none"> Modules on gender sensitization and gender equity developed to be added to training of trainer programs.^b At least 60% of trainers have undergone training of trainer programs, including themes on gender equity and social inclusion in skills development (30% female) 	PMU, MOLHR, TTIs	Feb 2019 onwards
2.2 Ensure that private sector and CSO involved in skills delivery target equal numbers of females and males in emerging occupations, include women-friendly courses (tourism, graphic design, fashion design, photography) and cater to youth with disabilities.	<ul style="list-style-type: none"> The private sector training institutions in the project deliver at least 3 female friendly courses. At least 32% of the students trained under the private sector partnership are female and 5% persons with disabilities Adequate facilities and protection for female students included in the MOU with private providers during training at the institution and at the work place for on-the-job training. 	PMU, MOLHR, private sector training partners	Feb 2019 onwards
2.3 Ensure improved teaching and learning resources, including teaching techniques are made gender sensitive.	<ul style="list-style-type: none"> At least 60% of the curriculum and learning materials developers undergo gender orientation and/or training. Females enrolled in TTIs have equal access to e-resources and hi-technology equipment as male students. 	PMU, MOLHR, TTIs	Feb 2019 onwards
Output 3: Vocational orientation of secondary school students improved			
Gender Objective: Female and male teachers acquire soft skills that are relevant from a gender equality perspective and will help promote gender equality.			
3.1 Increase opportunity to female and secondary school students in TVET electives.	<ul style="list-style-type: none"> At least 32% of the students that enroll in TVET courses and clubs are female. Gender sensitization training for junior instructors who will deliver school TVET. Gender sensitive materials will be introduced in the TVET curriculum and PVOP materials. 	PMU, MOE, TVE Schools	2019 onwards
3.2 Career guidance services with exposure to the world of work, introduced in all secondary schools (grades 7–12)	<ul style="list-style-type: none"> Revised career guidance manuals and PVOP guidelines include gender sensitive language, and positive messaging on women and men entering non-traditional training and work. Teachers and counsellors receive training in gender sensitive teaching and counselling. At least 40% of female students in grades 7–12 benefit from career guidance services. 	PMU, MOE, REC, TVET Schools, DYS	Mar 2019 onwards

Activity	Targets/Indicators	Responsibility	Timeframe
3.3 Implement ICT-enabled teaching and learning to improve foundational skills of grade 7–12 students in pilot schools for TVET premier schools	<ul style="list-style-type: none"> Female trainees enrolled in TTIs have equal access to e-learning and high technology equipment as male trainees. At least 40% of students in the TVET premier schools in grades 7–12 benefit from ICT-enabled teaching and learning. 	PMU, MOE, REC, TVET Schools, DYS	Mar 2019 onwards
Output 4: Governance and institutional capacity for TVET improved			
Gender Objective: Gender statistics in TVET become increasingly available and used for policy and decision-making.			
4.1 Develop the capacity of all IAs in terms of designing and implementing TVET programs in a gender-responsive manner	<ul style="list-style-type: none"> All IAs trained in mainstreaming gender in technical and vocational education and training programs. Technical support to preparation of training modules and orientation programs provided by gender consultant to PMU. 	PMU, MOLHR, MOE	Mar 2019 onwards
4.2 Revamped TVET MIS to incorporate gender-disaggregated data on training, job placements and other aspects	<ul style="list-style-type: none"> TVET MIS to include provision for gender disaggregation on all related project targets. Data on women's work force participation and on skill gaps across project intervention areas periodically analyzed. 	PMU, MOLHR, MOE	From Jan 2019
4.3 Conduct periodic M&E surveys and skill gap analysis with gender and social inclusion parameters.	<ul style="list-style-type: none"> GAP updated annually based on results of above periodic gender analysis. 		
Project management/institutional gender related activities:			
<ul style="list-style-type: none"> TTIs and TVET pilot schools to appoint gender focal persons based on interest and commitment. Prepare annual work plans and budgets at PMU to implement the activities included in the GAP. Gender consultants (national and international) to be recruited on intermittent basis for supporting GAP implementation, monitoring and reporting; building capacity of the PMU, staff in charge of gender mainstreaming in TTIs and TVET pilot schools, gender focal persons from the MOLHR and MOE, in TVET institutes, in gender analysis and mainstreaming and gender requirements for the project and/or TA; and for accomplishing specific tasks as per the TOR included in the project administration manual. Ensure regular monitoring and reporting (at least semiannually to ADB) on the progress of GAP implementation. 			

ADB = Asian Development Bank, CSO = civil society organization, DYS = Department of Youth and Sports, GAP = gender action plan, IA = implementing agency, ICT = information and communication technology, M&E = Monitoring and Evaluation, MIS = management information system, MOE = Ministry of Education, MOLHR = Ministry of Labour and Human Resources, PMU = Project Management Unit, PVOP = Pre-Vocational Orientation Program, REC = Royal Education Council, TA = technical assistance, TOR = terms of reference, TTIs = technical training institutes, TVET = technical and vocational education and training.

^a Working with the proposed Social Marketing Specialist- developing effective messages for social change

^b The trainings will include sessions on work place safety and protection, gender in the work place, female traits in business and entrepreneurship & increased awareness of employers on gender stereotypes that hinder female participation in the work place and how to overcome those.

Source: ADB.

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

A. Project Design and Monitoring Framework

83. The design and monitoring framework (DMF) is a summary of the program design and contains the core indicators that focus on the overall project results.

Table 22: Design and Monitoring Framework

Impact the Project is Aligned with Skilled human capital for equitable socioeconomic development increased ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome Employability of TVET graduates and secondary school graduates improved	By 2024: a. 60% of TTI graduates employed or self-employed within 6 months of completing their course (30% of employed graduates are female) (2016 baseline: 55% ^b) b. 60% of secondary school graduates with TVET electives employed or enrolled in higher TVET courses within 6 months of completing their course (30% of employed or enrolled graduates are female) (Baseline: to be established in 2018) c. At least 60% of employers surveyed expressed satisfaction with TVET graduates (Baseline: to be established in 2018)	a. TVET MIS and tracer studies and/or impact assessment survey b. Trace studies and/or impact assessment survey c. Employer satisfaction survey	External shocks adversely affect the economy, impacting growth and jobs.
Outputs 1. Access to skills development increased	By 2023: 1a. Annual enrollment capacity of five TTIs increased to 919 (Baseline: 466 students in 2017) 1b. Infrastructure facilities improved at TTI Thimphu and TTI Samthang, benefiting a total of 830 students, including an additional 250 students enrolled during the project period (Baseline: 152 students enrolled in TTI Thimphu and TTI Samthang in 2017) 1c. Advanced and green technology equipment and tools, including IT equipment and e-resources provided in five TTIs, benefiting a total of 2,200 students, including an additional 450 students enrolled during the project (32% female) (Baseline: 466 students enrolled in 2017; 29% female) 1d. At least six new middle- and advanced-level courses in diversified disciplines introduced in five TTIs, benefiting 250 students ^c (Baseline: not applicable)	1a. Project progress report; admission records of TTIs to track increase in enrollments 1b-d. Project progress report, TVET MIS	Delays in the appointment of qualified additional trainers in the TTIs and junior instructors to deliver vocational training in schools because of lack of timely availability of capable personnel.

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
2. Quality and relevance of skills development enhanced	<p>By 2023:</p> <p>2a. Improved training of trainer programs with workplace experience provided to 60% trainers in TTIs (30% of trained trainers are female) (Baseline: not applicable)</p> <p>2b. Private sector partnership for skills delivery in emerging occupations implemented, benefiting 800 youth (32% female and 5% students with disabilities) (Baseline: not applicable)</p> <p>2c. Improved teaching and learning resources, particularly e-resources, made operational in five TTIs to develop future-ready skills in graduates (Baseline: not applicable)</p>	2a–c. Project progress report	The training offered is of inadequate quality and not relevant to market needs and hence does not address skills shortages.
3. Vocational orientation of secondary school students improved	<p>By 2023:</p> <p>3a. TVET elective subjects piloted in seven schools (linked to TTIs) to improve skills of secondary school students in grades 9–12, benefiting a total of 400 students (32% female) (Baseline: not applicable)</p> <p>3b. Career guidance services with exposure to the world of work introduced in secondary schools (grades 7–12) benefiting a total of 30,000 students (40% female) (Baseline: not applicable)</p> <p>3c. IT-enabled teaching and learning to improve foundational skills of grade 7–12 students in seven pilot schools made operational, benefiting a total of 2,500 students (40% female) (Baseline: not applicable)</p>	<p>3a. Department of School Education MIS</p> <p>3b–3c. Project progress report and/or impact assessment survey</p>	The policy commitment of the government of Bhutan for TVET in schools is not sustained.
4. Governance and institutional capacity for TVET improved	<p>By 2023:</p> <p>4a. Integrated and web-based MIS for TVET and employment services portal made operational (2017 Baseline: multiple stand-alone MISs)</p> <p>4b. International partnership for capacity development established in one TTI (Baseline: not applicable)</p>	4a–4b. Project progress report with data disaggregated for gender	Inadequate financial management and procurement capacity in the executing agencies may impede timely project implementation.

<p>Key Activities and Milestones</p> <p>1. Access to skills development increased</p> <p>1.1. Prepare detailed plans to increase enrollment capacity of TTIs, and introduce new higher-level courses such as National Certificate Level 3 and diploma courses (December 2018)</p> <p>1.2. Provide modern facilities and equipment in TTIs (December 2020)</p> <p>1.3. Undertake infrastructure upgrade and delivery of equipment (June 2019–December 2020)</p> <p>1.4. Develop and roll out new courses for emerging occupations, including IT-related courses (January 2020–August 2023)</p> <p>2. Quality and relevance of skills development enhanced</p> <p>2.1. Undertake development of training of trainer modules (technical and new pedagogies) (mid-2019)</p> <p>2.2. Develop, procure, and implement multimedia-based TLM for TTIs (December 2020)</p> <p>2.3. Develop curriculum for new courses and update curriculum and certification of TTI courses aligned to BVQF (December 2020–December 2022)</p> <p>2.4. Prepare framework for partnership with private sector for industry engagement (January 2019)</p> <p>2.5. Undertake capacity building for curriculum and standards development (February 2019–February 2020)</p> <p>2.6. Finalize agreements with private sector for delivery of skills development (January 2019)</p> <p>3. Vocational orientation of secondary education students improved</p> <p>3.1. Construct TVET labs (January 2019–August 2019) and train junior instructors in TVET optional subjects (June 2019–June 2022)</p> <p>3.2. Introduce TVET optional courses in seven pilot schools (2020–2023)</p> <p>3.3. Develop IT-enabled packages for teaching and learning with teacher training (January 2020)</p> <p>3.4. Implement activities to strengthen vocational clubs (December 2019–July 2020)</p> <p>3.5. Provide career guidance and counseling services in all secondary schools (2020–2023)</p> <p>4. Governance and institutional capacity for TVET improved</p> <p>4.1. Design and implement an integrated and web-based TVET MIS, including online and centralized student admissions system for TTIs (December 2019–2021)</p> <p>4.2. Conduct tracer studies (January 2019–October 2023)</p> <p>4.3. Develop partnerships for international twinning arrangement for one TTI (December 2020–2023)</p>
<p>Inputs</p> <p>ADB: \$15 million (grant)</p> <p>Government: \$3 million</p>
<p>Assumptions for Partner Financing</p> <p>Not Applicable</p>

ADB = Asian Development Bank, BVQF = Bhutan Vocational Qualifications Framework, ICT = information and communication technology, IT = information technology, MIS = management information system, TLM = teaching-learning material, TTI = technical training institute, TVET = technical and vocational education and training.

^a Defined by project.

^b Government of Bhutan, Ministry of Labor and Human Resources. 2016. *Bhutan TVET Sector Assessment, Blueprint Working Paper*. Thimphu.

^c The project will introduce national diploma courses in electrical and construction technology; National Certificate Level 3 courses in welding and hybrid automobiles; and courses in diversified disciplines, including computer applications (graphic design and animation), logistics, and packaging and food production.

Source: ADB and Government of Bhutan

B. Monitoring

84. **Project performance monitoring.** MOLHR will have the overall responsibility of coordinating with MOE and all IAs for tracking the performance targets laid down in the DMF. The TTIs, premier TVET Schools, and public and private training service providers which are engaged

for imparting training will be responsible for maintaining detailed information on mobilization, enrolment, attendance, certification, and placement for their respective training programs. The MOLHR and MOE MIS will have appropriate provisions incorporated in it to capture information on key activities and trainings across all the IAs. The PMUs at MOLHR and MOE will prepare periodic monitoring reports by capturing details pertaining to inputs, processes, output, and outcomes indicators. This will also enable it to identify potential implementation challenges early on and to take remedial action. These reports will be submitted to the PSC, DMEA, MOF and ADB quarterly and annually.

85. **Compliance monitoring.** The various grant covenants will be monitored during the ADB review missions. Based on the understanding reached during these missions, status will be updated in the ADB's project performance reporting system.

86. **Safeguards monitoring.** MOLHR and MOE will monitor the compliance of the contractor(s) to the EMP, and the requirements of the government and ADB. Semiannual environmental monitoring reports will be prepared by MOLHR and MOE and submitted to ADB for review and disclosure to the ADB website as required by SPS 2009 and PCP 2011. The environmental monitoring reports will include the project's physical progress, status of EMP implementation, complaints dealt with by the GRC and actions taken, compliance to the applicable requirements of the government (e.g, environmental clearance from Dzongkhag Environment Committee, demolition permit from Thimphu Thromde, etc.), outcome of project stakeholders consultations, capacity-building activities (if any), and, corrective actions in the event of non-compliance to EMP and the government, or any unanticipated impacts.

87. There is no requirement to submit social monitoring reports for category C on involuntary resettlement and on indigenous peoples. All of the construction sites are government-owned. All civil works will be carried out within the TTIs and schools.

88. **Gender and social dimensions monitoring.** MOLHR will designate a Social Development and Gender focal point to ensure that all the activities laid down in the GAP are undertaken, and all relevant output and outcomes indicators are disaggregated by gender and tracked. The focal person will be assisted by an experienced Social development consultant (Gender) who will be engaged by the PMU, on intermittent basis. The MOLHR MIS and the MOE MIS will have provisions to record sex-disaggregated data for all project components. The TORs for the gender consultant are in **Appendix 7**.

C. Evaluation

89. Each year, two review missions will be fielded by ADB. The mission will discuss project performance based on the periodic reports submitted by MOLHR. MOLHR, MOE and all the project implementation agencies will specify the physical progress of the different project components, their outputs, usage of funds, implementation challenges, and possible solutions. Field visits will be undertaken to ascertain the progress being made in terms of implementing skilling interventions, carrying out construction and upgrading of training facilities, purchase and installation of new training equipment, and implementation of the institutional reforms. The annual work plan, including a detailed budget and procurement plan for the upcoming year will also be discussed and finalized during the review missions.

90. In addition, the midterm-review mission will be conducted during the third year (2021) of the project. During the midterm review, progress in terms of overall results, project implementation, and contract awards and disbursement will be assessed.

91. The M&E firm to be engaged under the project will conduct a detailed baseline study for establishing the baseline dataset for all the key performance indicators listed in the DMF. The periodic evaluation reports and tracer surveys undertaken by the M&E firm will inform the review process by providing evidence on the performance of the project in terms of achieving the desired outputs and outcomes.

D. Reporting

92. MOLHR PMU, through DMEA will provide ADB with (i) six-monthly 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 challenges 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.²³ To ensure that the project will continue to be both viable and sustainable, project accounts and MOLHR and MOE's APFS, together with the associated auditor's reports, should be reviewed (Table 23).

Table 23: Summary of Reporting Requirements

Report	Responsible for compiling
1. Six-monthly progress reports against key targets	MOLHR, with the support of PMU, MOLHR, and timely submission of relevant reports by PMU, MOE
2. Consolidated annual reports including	
a. progress achieved as against the targets set under outputs, outcomes and impacts, through the relevant indicators identified within the DMF,	
b. key implementation challenges and resolutions;	
c. updated procurement plan;	
d. updated implementation plan and roadmap for the next 12 months;	
e. progress in terms of civil works and procurement of equipment	
f. compliance with loan covenants/ assurance: environmental, social, inclusive education and overall	
3. Annual report on performance of training programs	MOLHR, with the support of PMU, MOLHR
4. Annual audit report	MOLHR, with the support of PMU, MOLHR, and timely submission of relevant reports by PMU, MOE
5. GAP progress report to be attached to the six-monthly progress report and GAP completion report to be attached to the project completion report	

MOLHR = Ministry of Labour and Human Resources, PMU = Project Management Unit,
Source: Asian Development Bank.

E. Stakeholder Communication Strategy

93. A communication strategy has been prepared (Table 24). It aims at providing information on (i) the intended benefits of STEP-UP to all stakeholders, with particular focus on women, those who are below the poverty line, and those who are needy and vulnerable (e.g. people with disabilities, those residing in rural areas); (ii) the various training programs, and skill development interventions to be funded under the project, and the opportunities this will open up for trainees with different backgrounds and aspirations; (iii) training facilities to be upgraded and newly established under the project, modern training equipment and the types of activities they will

²³ Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

support; (iv) details of the implementing agencies which are responsible for executing the different project activities along with the contact details of the relevant officers; and (v) the grievance redress mechanism.

94. Gender-concerns will be incorporated as appropriate into all relevant communication material. Sensitization workshops regarding the communication strategy will be carried out with potential trainees and their parents, trainers of TTIs and other public and private training service providers, and officers of the executing agencies and implementing agencies.

Table 24: Communication Strategy

Communications Context: Raise the awareness of the youth of Bhutan regarding the various opportunities for being skilled for jobs, employment opportunities and career prospects offered by quality technical and vocational education and training, and assist them in enrolling for the various training programs funded under STEP-UP so that they gain the skills required to make the transition from the primary to secondary and tertiary sectors, where remuneration levels are higher and career prospects are better.

Project Objectives: Improved employment and livelihood opportunities for the youth of Bhutan.

Objectives	Strategic Elements					Work plan elements		Expected Outcomes
	Risks/ challenges	Audience/ stakeholders	Messages / Information	Activities / Channels	Timing	Responsibility	Resources required	
Outreach to different target segments of youth who can benefit from the training programs offered under STEP-UP	<ol style="list-style-type: none"> Lack of awareness about the various TVET programs (short term and long-term) offered under STEP-UP and by the Government of Bhutan Lack of appreciation about the career and job opportunities offered by TVET Dependency on government jobs owing to the perception of long-term security 	<ol style="list-style-type: none"> Youth who are neither enrolled in education or TVET programs, nor currently employed Youth who are enrolled in secondary schools Youth who are enrolled in TVET institutions including TTIs and private training institutions Parents and guardians Teachers and faculty of the TVET institutions and secondary schools Industry associations Placement agencies Relevant government departments 	<ol style="list-style-type: none"> Information on the menu of short-term and long-term TVET courses offered (including duration, prerequisites, training and certification requirements, and job prospects)^a Information on the training facilities to be constructed under STEP-UP and their location Job prospects in different sectors, trades and job roles Project information including objectives, targets benefits, designs and the pro-poor and gender-sensitive 	<ol style="list-style-type: none"> BCC campaigns covering key messages Project information leaflets and brochures in English, Bhutanese, and other local dialects as required Posters, fliers in a pictorial format Radio jingles through nationally/ locally operated FM Radio, Short promotional videos (promoting TVET) on television and at cinema halls, and success stories of 	<ol style="list-style-type: none"> In the first 1 year: (i) awareness campaigns, (ii) content development for fliers and posters, and (iii) sensitization workshops/ meetings Semi-annual meetings/ workshops throughout implementation period News releases: semiannual after 9 months of project initiation Targeted media interviews: annual and alternating with news releases 	MOLHR MOE DTE DOEHR DSE DYS	<ol style="list-style-type: none"> Content development and printing costs of brochures, posters, fliers Costs for content development in government website Community mobilization professionals/ outreach workers in PMU/ PIUs Workshop organizing costs Advertisement costs towards media/news releases 	<p>Awareness amongst youth about skilling opportunities, job opportunities and career prospects offered by quality TVET enhanced</p> <p>Enrollment targets specified for different training programs met^e</p>

Strategic Elements						Work plan elements		Expected Outcomes
Objectives	Risks/ challenges	Audience/ stakeholders	Messages / Information	Activities / Channels	Timing	Responsibility	Resources required	
	<p>4. Skepticism about the quality and usefulness of TVET programs in view of the perceived poor results</p> <p>5. Limited reach of good quality TVET training facilities and programs</p> <p>6. Poor quality and reach of counselling and placement services</p>		<p>approach to quality TVET programs.^d</p>	<p>TVET graduates/ role models on print media.</p> <p>5. Sensitization workshops and meetings with student bodies, faculty, women's groups, and NGOs</p> <p>6. Public awareness campaigns and posting of key information on the websites of MOLHR, and MOE,</p> <p>7. Dissemination of key promotional inputs during Job fairs, and through MOLHR regional offices.</p> <p>8. Periodic news releases in local media (newspaper) and social network channels</p> <p>9. Site visits of community groups, beneficiaries,</p>				

Strategic Elements						Work plan elements		Expected Outcomes
Objectives	Risks/ challenges	Audience/ stakeholders	Messages / Information	Activities / Channels	Timing	Responsibility	Resources required	
				and journalists to see ongoing training programs and the training facilities created				
Outreach to potential employers within Bhutan	Limited institutional processes for continued engagement between government TVET agencies and industry associations and potential employers to facilitate internships and placement opportunities	Industry associations and Chambers of Commerce	Effort made by MOLHR to provide industry relevant TVET training under STEP-UP	Periodic meetings between MOLHR, MOE, RITH and private sector training service providers with industry associations and placement agencies	Ongoing basis to improve the design and relevance of training programs offered	MOLHR, PMUs of MOLHR and MOE, RITH, and REC	Workshop organizing costs Advertisement costs towards media/news releases	Placement targets specified for different training programs facilitated ^e

BCC = behavior change communication; MOE: Ministry of Education; MOLHR: Ministry of Labour and Human Resources; PIU = project implementation unit; PMC = project management consulting firm; PMU = project management unit; TEP-UP: Skill Training and Education Pathways – Upgradation Project; TVET = Technical and vocational education and training.

^a For details regarding the types of training programs funded under STEP-UP, refer to the Sector Assessment (Summary): TVET Sector (accessible from the list of linked documents in Appendix 2 of the main text).

^d Refer to the Gender Action Plan (accessible from the list of linked documents in Appendix 2 of the main text).

^e Refer to the design and monitoring framework for details regarding enrolment and placement targets (accessible from the list of linked documents in Appendix 2 of the main text).

95. Consolidated information on all project activities and the progress will be posted on the websites of MOLHR and MOE with links to all relevant IAs. MOLHR will take the lead in preparing Annual Reports in which achievements to date will be summarized, along with details on what is working well and what needs to be improved. It will draw on inputs from the different IAs and the MIS at MOLHR and MOE capturing all information pertaining to the project implementation while preparing these Annual Reports. MOLHR and all the stakeholders will ensure that the communication strategy is implemented effectively so that the potential benefits of this project are reaped by maximum numbers of needy youth of Bhutan.

X. ANTICORRUPTION POLICY

96. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.²⁴ 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.²⁵

97. To support these efforts, relevant provisions are included in the loan agreement and the bidding documents for the project. The executing and all IAs are advised of ADB's Anticorruption Policy (1998, as amended to date). Consistent with its commitment to good governance, accountability and transparency, implementation of the project shall adhere to ADB's Anticorruption Policy. ADB reserves the right to review and examine, directly or through its agents, any alleged corrupt, fraudulent, collusive, or coercive practices relating to the project. In this regard, investigation of government officials, if any, would be requested by ADB to be undertaken by the Government.

98. ADB's Anticorruption Policy designates the Office of Anticorruption and Integrity as the point of contact to report allegations of fraud or corruption among ADB-financed projects or its staff. Office of Anticorruption and Integrity is responsible for all matters related to allegations of fraud and corruption. For a more detailed explanation refer to the Anticorruption Policy and Procedures. Anyone coming across evidence of corruption associated with the project may contact the Anticorruption Unit by (i) email at integrity@adb.org or anticorruption@adb.org, (ii) phone at +63 2 632 5004, (iii) fax to +6326362152, or (iv) mail at the following address (Please mark correspondence Strictly Confidential):

Office of Anticorruption and Integrity
Asian Development Bank
ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines

XI. ACCOUNTABILITY MECHANISM

99. A 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

²⁴ Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

²⁵ ADB's Integrity Office website: <http://www.adb.org/integrity/unit.asp>

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.²⁶

XII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

100. 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 PAM, including revision to contract awards and disbursement s-curves.

²⁶ Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

ROLES AND RESPONSIBILITIES FOR VARIOUS AGENCIES INVOLVED

Sl. No.	Agency Involved in STEP-UP Implementation	Roles and Responsibilities
1	Project Steering Committee (PSC)	<ul style="list-style-type: none"> • Provide strategic guidance, oversight to the project and ensure coordination across all IAs of both the ministries.
2	Ministry of Labour and Human Resources and Ministry of Education (Executing Agencies)	<ul style="list-style-type: none"> • Day to day management, monitoring and coordination for implementing the project. • Coordinate and prepare implementation plans, annual budgets and disbursement projections in coordination with the Ops and Project Implementation Units (PIUs) • Lead and coordinate all services, works and goods procurement and evaluation under the project as per the ADB requirements • Prepare and maintain consolidated project financial and physical progress reports (quarterly, annually and project completion) for submission to PSC and Asian Development Bank (ADB) • Review of project progress against planned targets, output and outcome level progress tracking • Monitor all the PIUs and the site through frequent site visits and reporting of findings • Provide gender disaggregated data analysis and reporting • Ensure environment safeguards compliance in bidding documents, compliance by contractors, implementation of risk mitigation plans and reporting as per ADB's requirements • Reconcile project accounts and ensure timely requests and release of fund to the support departments and/or PIUs. Overall project fund reconciliation after every fiscal year closing and as required by ADB.
2	Implementing Agencies: <i>Under MOLHR</i> HRSDD, DOEHR; SQD, DOS; RITH <i>Under MOE</i> SPBD; CECD, DYS; and REC	<ul style="list-style-type: none"> • Human Resource and Skills Development Division, DOEHR. Coordinate the implementation of training of youths in partnership with private training providers. • Standards and Qualifications Division, Department of Occupational Standards. Standards development and alignment by Bhutan Vocational Qualifications Framework (BVQF) • Royal Institute for Tourism and Hospitality. Training 250 students on a 1 year certificate level Hospitality and Tourism Course; Implement training in line with the project, assuring quality and in timely manner; Ensure timely submission of expenditure statements and supporting documents; Maintain all records for access by PMU, RAA and ADB for review; Facilitate placement of the graduates with the support of Tourism Council of Bhutan; and Attend monthly PMU meeting for coordination, planning, budgeting and reporting. SPBD- Design and supervision of the TVET lab construction. • CECD, DYS. Implement the career guidance and counselling activities, world of work exposure • REC. Curriculum Development of TVET electives, PVOPs and vocational clubs; Implementation of curriculum and learning material development for the vocational programs in the 7 pilot schools assuring quality and delivery in timely manner; Ensure timely submission of expenditure statements and supporting

Sl. No.	Agency Involved in STEP-UP Implementation	Roles and Responsibilities
		documents; Maintain all records for access by PMU, RAA and ADB for review; and Attend monthly PMU meeting for coordination, planning, budgeting and reporting.
3	Support Departments: Directorate Services of MOLHR and MOE Policy Planning Divisions of MOLHR and MOE	<ul style="list-style-type: none"> • The Directorate Services of MOLHR and MOE will support the project implementation in all matters pertaining to procurement, project finance and accounts management. • PPDs will support the project to ensure coordination and synergy across all line departments, policy guidance and alignment to the Twelfth Five-Year Plan
4	Design and Supervision Consultants	<ul style="list-style-type: none"> • Full time supervision of the construction works at TTI Thimphu and TTI Samthang including the construction of 3 numbers of trainees hostels at TTI Samthang. • Approving contractor's work program, method statements, material sources, and safety plan. • Approving and/or issuing working drawings, approving the setting out of the works, and giving instructions to the contractor. • Inspecting materials and works to ensure compliance with specifications and giving immediate notice to the contractor in the event that such materials and works fail to comply with the specifications. • Certifying work volume and interim certificates for progress payments. • Assisting the MOLHR representative with the maintenance of consolidated project accounts, and with preparation of financial statements and withdrawal applications for submission to ADB. • Reviewing and recommending to the MOLHR variation orders, extensions of time, claims, and other matters that may come from each contractor. • Preparing, at the completion of the contracts, a consolidated project completion report in a format provided by ADB. • Providing the Employer with complete records, and inception, monthly, and completion reports

ADB = Asian Development Bank; DOEHR: Department of Employment and Human Resources; DOS: Department of Occupational Standards; HRSDD: Human Resource and Skills Development Division; PIU = project implementation unit; PMC = project management consultants; PMU = project management unit; PPD: Policy and Planning Division (PPD); RITH: Royal Institute for Tourism and Hospitality; SPBD: School Planning and Building Division; SPCD: School Planning and Coordination Division; SQD: Standards and Quality Division.

Source: Asian Development Bank.

TERMS OF REFERENCE FOR PROJECT COORDINATOR

A. Objective of the Assignment

1. The objective of the proposed project is to support the government to enhance capacity, quality and modernize skills development in five TTIs, and forge performance-based partnerships with the private sector. The overarching priority is to improve employability and job outcomes for skilled graduates. The STEP-UP will be fully aligned with the four-pillar strategy of the TVET Blueprint (expand TVET provision, improve quality, improve relevance and strengthen management systems) and the key result areas being articulated for skills development and employment in the Twelfth Five Year Plan

2. The Project Coordinator shall work full time under the PMU of Ministry of Labour & Human Resources to support and strengthen implementation of the grant and take on the additional responsibility of coordinating single window reporting to ADB. The Project Coordinator shall directly report to the Project Director, DTE, MOLHR and work closely with the Project Managers in MOLHR and MOE.

B. Duties and Accountabilities

3. The Project Coordinator is expected to perform the following tasks:

- (i) Coordination among the PMUs, PIUs and other key agencies of the grant Recipient and other relevant agencies in providing their inputs in the design and implementation of the project activities;
- (ii) Support the PMU in ensuring smooth implementation of the project and compliance to agreed results, reporting and evaluation targets;
- (iii) Consolidate financial and physical progress reports received from all the implementing partners of MOLHR and MOE in accordance with reporting format & procedures as specified in the project document;
- (iv) Facilitate timely request and release of funds from ADB;
- (v) Review TORs and assist the PMU for high quality consultancy and technical assistances under the project;
- (vi) Coordinate with all the consultants and the client for effective delivery of their quality services as per their Terms of Reference.
- (vii) Ensure and support the preparation of all documents and reports on the delivery of the Project for all the IAs such as financial reports, progress reports, procurement plan, operational manual, TORs, bidding documents as per the requirement of the Project;
- (viii) Monitor and evaluate the progress of the project in accordance with the provisions of Grant Agreement;
- (ix) Jointly undertake with the Project Manager and Project engineer site/field visits to validate progress update sent by the PIUs on the ground and accordingly appraise PMU and PSC;
- (x) Assist and ensure timely procurement of consultants, works and equipment under the Project;
- (xi) Coordinate and follow up on quarterly Project Steering Committee meeting to review the progress of the Project's implementation as well as to identify and agree on key actions required during the next phase of implementation;

- (xii) Monitor the project in accordance with the Environmental and Social Management Framework (ESMF), acceptable to the Asian Development Bank in coordination with the Environmental Officer of the relevant agency;
- (xiii) Coordinate meetings/workshops with the implementing partners and the stakeholders other than the PSC meetings;
- (xiv) Coordinate and Monitor all the trainings, workshops and seminars proposed in the project;
- (xv) Prepare write ups / materials on the project and update the same on the Ministries website as required;
- (xvi) Undertake all project related documentation as required by ADB including knowledge management on lessons learnt and experiences and publication of reports;
- (xvii) Drafting of risk mitigation plans, manual and resources mobilization plan for selected sectors in close consultation with project IAs and the relevant stakeholders;
- (xviii) Facilitate and support the implementation/sensitization of contingency plan in close consultation with project IAs and the relevant stakeholders;
- (xix) Liaise with other relevant stakeholders and projects to learn and share knowledge, avoid duplications and to bring synergy;
- (xx) Facilitate any periodic review of the project and context updates with reference project progress, results and risk/challenges; and
- (xxi) Carry out other tasks as deemed necessary by the Client and/or ADB.

C. Selection Criteria

- (i) Candidate must be a Bhutanese Citizen
- (ii) Minimum of Bachelor's Degree in Engineering/Business/Public Administration or in Environment/any other related fields.
- (iii) Work experience in the field of Project Management and good knowledge of the Government of Bhutan as well as other organizational systems in Bhutan will be an added advantage;
- (iv) Excellence in communication skills and ability to interact with all relevant people at all levels;
- (v) Language proficiency in English and Dzongkha, excellence in interpersonal relations, planning, coordination and team work.

(Candidates are required to enclose supporting documents for assessment)

D. Inputs from the Client

- 4. The client will be responsible for providing the following inputs to the Project Coordinator:
 - (i) Office space, equipment and stationery.
 - (ii) All relevant documents on the project.
 - (iii) Introduction to the IAs.

E. Contract Term

- 5. Except for the Remuneration and per diem which will be as per the agreed amount between the client and the selected Project Coordinator the contract appointment will be as per

the existing rules and regulations of the Royal Government of Bhutan, wherever it is not specified in this Terms of Reference (ToR).

6. The initial term of appointment shall be one year, subject to extension/renewal up to the end of the project period, depending on the performance of the individual or changing need of the organization.

7. The payment will be on a time-based payment system. An aggregated 22 working days will constitute a month. The Project Coordinator will be entitled for the holidays as per the existing system of the Royal Government of Bhutan.

F. Reporting

- (i) The Project Coordinator will report to the Project Director, MOLHR and work closely with the Project Manager of PMUs.
- (ii) The Project Coordinator will work full-time for the implementation of the grant Project.

TERMS OF REFERENCE FOR MONITORING AND EVALUATION CONSULTING FIRM

A. Scope of Services, Tasks (Components) and Expected Deliverables

1. The M&E firm will be a professional consulting firm or research agency with relevant experience of tracking and assessing the outcomes and results of development projects. Past experience of monitoring and evaluating the effectiveness of technical and vocational education and training (TVET) programs will be given additional weightage. The M&E firm will undertake the following broad tasks:

- (i) Prepare an M&E framework to guide the monitoring and evaluation of the different project components.
- (ii) Collect baseline data.
- (iii) Conduct periodic tracer surveys to track performance across project components.
- (iv) Capacity Building of the PMUs at MOLHR and MOE, as well as key resources at the research division at MOLHR.

2. The M&E firm is required to work in close coordination with the executing agencies, the implementation agencies and other key stakeholders. All the data collected and analyzed, and reports prepared by the M&E firm will be handed over to the MOLHR and the ADB at the end of the contract period.

3. The M&E firm will undertake the following:

B. Monitoring and Evaluation Framework

4. The M&E firm will:

- (i) Review all documents pertaining to STEP-UP to understand the project design in detail.
- (ii) Hold consultations with the executing agencies and the IAs to understand their roles and responsibilities in terms of different components.
- (iii) Prepare an M&E framework and action plan to track the different types of TVET interventions being supported under STEP-UP.
- (iv) Since the Project will fund short-term and long-term training for jobs, the M&E framework shall be designed in a manner that it captures all the distinct and diverse features of each of the interventions within the project.
- (v) Tracer studies shall be conducted to observe the transition of successful trainees through their post-training period in securing job/ placement and achieving career progression. The framework will also capture progressive effects of school-level interventions of imparting technical and vocational skills to secondary school students, and carrying out counselling activity across the wide spectrum of school students.

C. Baseline Surveys

- (i) Through an appropriate study design capture all relevant data/ information to establish the baseline indicators, which will be monitored throughout the project period, and which will also contribute into the overall impacts of the project.
- (ii) The study shall cover a wide range of stakeholders – both within the school and

TVET system, as well as the employers.

D. Tracer Surveys

- (i) Conduct tracer surveys to assess the effectiveness, outcomes and impacts of project interventions in terms of training, pre-vocational orientation of students and career counselling.
- (ii) Track progressive improvements in socio-economic status and prospects of the successfully skilled and guided trainees under the project.
- (iii) Track of the trainees will be for the entire project period, and an additional one-year period beyond the project period, specifically to capture the last cycles of interventions and the beneficiaries thereto.
- (iv) Identify appropriate ways of 'tracing' of project beneficiaries on a consistent basis, with more reasonable success and accuracy.

E. Capacity Building of PMU and the Research Division within MOLHR

- (i) Conduct series of workshops, with active participation of key resources engaged in project monitoring and evaluation, at various capacities under the project and at the Ministry-level, detailing the key features of M&E framework and the studies envisaged under the project.
- (ii) Guide the PMU and other key resources engaged in the project monitoring, through carrying out analysis of the performance data captured through the project MIS.
- (iii) Provide inputs to the IT implementation of analytic tools for MIS.

TERMS OF REFERENCE FOR DESIGN AND SUPERVISION CONSULTANT
Technical Training Institute at Serbithang, Thimphu and Supervision of Construction of
Additional Infrastructure at Technical Training Institute at Samthang, Wangduephodrang

1. The main objective of the consultant is to assist the Ministry of Labour and Human Resource (MOLHR) to:

- (i) prepare the campus master plan showing vehicular access, parking, footpath linkages, proposed building blocks and zoning;
- (ii) prepare detailed architectural, structural, mechanical, electrical, plumbing and sanitation design for new TTI as per the Client's brief / list of facilities to be designed;
- (iii) prepare detailed designs for site development works including landscaping;
- (iv) prepare detailed specifications for the various items of works;
- (v) prepare the detailed cost estimate and bill of quantities.
- (vi) supervise the construction of infrastructure and facilities
- (vii) provide project management and supervision assistance.

2. The major components of the consultancy services are:

- (i) Detailed design and construction supervision for the new TTI Thimphu located at Serbithang, Thimphu
- (ii) Construction supervision of the new workshops, classrooms and laboratories for TTI Samthang at Wangduephodrang.
- (iii) Construction Supervision of 3 numbers of trainees hostels at TTI Samthang.

3. The consultancy package of Detail Design and Construction Supervision is divided in two phases- Phase I and Phase II.

A. Phase I: Detailed Design, Drawing and Estimation

4. **Scope of services.** The selected consultant will provide the following services:

- (i) Conduct soil investigations to determine the bearing capacity of the soil. Adequate number of pits at various locations within the site (as per the infrastructure location) for obtaining details of the soil conditions adequate for proper design of the buildings.
- (ii) Prepare overall master plan of the campus with provision for future expansion (horizontal or vertical) together with the detail estimate complete in all respect for site development works including footpath, drainage, internal roads, parking, boundary wall, compound lighting and landscaping.
- (iii) Prepare conceptual architectural design and preliminary cost estimate incorporating energy efficiency in the building design.
- (iv) Prepare detailed architectural design and drawings based on the client's brief and considerations as specified but not limited to clause 3. The selected consultant will have to work in close coordination with the client in order to incorporate international best practices in the proposed design.
- (v) The selected consultant shall plan the project so as to keep the existing structures functional and integrate the same in the overall master plan if necessary. The consultant shall also plan demolition of any existing structure(s), addition and

- alterations to the existing building/structure, if required, so as to integrate with the new construction.
- (vi) Prepare detailed structural design and drawings with structural analysis considering soil investigation report, future expansion and seismic zone V conditions.
 - (vii) Prepare detailed electrical design/drawings incorporating green design concepts. The design should be based on demand forecast for adequate electrical tools & equipment and source identification/need for substation. The list of tools and equipment will be provided by the procuring agency.
 - (viii) Prepare detailed water supply/plumbing design & drawings. The design should consider demand forecast and source identification.
 - (ix) Prepare detailed sanitation/sewerage design & drawings.
 - (x) Prepare detailed cost estimates and segregated Bill of Quantities for each category of infrastructure using the latest Bhutan Schedule of Rates (BSR) and/or market rates. For items not covered in the BSR, rate analysis shall be submitted and the Approved Brand List (as of March-April 2018) available on the Bhutan Standards Bureau's (BSB) website (<http://www.bsb.gov.bt/>) shall serve as a reference. The Incorporation of BSB certified domestic construction materials in the designs, estimates, and Bills of Quantities is also compulsory.
 - a. The BoQ should be explicit covering all items of work. It should be as exhaustive as possible to avoid changes, additions, deletions and substitutions during execution and therefore the undesired disputes and claims.
 - b. The detailed technical and material specifications should be a part of the BoQ. One copy of the Technical Specifications shall be submitted to Project Office for its comments and suggestions before making the required number of copies.
 - c. The quantities should be worked out as accurate as possible to avoid unnecessary variations during the execution of work.
 - d. Availability of materials may also be specified for those that are unique in features. As far as possible, the materials should be readily available in Bhutan & India. The materials may be suggested to suit the climatic condition of the TTI location.
 - (xi) The consultant shall follow prevailing local norms and guidelines regarding building regulations governing plot coverage, setbacks, number of floors and traditional architecture. It shall be the responsibility of the consultant to provide necessary clarifications/details to the satisfaction of the local bodies including National Environment Commission, whenever required for obtaining approval of plans, designs and drawings from statutory authorities.
 - (xii) Any deviations/modifications of design, as a result of inadequate approach of the consultant that may arise during the execution of the works at site being carried out as per the final approved drawings whether it is at the beginning or in between, the consultant shall be held responsible for such negligence. In such cases the consultancy firm shall provide technical supports for all services like changes occurred in Architectural, Structural, Electrical, Mechanical designs, working/shop drawings, specifications, and detailed estimates for those works. For providing such services no separate payment shall be made to the consultant.
 - (xiii) The Consultant shall visit the proposed site and study the environment to prepare and submit the proposal at their own cost. In addition, the Consultant shall include the cost of carrying out all the above responsibilities, inter alia, in their Financial Proposal.

- (xiv) The consultant is also required to submit a concept design for the proposal (master plan, plans, elevations and 3ds) while submitting their bids.

5. **Reports and time schedule.** The Design and detailed working drawings should be submitted within **90** days from the date of contract signing and the specification of work and detailed estimation /BOQ should be submitted within **120** days.

6. The selected consultant shall be required to submit and present the following reports for the Client's review and approval:

- (i) Inception report (within 15 days of the award of work). This shall include; (a) soil investigation data and report; (b) formation of design team, work plan approach and methodology; (d) design parameters (d) conceptual master plan; and (e) conceptual architectural design.
- (ii) Interim report (within 45 days of the award of work). This shall include:
 - master plan with site development works, footpath, drainage, internal roads, parking, boundary wall, compound lighting and landscaping;
 - detailed architectural drawings; and
 - preliminary structural analysis and design calculations
- (iii) Draft final report (within 75 days of the award of works). This shall include all the following in addition to the contents of interim report:
 - detailed structural design & drawings;
 - detailed electrical design & drawings;
 - detailed water supply/plumbing design & drawings;
 - detailed sanitation/sewerage design & drawings; and
 - telephone and LAN line layout drawings.
- (iv) Final report for Design and Drawings (within 90 days of the award of works). The consultant shall duly incorporate all comments of the client in the final report. This shall include all components listed under the above reports.
- (v) Final specification of materials/works, segregated bills of quantities for all works and cost estimates within 120 days.

7. All reports shall be submitted in editable soft copy versions (in a CD) along with 3 hard copies of all drawings in A3 and descriptive report in A4 format for each stage of works. All drawings should be in "dwg" or "dxf" format readable in AutoCAD 2002. Design calculations, details of measurements and estimates, abstracts of estimated costs, and segregated Bill of Quantities in MS Excel format and all other content of the reports in MS Word format.

8. The drawings should be done in an appropriate style and the scales suitably fixed so that they are easily readable at site or workshop by naked eye. Except for the general views, the drawings should preferably be made to the scale of 1:50 and for showing minute details 1:20/1:10 where necessary.

9. Adequate number of drawings should be produced to appropriately represent all the necessary details, views, etc. The detail reinforcement schedule will be a part of the drawings. Except for similar components, each different component shall have separate drawings in cross section, elevation and plan. For the purpose of tendering, drawings printed on A3 sizes would be accepted. However, the drawings should be easily readable by naked eye. All drawing dimensions shall be in metric system (i.e. meter, cm and mm).

10. The consulting firm should prepare and submit 3-D drawings both in soft and hard copy and submit 3 copies of site plan.
11. Period required for approval by the client at each stage shall be a maximum of one week after submission by the consultant, which is considered in the above mentioned time schedule.
12. **Focal person.** The focal person from the procuring agency has been named in the *'Data sheet' of the Request for Proposal*. All matters should be dealt with the focal person during the period of the work.
13. **Expected outputs.** Expected outputs of the services are detailed architectural drawings, detailed engineering designs, drawings, estimates, and segregated Bill of Quantities of all categories of infrastructure detailed under Scope of Services.
14. A memory card containing the plot files as well as the drawing (.dwg) files. Three sets of BOQ & /Materials/Technical specifications printed and bound and also in memory card. (Bound separately for different packages of work). Three sets of detail design drawings printed on A3 size paper for the purpose of tendering only.
15. Cost estimate and rate analysis for all items of work– Three hard copy (properly sealed) and soft copy in the memory card in editable format. Three copies of detail structural analysis and design of the buildings for the reference of Client's Engineers. One copy of 3D walkthrough model.
16. **Selection procedure.** The firm will be selected following the ADB's Guidelines: Selection and Use of Consulting Firm by the ADB for Operational Purposes and form of contract would be Time-Based Contract (with fixed-cost component).
17. More than 10 years of experience in the field of architecture, engineering and construction, including experience with governments in developing countries, and including prior successful engagements in the design and construction of Training Institutes.
18. Demonstrated competency in conceptualization, formulation, and execution of projects of similar nature as the one specified here.
19. Consulting firm should bring among its team demonstrated expertise in the following fields: master planning / campus planning, architectural design, structural engineering, construction trades, culturally-sensitive design, urban development, and earthquake engineering and construction supervision.
20. The Consultant Firm can be international, domestic or a strategic partnership, must demonstrate familiarity with international best practices for vocational training and must tailor the TTI design to enable these practices.
21. The Consultant Firm shall have experience with developing and obtaining specific performance data (both quantitative and qualitative) to establish benchmarks at the onset of the project and to measure progress.
22. **Team composition and qualification requirements of key experts.** A minimum of 3 person-months of key International and minimum of 13 person months of national experts are required for Design. The positions qualifications and person-months for the key experts are presented in below:

Expertise	Qualification	Indicative Job Description and Task	Person Months
Key Experts (International)			
Project Team Leader- 1 No	B. Arch/BE/ B.Tech with 15 years' experience out of which 3 years' experience in similar projects as team leader.	<ul style="list-style-type: none"> Leadership and overall coordination at all levels during planning, design, implementation. Ensure that there is convergence and synergy with the ongoing projects/programs, quality of the design work is maintained, and there is strict compliance with the relevant national codes. Develop a good working relation with the Client. Ensure that there is proper coordination between the Client and DSC. Ensure that the overall design component is completed on time and to the required quality. 	3
Key Experts (National)			
Architect – 2 Nos	B. Arch/BE/ B.Tech with 5 years' experience	<ul style="list-style-type: none"> Design of Campus, and individual buildings Ensure adherence to bye-laws, codes and best practices. Ensure specifications tendered and executed are as per Client's requirements. Ensure that building designs and drawings are up to best International standards. Review and assessment of existing designs. 	2.0 *2=4
Civil Engineer/ Structural – 2 Nos	B.E/B.Tech Civil/Structural with 10 years' experience in structural designs	<ul style="list-style-type: none"> Design of all buildings and facilities as per the latest Codes, focusing on the potential hazards such as seismic, wind, landslide, flash flood, etc. Design of all Water supply/plumbing and sanitation works, focusing on sustainable and environment-friendly system with rainwater harvesting, recycling waste water, solid waste disposal. Ensure adequate provisions for Fire Detection and Suppression. 	1.5*2= 3
Electrical Engineer- 1 No	B.E/B.Tech Electrical with 5 years' experience in electrical designs	<ul style="list-style-type: none"> Design of all electrical works, focusing on energy-efficient systems as per BEA Codes Design of electrical security systems Prepare Bills of Quantity, detailed estimate 	2
Quantity Surveyor- 1 No	Diploma in Civil Engineering with 5 years' experience in Quantity Survey jobs	<ul style="list-style-type: none"> Prepare detailed cost estimates and segregate Bills of Quantity for each category of infrastructure Submit analyzed rate for items not covered in BSR 	2

23. A signed CV with passport size photographs shall be submitted for each key personnel and certified copy of Degree(s) or Diploma(s) shall be attached with the CV.

24. **Payment.** The payment for the Design phase to the consultant shall be made upon successful completion and acceptance of respective stages of works as follows:

- (i) Submission of inception report – 10% of the quoted amount
- (ii) Submission of interim report - 20% of the quoted amount
- (iii) Submission of draft final report - 30% of the quoted amount
- (iv) Submission of final report (design and drawing)- 30% of the quoted amount
- (v) Submission of BOQ- 10% of the quoted amount

25. **Criteria for evaluation.** The criteria for evaluation has been specified in the '*Data sheet of the Request for Proposal*'.

26. **Defects liability period.** The Consulting firm shall be responsible to rectify the design faults, if any during the execution till the completion of the construction project. The firm shall rectify the design faults and submit the rectified design and drawing to the Ministry within one (1) week from the day of intimation of the design fault.

27. **Copyright and ownership.** The Ministry of Labour and Human Resources shall have the ownership and copyright for the final design and drawing executed under the scope of this assignment. No part or in full shall be reproduced in any form for any other purpose other than purpose specified above.

28. **Support services and facilities to be provided by the client.** All the available studies, reports and data, drawings etc. relevant to the project; official site plans, topographic survey data; and liaison with local authorities and other stake holders.

29. **Design brief and list of facilities for TTI Thimphu.** The entire infrastructures are to be properly laid out in the campus with appropriate locations.

30. The land area for the proposed construction of new Technical Training Institute is 3 acres. The lay out plan shall allow provisions for installation and conveyance of utilities such as, internal road, footpaths, parking, water supply pipeline, telephone cables, television cables, power cables, etc. including boundary wall around the campus. Detailed design for electrical distribution system with underground cabling, appropriately located outdoor distribution boxes, and street lighting in campus.

31. The design of the new institute should instil a sense of pride amongst the trainees to have graduated from the institute. This can be achieved only if both the quality of training as well as the physical infrastructure including tools and equipment supports the learning environment.

32. Hence given that the new campus for TTI Thimphu is a greenfield project, there is a great opportunity to come up with a well-planned and comprehensive design that qualifies as centre of excellence and demonstrates a state of the art facility for technical training education by incorporating the following design features:

- (i) **Functionality**
 - The space allocation and zoning both in terms of horizontal and vertical should be functional and in harmony with the intended use.
 - Types and sizes of spaces that are required within the institute based on the program and annual intake capacity; classroom, auditorium, conference room, seminar room, audio/visual room and computer training room.
- (ii) **Accessibility-** Ramps for physically-challenged
- (iii) **Flexibility and expandability**
 - Given the changing dynamics in technology and evolving training methods, flexibility within the buildings design will be crucial for the success of an enduring training programme.
 - The types of spaces like the classrooms, auditorium, conference rooms and seminar rooms should be flexible and modular in terms of design.
 - The instructional area should be clustered around a central support area.

- Provision and a well-planned direction for future expansion should be incorporated in the building design.
- (iv) Technological Connectivity
- (v) Indoor environment quality
- Acoustic quality
 - Appropriate lighting
 - Day lighting
- (vi) Sustainability
- Rain water harvesting
 - Choice of material and insulation
 - Energy efficiency through improved insulation in the building.
 - Energy efficiency improvements through lighting and appliances
 - Building design in harmony with the topography
- (vii) Aesthetics
- To be in line with the traditional architectural guidelines
 - Signage should include posted directories for easy navigation, schedules of activities, and clear designation of classrooms and support spaces. Such way finding measures help promote a welcoming and efficient training environment, especially for trainees new to the training facility.

List of Facilities (Thimphu)

Building	No. of Floors	Particular	Area (sqm)	No	Remarks
ADM Building	2	Principal's Office	20	1	
		Toilet	3	1	
		V. Principal's Office	15	1	
		HOD Office	12	2	
		Account Office	24	1	
		ADM Office	24	1	
		Staff Room	54	1	
		Counseling & placement cell	54	1	
		Examination & certification cell	54	1	
		Library	216	1	Should have study cubicles
		Conference Hall	75	1	<ul style="list-style-type: none"> • multi-purpose room. • The rooms may accommodate lecture-style instruction or encourage interaction in the form of roundtable discussions and teleconferences depending on seating configuration
Lobby	50	1	Central location for building directory, schedules, and general information		
Store	54	1			
Common Toilet (M/F)	6	2			
Academic Building	3	Computer Centre	108	1	Rooms equipped with computer workstations and Internet access for each student
		Lecturer Room/Auditorium	108	1	<ul style="list-style-type: none"> • Multiple-purpose, instruction room • Depending on the seating configuration, the rooms may accommodate lecture-style instruction or encourage interaction in the form of roundtable discussions and teleconferences. • Two seminar rooms to be combined to form a larger lecture theatre by opening movable partitions that slide or fold into pockets in the walls

Building	No. of Floors	Particular	Area (sqm)	No	Remarks
		Class Room	54	6	
		Training labs	75	5	Rooms equipped for audio/visual and Internet-based instruction.
		Toilet (M/F)	6	2	
Workshop	1	Workshop	720	1	Automobile Training workshop. The floor to ceiling height to be at least 5 mt
		Workshop/ Simulation room	75	8	
		Tools/Store	60	1	
Multipurpose Hall	1	Multipurpose Hall	720	1	<ul style="list-style-type: none"> • The floor to ceiling height to be at least 5 mt • Should accommodate a small stage/podium • Should have provision for hosting indoor games like Badminton, Tabletennis, etc. and have gallery for seating
		Toilet (M/F)	6	2	
Hostel	3	Room	35	36	<ul style="list-style-type: none"> • To have provision for bunk bed and hence should have a higher floor to ceiling height • To have inbuilt closet
		Toilet	1.5	72	
Dinning/ Cafeteria and crèche	1	Kitchen	60	1	
		Dining area with a separate room for crèche	400	1	
Principal's Quarter	2	Principal's Quarter	150	2	
Warden/Matron	2	Quarter	80	2	
Staff quarter (support staffs)	1	Staff quarter	48	8	Barrack-type quarters
Convenient Store/Canteen	1		25	1	
Basketball Court/ Playground					Common Space: Informal, multi-purpose recreation and social gathering space in case of disaster, preferably near to MPH
Site Development					including Footpath, Drainage, street lights, etc
Water Supply					Water reservoir for at least 400 people
Sewer Network					population of 500 people
Boundary Wall & Gate		1.8 mtr Stone masonry wall with barbed wire			

B. Phase II: Construction Supervision

33. **Scope of services.** The scope and purpose of the services designated as “supervision” in the Request for Proposal shall include, but not limited to the following:

- (i) Approving contractor's work program, method statements, material sources, and safety plan.
- (ii) Approving and/or issuing working drawings, approving the setting out of the works, and giving instructions to the contractor.
- (iii) Reviewing the quality control programs of the contractors.
- (iv) Inspecting materials and works to ensure compliance with specifications and giving immediate notice to the contractor in the event that such materials and works fail to comply with the specifications.
- (v) Accepting or rejecting any part or parts of the completed works.
- (vi) Making measurements and keeping measurement records.
- (vii) Maintaining records, correspondence, and diaries.

- (viii) Certifying work volume and interim certificates for progress payments.
- (ix) Assisting the Client's representative with the maintenance of consolidated project accounts, and with preparation of financial statements and withdrawal applications for submission to ADB.
- (x) Certifying completion of part or all of the works.
- (xi) Assisting the Client in preparing withdrawal applications for contractor payments
- (xii) Periodically checking the remaining quantities, and undertaking constant monitoring of each contract's costs.
- (xiii) Reviewing and recommending to the Client variation orders, extensions of time, claims, and other matters that may come from each contractor.
- (xiv) Negotiating with each contractor and recommending to the Client the rates for any unscheduled items of work that may arise.
- (xv) Advising the Client's representative on all matters relating to the execution of the works; and assisting the representative with processing the contractor's possible claims.
- (xvi) Preparing, at the completion of the contracts, a consolidated project completion report in a format provided by ADB.
- (xvii) Checking and certifying as-built drawings for the works prepared by the contractors.
- (xviii) Inspecting the works at appropriate intervals during the defects liability period and certifying the defects liability certificate for issuance by the Client's representative.
- (xix) Providing the Client with complete records, and inception, monthly, and completion reports.
- (xx) Assisting the Client to provide on-site training where required for the Client's field staff on quality assurance and contract administration.
- (xxi) Full time supervision of the construction works at TTI Thimphu and TTI Samthang including the construction of 3 numbers of trainees hostels at TTI Samthang.
- (xxii) Organize meetings (such as monthly progress meeting, etc.) at the site regarding laboratory tests of materials, progress, plans, workmanship, labour, quality assurance and quality control and specifications.
- (xxiii) Closely monitor and guide the Contractor in the implementation of the building works of the project as per the approved standard contract drawings, specifications, bills of quantities and other documentation forming part of the contract between the Client and the Contractor.
- (xxiv) Ensure that the quality of the construction and all parts thereof is strictly in accordance with the drawings and specifications contained in the contract between the Client and the Contractor.
- (xxv) Ensure safety working procedures and enforce them.
- (xxvi) Facilitate close coordination and serve as a bridge of communication between the Client and the Contractor.
- (xxvii) Carry out timely exploration of unforeseen and incidental problems to prevent delays in the construction works, save time, money and life of the structure, and the lives of the persons involved in the project.
- (xxviii) Certification of quality and workmanships on completion of the project.
- (xxix) Maintain all the details of work, measurement book, bill books and any such record of construction work which would be required during auditing of construction works.
- (xxx) The Supervisor shall conduct all engineering activities related to the Project. In the conduct of the supervision, the supervisor shall collaborate closely with the Client and other agencies associated with the Project, and the Contractor(s) executing the whole or part of the Project.

- (xxx) Submit the required documents and attend auditing of the Project during verification by the Royal Audit Authority and shall be accountable for lapses, if any.
- (xxxi) The Supervisor shall be responsible and accountable for all matters related to the construction works under the scope of the Project.

34. **Team composition and qualification requirements of key experts.** A minimum of 12 person-months of key International and minimum of 60 person-months of national experts are required for Construction supervision. The positions qualifications and person-months for the key experts are presented in below:

Expertise	Qualification	Indicative job description and task	Person Months
Key Experts (International)			
Project Manager – 1 No	B.Tech with 15 years' experience (minimum of 3 similar projects) with adequate knowledge in construction management	<ul style="list-style-type: none"> • Leadership and overall coordination at all levels during construction. • Ensure there is convergence and synergy with on-going projects, program, quality of civil works is maintained, and there is strict compliance with the relevant national codes. • Involve local resources as far as possible and develop human capital with enhanced skills viewing construction as an opportunity • Ensure there is proper coordination between the Client and DSC. • Ensure that overall civil works component is completed on time and to the required quality. • Ensure that work is carried out as per the Contract, minimise variation, track and assess variation. • Prepare detailed project implementation schedule • Responsible and accountable for record keeping of all project related documents and auditing. 	12
• Key Experts (National)			
Project Engineer- 2 Nos	BE/B.Tech Civil with 5 years relevant experience/Diploma in Civil Engineering with 10 years relevant experience.	<ul style="list-style-type: none"> • Ensure that overall civil works component is completed on time and to the required quality. • Ensure that quality of construction and all parts is strictly in accordance with the drawings and specifications • Ensure safety working procedures and enforce them • Inspecting materials and works to ensure compliance with specifications. • Making measurements and keeping measurement records • Responsible and accountable for record keeping of all project related documents and auditing. 	24*2=48
Electrical Engineer- 1 No	BE/B.Tech Electrical with 5 years' experience/Diploma in Electrical Engineering with 10 years' experience.	<ul style="list-style-type: none"> • Supervision of all electrical works • Ensure that quality of electrical works is strictly in accordance with the drawings and specifications • Ensure safety working procedures and enforce them • Inspecting materials and works to ensure compliance with specifications. • Making measurements and keeping measurement records • Responsible and accountable for record keeping of all project related documents and auditing. 	12

35. A signed CV with passport size photographs shall be submitted for each key personnel and certified copy of Degree(s) or Diploma(s) shall be attached with the CV.

36. **Contract duration.** The form of Contract used will be Time-Based Contract. The Contract duration for the supervision will be for duration of 24 months from the day of signing of the Contract. However, the contract duration may be extended depending on the completion of the construction project and the services of the consultant required for supervision of the work which may be extended on mutual agreement by both the parties and renew the contract under the same scope of services for the extended period.

37. **Commencement of work.** Within 15 days of the signing of the contract agreement, the Supervisor, in consultation with the Contractor shall submit for the Client's approval a detailed Project Implementation Schedule for the stipulated time of the contract. After the Client's approval, the Supervisor shall intimate the Contractor on the approved work plan. The Supervisor and the Contractor shall move to Project site for the general planning on the placement of the Site Office, labour's camp, material stores and other work-related activities. The supervisor shall check the layout done by the Contractor before any other activities start.

38. **Supervision.** While conducting supervision designated as "Services" in the Standard Conditions of Contract, the Supervisor shall be responsible for carrying out the work program for the Client as per the Implementation Schedule. The Supervisor shall refer to the specification and/or drawings of each item of work in the contract between the Client and the Contractor to maintain the work quality specified therein. The Client shall assist the Supervisor wherever it can, and provide continuous inputs in the form of approvals and/or comments.

C. Project Management

39. **Coordinating the work and maintaining team effectiveness.** The Supervisor shall manage the Project and shall be responsible for coordinating the work, maintaining access to outside suppliers, monitoring implementation progress, conducting site meetings, reviewing and discussing the findings of the site meetings, and coordinating between the Contractor and Client.

40. **Supplying the Contractor with any missing information on the project.** Wherever required, the Supervisor shall supply the Contractor with any information missing from original contract documents/drawings without creating any impact on its original design, specifications and cost.

41. **Monitoring the quality of work and implementation progress.** The Supervisor shall ensure that the quality of work in terms of the materials used and workmanship is maintained as per the specifications and drawings laid down in the contract between the Client.

42. **Support Services and Facilities (to be provided by the Client.** The following services and facilities will be provided by the Client: (i) all the available studies, reports and data, drawings, etc. relevant to the project; and (ii) liaison with local authorities and other stake holders.

43. **Support Services and Facilities (to be arranged by the Consulting Firm).** The consulting firm shall arrange the following at the site as a part of the supervision consultancy contract:

- (i) Site office with adequate facilities for the Consultant's supervisor at the site.
- (ii) Office furniture, equipment and monthly operating allowances, including electricity, telephone, computer and its accessories, printer and a photocopier.
- (iii) Office stationeries required during the project period.
- (iv) Transportation for the supervisor: To facilitate easy and unrestricted movement a 4WD vehicle must be provided.

- (v) Adequate telecommunication, internet and e-mail facilities at the site office.
- (vi) Safety equipments for the supervisor.
- (vii) The office equipments such as computer, printer, photocopier & fax machine etc. on completion of the project would be retained with the consultant. Therefore, due consideration should be made while making the financial proposals for the above items.

44. **Work program and submission of Reports to the Client.** Based on the implementation schedule approved by the Client, the Supervisor shall break down and program the work on a monthly basis and produce a monthly progress report in an acceptable format. In order to update the Client, and guide the Contractor on the planning and progress of the project, a copy of each monthly work program and progress shall be submitted to them.

D. Materials Management

45. **Quality control on materials used.** The Supervisor shall be fully responsible for conducting quality tests of the materials procured by the Contractor(s) for the project. Any substandard materials shall be rejected.

46. **Inspection visits to agents/suppliers.** In the event of the Contractor's inability to produce samples of items before procurement, the Supervisor shall, if necessary, with the consent of the Client visit the agent/supplier to verify the quality of materials specified in the contract. The cost of such visits shall be borne by the consultant.

E. Supervision of Payments to Contractor

47. **Measurement of completed work.** The Supervisor shall be responsible for measurement, entry of the measured quantities in the measurement book for the completed item of work and verify the Contractor's quantities of work completed reflected in the Contractor's bills.

48. **Verification of the Contactor's claims (Running Bills or Advances).** As soon as the quantity verification is complete, the Supervisor shall cross check the rate entries in the Contractor's bill to ensure it is as per the contract Bill of Quantities, and if there is any admissible advance claimed by the Contractor, the Supervisor shall verify as per the clauses of the Contract Document.

49. **Forwarding of the Contractor's claim and progress report to the Client.** After complete verification, the Supervisor shall enclose the bills of claim in appropriate format (with proportionate deduction against any advance taken) and submit the bills of claim to the Client for approval and release of payment. This must be supported by the progress report and summary sheet reflecting the details of the Project.

F. Maintaining Records

50. The Supervisor and the consulting firm shall maintain all books of accounts at site as per the requirement of the Financial Manual and the Procurement Rules and Regulations of the Government. The Supervisor and the consulting firm shall be responsible to keep records of all project related documents, test results and certificates, measurement books and bills for auditing and record purpose. The Supervisor and the consulting firm shall be responsible to answer all audit queries during auditing by Royal Audit authority which shall be arranged to be carried out within defect liability period.

G. Documents to be Provided by the Client

51. The Client shall provide the following documents to the Supervisor free of cost: (i) 1 copy of Tender Document, and (ii) 2 sets of working drawings.

H. Payment to Design and Supervision Consultant

52. The payment of reimbursable expenses for the Supervision phase to the consultant shall be made upon acceptance of monthly itemized invoices submitted to the Client. The Client shall make one-time payment for fixed/establishment expenses to the Supervision consultant as soon as the contract is signed.

TERMS OF REFERENCE FOR DESIGN FIRM FOR EXPANSION OF TECHNICAL TRAINING INSTITUTE AT SAMTHANG, WANGDUEPHODRANG

1. **Background.** The Royal Government of Bhutan has applied for a grant from the Asian Development Bank (ADB) for the Skills Development Project and intends to apply part of the Grant for the expansion of Technical Training Institute, Samthang, Wangduephodrang.
2. **Objective.** The main objective of the design firm is to assist the Ministry of Labour and Human Resource (MoLHR) to:
 - (i) prepare detailed architectural, structural, mechanical, electrical, plumbing and sanitation design for the infrastructure upgrades in TTIs Samthang as per the Client's brief /list of facilities to be designed;
 - (ii) prepare detailed designs for site development works including landscaping;
 - (iii) prepare detailed specifications for the various items of works;
 - (iv) prepare the detailed cost estimate and bill of quantities.
3. The major components of the design services are:
 - (i) detailed design of the new workshops, classrooms and laboratories for TTI Samthang at Wangduephodrang.
 - (ii) Review of design and drawing including estimate of 3 numbers of trainees hostels at TTI Samthang.
4. **Scope of services.** The selected design firm will provide the following services
 - (i) Conduct soil investigations to determine the bearing capacity of the soil. Adequate number of pits at various locations within the site (as per the infrastructure location) for obtaining details of the soil conditions adequate for proper design of the buildings.
 - (ii) Conduct topographic survey of the site
 - (iii) Prepare conceptual architectural design and preliminary cost estimate.
 - (iv) Prepare detailed architectural design and drawings based on the client's brief and considerations as specified but not limited to clause 3. The selected design firm will have to work in close coordination with the client in order to incorporate international best practices in the proposed design.
 - (v) The selected design firm shall plan the project so as to keep the existing structures functional and integrate the same in the overall master plan if necessary.
 - (vi) Prepare detailed structural design and drawings with structural analysis considering soil investigation report, future expansion and seismic zone V conditions.
 - (vii) Prepare detailed electrical design/drawings incorporating green design concepts. The design should be based on demand forecast for adequate electrical tools & equipment and source identification/need for substation. The list of tools and equipment will be provided by the procuring agency.
 - (viii) Prepare detailed water supply/plumbing design & drawings. The design should consider demand forecast and source identification.
 - (ix) Prepare detailed sanitation/sewerage design & drawings.
 - (x) Prepare detailed cost estimates and segregated Bill of Quantities for each category of infrastructure using the latest Bhutan Schedule of Rates (BSR) and/or market rates. For items not covered in the BSR, rate analysis shall be submitted and the

Approved Brand List (as of March-April 2018) available on the Bhutan Standards Bureau's (BSB) website (<http://www.bsb.gov.bt/>) shall serve as a reference. The Incorporation of BSB certified domestic construction materials in the designs, estimates, and Bills of Quantities is also compulsory.

- (a) The BoQ should be explicit covering all items of work. It should be as exhaustive as possible to avoid changes, additions, deletions and substitutions during execution and therefore the undesired disputes and claims.
 - (b) The detailed technical and material specifications should be a part of the BoQ. One copy of the Technical Specifications shall be submitted to Project Office for its comments and suggestions before making the required number of copies.
 - (c) The quantities should be worked out as accurate as possible to avoid unnecessary variations during the execution of work.
 - (d) Availability of materials may also be specified for those that are unique in features. As far as possible, the materials should be readily available in Bhutan & India. The materials may be suggested to suit the climatic condition of the TTI location.
- (xi) The design firm shall follow prevailing local norms and guidelines regarding building regulations governing plot coverage, setbacks, number of floors and traditional architecture. It shall be the responsibility of the design firm to provide necessary clarifications/details to the satisfaction of the local bodies including National Environment Commission, whenever required for obtaining approval of plans, designs and drawings from statutory authorities.
 - (xii) Any deviations/modifications of design, as a result of inadequate approach of the design firm that may arise during the execution of the works at site being carried out as per the final approved drawings whether it is at the beginning or in between, the design firm shall be held responsible for such negligence. In such cases the design firm shall provide technical supports for all services like changes occurred in Architectural, Structural, Electrical, Mechanical designs, working/shop drawings, specifications, and detailed estimates for those works. For providing such services no separate payment shall be made to the design firm.
 - (xiii) The Design firm shall visit the proposed site and study the environment to prepare and submit the proposal at their own cost. In addition, the Design firm shall include the cost of carrying out all the above responsibilities, inter alia, in their Financial Proposal.

5. **Reports and time schedule.** The Design, detailed working drawings, specification of work and detailed estimation /BOQ should be submitted within 60 days from the date of contract signing.

6. The selected design firm shall be required to submit and present the following reports for the Client's review and approval;

- (i) Inception report (within 10 days of the award of work). This shall include formation of design team, work plan, approach and methodology; and design parameters.
- (i) Interim report (within 25 days of the award of work). This shall include;
- (ii) Soil investigation report; and
- (iii) Conceptual architectural drawings;
- (iv) Draft final report (within 50 days of the award of works). This shall include all the following in addition to the contents of interim report;
- (v) detailed architectural drawings;

- (vi) detailed structural design & drawings;
- (vii) detailed electrical design & drawings;
- (viii) detailed water supply/plumbing design & drawings;
- (ix) detailed sanitation/sewerage design & drawings; and
- (x) telephone and LAN line layout drawings.
- (xi) Final report for Design and Drawings (within 60 days of the award of works). The design firm shall duly incorporate all comments of the client in the final report. This shall include all components listed under the above reports. Final specification of materials/works, segregated bills of quantities for all works and cost estimates.

7. All reports shall be submitted in editable soft copy versions (in a CD) along with 3 hard copies of all drawings in A3 and descriptive report in A4 format for each stage of works. All drawings should be in “dwg” or “dwt” format readable in AutoCAD 2002. Design calculations, details of measurements and estimates, abstracts of estimated costs, and segregated Bill of Quantities in MS Excel format and all other content of the reports in MS Word format.

8. The drawings should be done in an appropriate style and the scales suitably fixed so that they are easily readable at site or workshop by naked eye. Except for the general views, the drawings should preferably be made to the scale of 1:50 and for showing minute details 1:20/1:10 where necessary.

9. Adequate number of drawings should be produced to appropriately represent all the necessary details, views, etc. The detail reinforcement schedule will be a part of the drawings. Except for similar components, each different component shall have separate drawings in cross section, elevation and plan.

10. For the purpose of tendering, drawings printed on A3 sizes would be accepted. However, the drawings should be easily readable by naked eye. All drawing dimensions shall be in metric system (i.e. meter, cm and mm). The consulting firm should prepare and submit 3-D drawings both in soft and hard copy and submit 3 copies of site plan.

11. Period required for approval by the client at each stage shall be a maximum of one week after submission by the design firm, which is considered in the above mentioned time schedule.

12. **Focal person.** The focal person from the procuring agency will be Ms. Deki Wangmo, Programme Officer, TVET Institute Support Division, Department of Technical Education, Ministry of Labour and Human Resources. All matters should be dealt with the focal person during the period of the work.

13. **Expected outputs.** Expected outputs of the services are detailed architectural drawings, detailed engineering designs, drawings, estimates, and segregated Bill of Quantities of all categories of infrastructure detailed under Scope of Services.

14. A memory card containing the plot files as well as the drawing (.dwg) files. Three sets of BOQ & /Materials/Technical specifications printed and bound and also in memory card. (Bound separately for different packages of work). Three sets of detail design drawings printed on A3 size paper for the purpose of tendering only.

15. Cost estimate and rate analysis for all items of work– Three hard copy (properly sealed) and soft copy in the memory card in editable format. Three copies of detail structural analysis and design of the buildings for the reference of Client’s Engineers.

16. **Selection procedure.** The firm will be selected following the ADB's Shopping Procurement Method and form of contract would be Lump Sum Contract.

17. More than 10 years of experience in the field of architecture, engineering and construction, including experience with governments in developing countries, and including prior successful engagements in the design and construction of Training Institutes.

18. Demonstrated competency in conceptualization, formulation, and execution of projects of similar nature as the one specified here.

19. The Design firm should bring among its team demonstrated expertise in the following fields: architectural design, structural engineering, construction trades, culturally-sensitive design, urban development, and earthquake engineering.

20. The Design firm will be national and must demonstrate familiarity with best practices for vocational training and must tailor the design to enable these practices.

21. **Team composition and qualification requirements of key experts.** A minimum of 6 person-months of national experts are required for Design. The positions qualifications and person-months for the key experts are presented in below:

Expertise	Qualification	Indicative Job Description and Task	Person Months
Architect – 1 Nos	B. Arch/BE/ B.Tech with 10 years' experience	<ul style="list-style-type: none"> Design of Campus, and individual buildings Ensure adherence to bye-laws, codes and best practices. Ensure specifications tendered and executed are as per Client's requirements. Ensure that building designs and drawings are up to best international standards. Review and assessment of existing designs. 	1*2=2
Civil Engineer/ Structural – 1 Nos	B.E/B.Tech Civil/ Structural with 10 years' experience in structural designs	<ul style="list-style-type: none"> Design of all buildings and facilities as per the latest Codes, focusing on the potential hazards such as seismic, wind, landslide, flash flood, etc. Design of all Water supply/plumbing and sanitation works, focusing on sustainable and environment-friendly system with rainwater harvesting, recycling waste water, solid waste disposal. Ensure adequate provisions for Fire Detection and Suppression. 	1*2=2
Electrical Engineer - 1 Nos	B.E/B.Tech Electrical with 5 years' experience in electrical designs	<ul style="list-style-type: none"> Design of all electrical works, focusing on energy efficient systems as per BEA Codes Design of electrical security systems Prepare Bills of Quantity, detailed estimate 	1*1=1
Quantity Surveyor - 1 Nos	Diploma in Civil Engineering with 5 years' experience in Quantity Survey jobs	<ul style="list-style-type: none"> Prepare detailed cost estimates and segregate Bills of Quantity for each category of infrastructure Submit analysed rate for items not covered in BSR 	1*1=1

22. A signed CV with passport size photographs shall be submitted for each key personnel and certified copy of Degree(s) or Diploma(s) shall be attached with the CV.

23. **Payment.** The payment for the Design phase to the design firm shall be made upon successful completion and acceptance of respective stages of works as follows:

- (i) Submission of inception report – 10% of the quoted amount
- (ii) Submission of interim report – 30% of the quoted amount
- (iii) Submission of draft final report – 30% of the quoted amount
- (iv) Submission of final report – 30% of the quoted amount

24. **Defects liability period.** The Design firm shall be responsible to rectify the design faults, if any during the execution till the completion of the construction project. The firm shall rectify the design faults and submit the rectified design and drawing to the Ministry within one (1) week from the day of intimation of the design fault.

25. **Copyright and ownership.** The Ministry of Labour and Human Resources shall have the ownership and copyright for the final design and drawing executed under the scope of this assignment. No part or in full shall be reproduced in any form for any other purpose other than purpose specified above.

26. **Support services and facilities to be provided by the Client.** All the available studies, reports and data, drawings etc. relevant to the project; official site plans; and liaison with local authorities and other stake holders.

27. **Design brief and list of facilities for TTI Samthang.** The land area for the proposed construction of additional infrastructure in Technical Training Institute Samthang is 1,600 sqm.

28. The proposed infrastructure is two storied; automobile training workshop, classrooms and training labs. The lay out plan shall allow provisions for installation and conveyance of utilities such as, water supply pipeline, telephone cables, television cables, power cables, etc. Detailed design for electrical distribution system with underground cabling, appropriately located outdoor distribution boxes. The following design features should be considered:

- (i) **Functionality**
 - The space allocation and zoning both in terms of horizontal and vertical should be functional and in harmony with the intended use.
 - Types and sizes of spaces that are required within the institute based on the program and annual intake capacity.
- (ii) **Accessibility - Ramps for physically challenged**
- (iii) **Flexibility and expandability**
 - Given the changing dynamics in technology and evolving training methods, flexibility within the building design will be crucial for the success of an enduring training programme.
 - The types of spaces like the classrooms and labs should be flexible and modular in terms of design.
 - The instructional area should be clustered around a central support area.
 - Provision and a well-planned direction for future expansion should be incorporated in the building design.
- (iv) **Technological Connectivity**
- (v) **Indoor environment quality**
 - Acoustic quality
 - Appropriate lighting
 - Day lighting

- (vi) Sustainability
 - Rain water harvesting
 - Choice of material and insulation
 - Building design in harmony with the topography
- (vii) Aesthetics
 - To be in line with the traditional architectural guidelines
 - Signage should include posted directories for easy navigation, schedules of activities, and clear designation of classrooms and support spaces. Such way finding measures help promote a welcoming and efficient training environment, especially for trainees new to the training facility.

List of Facilities (TTI Samthang)

Item	No of floors	Particular	Area (sqm)	No	Remarks
Workshop	2	Workshop	1600	1	The workshop will require at least 6 mt floor to ceiling height
		Class room	54	3	
		RAC Laboratory	75	2	
		Driving Training Hall	54	1	

**TERMS OF REFERENCE FOR ENVIRONMENT SPECIALIST
(PROJECT MANAGEMENT UNIT)
(National, 4 person-months within 24 months, intermittent)**

1. Preferably a post-graduate degree in environmental engineering, environmental sciences or equivalent discipline with a minimum of 7 years in environmental management and monitoring and in oversight of project implementation and compliance. A strong knowledge of environmental regulations and requirements in Bhutan as well as the environmental requirements of ADB following the Safeguard Policy Statement (SPS) 2009 will be mandatory. The candidate should have good communication skills (oral and written), a good team player with strong organizational and problem-solving skills. Duties and tasks include, but not limited to the following:

- (i) Provide technical support to ensure that all environmental requirements of RGoB and ADB including health and safety requirements are properly incorporated in the design and construction of the new Thimphu Technical Training Institute (TTI), the additional new buildings in Samthang TTI, 13 TVET laboratories for seven secondary schools and various interventions in other TTIs;
- (ii) Revise/update the IEE and environmental management plan (EMP), if needed;
- (iii) Prepare site-specific EMP if needed to ensure project implementation comply with RGoB and ADB requirements;
- (iv) Ensure that the EMP is included in the bid documents and civil works contracts;
- (v) Implement system for monitoring the environmental safeguards; conduct regular site visits construction sites to monitor compliance to EMP including adherence to occupational health and safety provisions and core labor standards.
- (vi) Conduct consultations to residents living close to Serbithang site for Thimphu TTI and in Samthang TTI. Determine if there is any concern during construction;
- (vii) Organize an orientation workshop for MoLHR, MoE, and representatives of the Contractor(s) involved in project implementation on ADB Safeguards Policy Statement 2009, RGoB environmental laws and regulations, and ADB environmental reporting. The Waste Coordinators of the seven secondary schools and the counterpart staff from MoLHR staff will be trained on how to prepare and submit the environmental monitoring report to ADB after construction.
- (viii) Assist in obtaining the required environmental clearances and permits for projects prior to start of construction works.
- (ix) Assist in the orientation of contractors, PMU and PIU on EMP implementation, environmental monitoring requirements, and to take immediate action in the event of unexpected adverse impacts or ineffective mitigation measures found during implementation.
- (x) Enforce and monitor compliance with all government rules and regulations regarding site and environmental clearances as well as any other environmental requirements (e.g., permits), as relevant.

2. Oversee implementation of EMP during construction, including environmental, health and safety monitoring of contractors.

- (i) Coordinate with environmental staff or consultant of Contractor, and the PIUs/PMUs on mitigation measures involving the community and affected persons.
- (ii) Take corrective actions when necessary to ensure environmental impacts are adequately mitigated by concerned parties.

- (iii) Assist the PMU in reviewing compliance reports by contractors and submit regular environmental monitoring reports to the PMU or any other environmental compliance reports;
- (iv) Address any grievances through the grievance redress mechanism in a timely manner as per the IEEs. Prepare record of such grievances for inclusion in the quarterly progress reports.
- (v) Prepare the semi-annual environmental monitoring reports to be submitted to ADB; and,
- (vi) Any other relevant works that may be assigned by PMU/PIU.

TERMS OF REFERENCE FOR NATIONAL GENDER AND EDUCATION CONSULTANT

A. Background

1. Background. Bhutan will implement the Skills Training and Education Pathways Upgradation Project (STEP UP) from 2018–2023. The project is classified as Effective Gender Mainstreaming (EGM) and seeks to enhance girls access and participation in skills development and training in the Technical Training Institutes (TTIs) and schools.

B. Objective and Purpose of the Assignment

2. A national gender consultant will be engaged on an intermittent basis to ensure adequate planning and implementation of all the activities of the Gender Action Plan (GAP) and achievement of the quantitative gender targets outlined in the DMF as well as desirable qualitative results in improving gender equity and empowerment, particularly in terms of labor market outcomes.

3. The National Gender and Education Consultant will facilitate the completion of the GAP activities, implement remedial actions to address implementation and reporting concerns, collect and consolidate quantitative data, and prepare the final results- specifically, the Gender Achievements Matrix and narrative on Project Gender Achievements for the Gender Annex of the Project Completion Report.

C. Consulting Service Requirements

- (i) Consultant type: National Gender and Education Consultant
- (ii) Period of engagement: 10 person-months intermittent (to be finalized)
- (iii) Years of relevant experience: minimum of 8 years' experience on education development projects
- (iv) Education: Masters or PhD in Gender or social sciences subject
- (v) Work experience in internationally funded projects in gender and education
- (vi) Specific fields of knowledge: policy and development areas, translating policies into concrete practical activities, monitoring and reporting, and ability to link gender concerns and priorities within overall education and skills development projects.

D. Specific Tasks

1. Monitoring Implementation and Remedial Actions

- (i) Coordinate with the project management unit (PMU) and the project gender focal point to prepare a workplan with schedules and responsibilities for undertaking GAP activities.
- (ii) Coordinate with project Gender Focal Point to facilitate implementation and completion of activities in the GAP and achievement of gender-related targets in both the GAP and the project Design and Monitoring Framework (DMF).
- (iii) In partnership with the project Gender Focal Point (GFP), and other concerned project staff, implement remedial actions, as needed, to address implementation and reporting concerns related to the GAP and DMF.
- (iv) Facilitate collect required qualitative and quantitative data/ info to address data gaps in GAP and for recording in the GAP quarterly progress report/s.

- (v) Facilitate submission of GAP quarterly progress report/s by the EAs/IAs during project implementation and at project completion.
- (vi) Compile and file all soft and hard copies of GAP quarterly progress reports for documentation purposes.
- (vii) Compile all Back-to-Office Reports (BTORs) and Aide Memoires (AMs) of review missions that include documentation on revisions on the GAPs, gender indicators in the DMFs.
- (viii) Compile and file relevant project reports and documents with relevant content for reporting on gender equality results, to include, among others, IEC materials, training modules with gender-related content, policies and guidelines with gender-related provisions, project performance reports.
- (ix) Review GAP quarterly progress reports and assess progress of implementation and achievement vis-à-vis GAP and DMF targets.
- (x) Facilitate conduct of short, quick, informal surveys, focus group discussions (FGDs) to collect qualitative information

2. Consolidation of Results

4. Using ADB Gender Tip Sheet on Gender-Inclusive Results in Project Completion Reports as guide, prepare and submit the GAP Achievements Matrix and narrative on project Gender Achievements for review of Social Development Officer of BRM and Project Team leader.

5. In addition to the suggested elements indicated in the Gender Tip Sheet, the gender narrative should include, among others, and as applicable the following:

- (i) Gender-related findings from results of baseline, end-line surveys
- (ii) Results of short, quick, surveys and focus group discussions
- (iii) Tracking of results on gender in the planning tracking surveys in the project on job placements and employer satisfaction
- (iv) Documenting progress in the field of gender on access to training in TTIs and in the private sector, including non-traditional TVET training areas and in on the job training opportunities
- (v) Recording testimonials of inspiring case studies
- (vi) Short descriptions of key gender-related features of policies, programs, IEC materials

6. Finalize the Gender narrative and GAP Achievements Matrix for mid-term review and project completion report (PCR).

E. Outputs/Deliverables

- (i) Compilation of GAP quarterly progress reports (e-files and printouts)
- (ii) Compilation of relevant project documents and materials that include gender-related provisions/ features
- (iii) Compilation of signed copies of BTORs and AMs that document revisions in the GAP and gender-related indicators in the DMF.
- (iv) Documentation of focused group discussions, short, (informal) surveys
- (v) Draft and final versions of the Gender Annex (GAP Achievements matrix and Gender narrative) for mid-term review report and of the PCR.

TERMS OF REFERENCE FOR FOOD PRODUCTION NC-3 CRITICAL SKILLS TRAINING

A. Background

1. The Ministry of Labour and Human Resources (MOLHR) will be skilling a total of about 1000 youth in different critical skills area with support under the Skills Development Project funded by the Asian Development Bank (ADB). The critical skills training will be implemented in partnership with different training providers registered in the country. The program will have both aspect of institute based and industry-based learning. Training providers will be responsible for all aspect of skilling and employment facilitation post-skilling program.

2. The 1-year Certificate in Food Production training will be implemented in partnership with Royal Institute of Tourism and Hospitality (RITH). A total of about 250 will be skilled with annual intake of about 50 class X students every year. A contract will be signed with RITH to implement the program for 5 years (from 2018 to 2023) with annual intake of 50 trainees.

B. Objectives

- (i) To provide tourism relevant skills and competencies for jobseekers, and
- (ii) To foster employment opportunities for Bhutanese jobseekers in the tourism sector.

C. Roles and Responsibilities of RITH

3. RITH shall:

- (i) mobilize and select appropriate candidates for the program (as per the TOR);
- (ii) Ensure that training is delivered and certification is as per the Bhutan Vocational Qualification Framework (BVQF) of Department of Occupational Standards (DOS);
- (iii) make training resources (trainers, training coordinator, office assistance, curriculum, classrooms, training equipment, etc.) available for skills delivery;
- (iv) Ensure collaboration with sector bodies in processing on-the-job training and post-training employment facilitation;
- (v) Ensure effective monitoring mechanism during training delivery, through program briefing, maintain daily attendance;
- (vi) Ensure effective learning during industry-based learning through structured learning and effective monitoring;
- (vii) Assure 50 percent employment of trained candidates;
- (viii) Provide assessment of training:
 - o Internal assessment and
 - o DOS assessment leading to NC 3 certification
- (ix) Facilitate employment of trained candidates through on-campus recruitment and other means.

Focal Officers at RITH

SN	Name, Designation	Role
1	Sonam Tshering, Cooking Department Head	Program Coordinator
2.	Dawa Dema Tamang, Finance Officer	Finance Officer

D. Roles and Responsibilities of the MOLHR

4. The MOLHR shall:

- (i) Support RITH in the selection of appropriate candidates for the program;
- (ii) Make payment of tuition as per the payment terms defined in this TOR;
- (iii) Provide facilitation support to ensure successful delivery of the program;
- (iv) Support in internal auditing process
- (v) Monitor training delivery process and employment results.

Focal Officer at HRSDD, DEHR

SN	Name, Designation	Role
1	Rattu	Program Coordinator

E. Procurement modality

5. The skilling program in partnership with RITH will be implemented as deposit work under the ADB Procurement rules and regulation. Any auditing pertaining to the program will be carried out at RITH and RITH will be held accountable for the use of fund for the skills delivery.

F. Cost of training

6. The program shall have the following costs: (i) Training cost –paid during the institute-based learning period, and (ii) Industry learning cost –paid during the industry learning period.

7. Training cost of **Nu. 4.5 million** will be paid for skilling 50 candidates in a year (per head cost of Nu. 90,000/-). The training cost will be paid on signing of contract and successful enrollment of candidates into the program. The amount include cost for all aspect for training delivery including monthly stipend of Nu. 1500/candidate during the 6 months training at RITH.

8. The industry learning cost will be Nu. 3750 per month paid to candidates on monthly attendance submission through the training providers during the 6-month industry learning period. Training provider will ensure effective learning and monitoring mechanism.

G. Payment Terms and Schedule**1. Payment of Training Cost**

Payment	Payment condition
100 percent of the training cost	On signing of contract and initiation of training program

2. Payment of Stipend of Nu. 3750/candidate during the Industry-based Learning Period

On submission of monthly attendance (cosigned by the industry supervisor) submitted through the training providers. The stipend will be directly transferred to the trainee's bank account by the MOLHR.
--

3. Payment of Employment Incentive

Incentive	Payment condition
Employment percent 71 percent or more of enrolled	Nu. 1000 per head for any additional employment (e.g., 100 have been trained and 80 individual are employed, incentive will be paid for 10 extra individual employed)

H. Eligibility Criteria for trainees

9. The trainees enrolled for training should fulfill the following requirements:

- (i) Be registered as a job seekers;
- (ii) Have valid security clearance certificate;
- (iii) have valid Citizenship Identity card (CID);
- (iv) should not have availed any other program support from the MOLHR in past (with the exception of UGIP and PEEP);
- (v) Have class X certificate;
- (vi) Must be 17 to 24 years at the time of application deadline.

10. Fifty percent of the enrolled candidates will have to be female. Special consideration for enrollment can be provided to applicants with disability. The above criteria of age and minimum qualification requirement shall not apply.

TERMS OF REFERENCE FOR PROCURING SERVICES OF PRIVATE TRAINING SERVICE PROVIDERS TO IMPART CRITICAL SKILLS

A. Background

1. The Ministry of Labor and Human Resources (MOLHR) will be skilling a total of about 1000 youth in different critical skills area with support under the Skills Development Project funded by the Asian Development Bank (ADB). The critical skills training will be implemented in partnership with different training providers registered in the country. The program will have both aspect of institute based and industry-based learning. Training providers will be responsible for all aspect of skilling and employment facilitation post-skilling program.

B. Objectives

- (i) Impart industry-relevant skills and foster employment opportunities for Bhutanese jobseekers;
- (ii) Impart demand-responsive skill development interventions through collaboration with training providers having collaboration with relevant industries;
- (iii) Ensure quality of skills delivery through support for Quality Management System (QMS) and accreditation.

C. Employment Conditions

2. Following conditions are mandatory feature of this program:

- (i) Training Providers participating under this program should assure at least 50 percent employment of the job-seekers enrolled in the skill development program, which will be monitored 3 months post completion of skills program;
- (ii) Training providers will be provided with financial incentive for employment placement over and above 70 percent, which will be monitored 3 months post-completion of skills program;
- (iii) Training providers with employment less than 50 percent will be debarred from participating in any skills delivery program (be it in-service or pre-service programs) implemented by MOLHR for duration of 3 years after conclusion of the failed contract; and
- (iv) Training providers should have written MoU with relevant sector association (Eg: with CAB for construction related programs, and likewise) for program design, program implementation (especially on OJT support) and post-program delivery (employment facilitation).

D. Who Can Submit the Proposal

- (i) Registered training provider with valid registration certificate (issued by DOS) and valid trade license (issued by MEA);
- (ii) Registered training provider with QMS endorsement issued by the DOS;
- (iii) Registered training provider with courses accredited by the DOS;
- (iv) Registered training provider with MoU signed with relevant sector association, specifying areas of partnership for the proposed program, especially on industry-based learning and employment facilitation;
- (v) Employment plan and assurance for proposed area of skills program.

E. Training Delivery Requirements

- (i) Proposed skills area should be accredited by DOS
- (ii) Tuition support will be provided during the tenure of institute-based learning. Lump sum tuition inclusive of monthly stipend to trainee should not exceed following amount
 - Skills category A = Nu. 90,000 per head for the whole training duration
 - Skills category B = Nu. 72,000 per head for the whole training duration
 - Skills category C = Nu. 49,500 per head for the whole training duration
- (iii) Trainee will be eligible for minimum wage of Nu. 3750 per month during the tenure of the industry learning period;
- (iv) Employability skills (like communication, teamwork, work attitude, leadership, and others) should be a module under the proposed program;
- (v) Entrepreneurship training should be a module under the proposed program.

F. Roles and Responsibilities of Training Provider

3. The successful training provider, on receipt of the work order and signing up of the performance agreement with the MOLHR, shall:

- (i) Commence mobilization and selection of appropriate trainees (as per the TOR and the HRD Rules and Regulation) within two weeks of signing of the agreement, and commence training course within one month of signing of the agreement. 50 percent of the enrolled participant has to be female;
- (ii) Ensure that training is delivered as per the QMS framework of the DOS;
- (iii) make training resources (trainers, curriculum, classrooms, training equipment, etc) available for skills delivery;
- (iv) Ensure effective monitoring mechanism during training delivery, through program briefing, maintain daily attendance (as per the format provided by DEHR);
- (v) Ensure certification leading to National Certification as per the BVQF;
- (vi) Ensure effective learning during industry-based learning through structured learning and effective monitoring. Training provider shall collaborate with relevant sector association to identify industries for industry-based learning.
- (vii) Ensure employment through collaboration with relevant sector association. Training providers should ensure that trainees on employment are paid minimum wage as per the Government rule.

G. Roles and Responsibilities of MoLHR

4. The MOLHR shall:

- (i) verify and approve trainees selected for the program that ensure that appropriate candidate are selected for the program;
- (ii) announce training areas in its website;
- (iii) make payment of tuition as per the payment terms defined in this TOR;
- (iv) Monitor training delivery process and employment results.

H. Cost of Training

5. The program shall have following cost: (i) training cost – Maximum ceiling defined by MOLHR and paid during the institute-based learning period, and (ii) industry learning cost – Defined by MOLHR and paid during the industry learning period.

6. As highlighted in clause 5 of this TOR, the overall training cost (cost for classroom learning, stipend of 1500 per month to trainees during the institute-based learning period only, employment facilitation cost) per head shall be defined by the MOLHR as per the following category:

- (i) Skills category A = Nu. 90,000 per head for whole duration of training
- (ii) Skills category B = Nu. 72,000 per head for whole duration of training
- (iii) Skills category C = Nu. 49,500 per head for whole duration of training

7. The training provider will specific training cost per head for the program. The industry learning cost will be Nu. 3750 per month paid to candidates on monthly attendance submission through the training providers. Training provider will ensure effective learning and monitoring mechanism.

I. Payment Terms and Schedule

1. Payment of Training Cost

Payment	Payment condition
Part 1 - 30 percent of the training cost	On signing of contract and initiation of training program (e.g., if 100 enrolled, payment will be issued for 100 candidates)
Part 2 - 25 percent of the training cost	On completion of the institute-based learning. Payment will be made calculating to those successfully completing the institute-based training. (e.g., if 80 out of 100 complete institute-based learning, payment will be made for 80 candidates)
Part 3 - 25 percent of the training cost	On successful completion of industry-based learning. Payment will be made calculating to those successfully completing the industry-based learning. (e.g., if 60 out of 100 complete industry-based learning, payment will be made for 60 candidates)
Part 4 - 20 percent of training cost	Successful employment of candidates. Payment will be made calculating to those successfully employed. (e.g., if 50 out of 100 are employed, payment will be made for 50 candidates)

8. All payments shall be made by the MOLHR to the training provider, after completion of due verification of the reported data/information aligned to the performance parameters mutually agreed and signed through an agreement between the training service provider and the MOLHR.

2. Payment of Stipend during Industry-based Learning Period

On submission of monthly attendance (cosigned by the industry supervisor) submitted through the training providers. The stipend will be directly transferred to the trainees bank account by the MOLHR.

3. Payment of Employment Incentive to Training Provider

Incentive	Payment condition
Employment percent less than 50 percent of enrolled	Training [provider debarred from partnership with MOLHR for next three years
Employment percent 50 to 70 percent of enrolled	No incentive
Employment percent 71 percent or more of enrolled	Nu. 1000 per head for any additional employment (e.g., 100 have been trained and 80 individual are employed, incentive will be paid for 10 extra individual employed)

J. Bank Guarantee for Performance Assurance

9. The successful training service provider shall submit a performance guarantee equivalent to 20% of the overall project cost within 30 days on signing of the agreement under the program. The Bank Guarantee shall be addressed in favor of the Director General, Department of Employment and Human Resources, MOLHR, Thimphu through a Bank in Bhutan.

K. Eligibility Criteria for Trainees

10. The trainees enrolled for training should fulfill the following requirement:

- (i) Be registered as a job seekers;
- (ii) Have valid security clearance certificate;
- (iii) have valid Citizenship Identity card (CID);
- (iv) should not have availed any other program support from the MOLHR in past (with the exception of UGIP and PEEP);
- (v) Have minimum qualification as specified for each skills area;
- (vi) Must be 18 to 29 years at the time of application deadline.

11. Thirty two percent of the enrolled candidates will have to be female. Special consideration for enrollment will be provided to applicants with disability. The above criteria of age and minimum qualification requirement shall not apply. MOLHR will also provide support for mobilization in this area.

L. Training Areas

Training Area	Skills Category	Qualification Requirement	Institute-based Learning	Industry-based Learning
Agro-Food production and processing	Category B	Class XII	6 months	6 months
Packaging for food products	category A	Class XII	6 months	6 months
Computer aided designing for Furniture making	Category B	Class X	6 months	6 months
Application/software development	Category B	Bachelors in ICT	6 months	6 months
Multimedia (animation and web development)	Category B	Class XII	6 months	6 months
Movie editing	Category B	Class XII	6 months	6 months
VFX and special effects	Category B	Class XII	6 months	6 months
E- commerce/IOT/cloud computing	Category A (ex-country)	Bachelors in ICT	6 months	6 months
Heavy machine operations and maintenance	Category A	Class X	6 months	6 months
Construction supervision	Category C	Class XII	6 months	6 months
Commercial cooking and baking	Category B	Class X	6 months	6 months
Food and beverage	Category C	Class X	6 months	6 months
Front desk	Category C	Class XII	6 months	6 months
Tailoring	Category B	Class X	6 months	Not relevant (0 months)

FORMAT OF ENVIRONMENTAL MONITORING REPORT DURING CONSTRUCTION PHASE

Environmental Monitoring Report

Reporting Period {From Month, Year to Month, Year}
Date {Month, Year}

BHU: Skills Training and Education Pathways Upgradation Project

Prepared by the Ministry of Labor and Human Resources and Ministry of Education for the
Asian Development Bank

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Executive Summary

- Brief status of environmental compliance during the coverage period

1.0 Introduction

- 1.1 Brief Project Description
- 1.2 Project Progress Status and Implementation Schedule

2.0 Compliance to National Regulations

{These are just sample environmental regulations}

- 2.1 Environmental Assessment Act 2000
- 2.2 Waste Management Act

3.0 Compliance to Relevant Environmental Requirements from the ADB Grant Agreement

- 3.1 Schedule 4 {prepare a matrix to show how compliance was achieved}

4.0 Compliance to Environmental Management Plan

{Refer to the EMP of the Project}

5.0 Safeguards Monitoring Results and Unanticipated Impacts

{Refer to the Environmental Monitoring Plan and document any exceedence to environmental standards (if any), or any unanticipated impact not included in the EMP and any correction action/measures taken}

6.0 Implementation of Grievance Redress Mechanism and Complaints Received from Stakeholders

{Summary of any complaint/grievance and the status of action taken}

7.0 Conclusion and Recommendations

{Any follow-up action required to be monitored for the next submission}

FORMAT OF ENVIRONMENTAL MONITORING REPORT DURING POST-CONSTRUCTION

Environmental Monitoring Report

Reporting Period {From Month, Year to Month, Year}
Date {Month, Year}

BHU: Skills Training and Education Pathways Upgradation Project

Prepared by the Ministry of Labor and Human Resources and Ministry of Education for the Asian Development Bank

This environmental safeguard monitoring report is a document of the borrower and made publicly available in accordance with ADB's Public Communications Policy 2011 and the Safeguard Policy Statement 2009. The views expressed herein do not necessarily represent those of ADB's Board of Directors, Management, or staff

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Executive Summary

- Brief status of environmental compliance during the coverage period

1.0 Introduction

- 1.1 Brief Project Description
- 1.2 Status of the new buildings

{i.e., Thimphu TTI, Samthang TTI, and TVET labs in seven secondary schools, as appropriate. A checklist can be provided to indicate condition of the interior and exterior of the building}

2.0 Compliance to National Regulations

{These are just sample environmental regulations}

- 2.1 Waste Management Act 2009
- 2.2 Disaster Management Act 2013 (relevant requirement for safety of schools)

3.0 Compliance to Environmental Management Plan

{Refer to the EMP during post construction}

4.0 Results of Environmental Monitoring Plan

{Refer to the environmental monitoring plan during post construction}

5.0 Conclusion and Recommendations

{Any follow-up action required to be monitored for the next submission}

COMPLAINT FORM FOR GRIEVANCE REDRESS MECHANISM

Complaint/Suggestion/Comment Form			
Grant No.: _____ BHU: Skills Training and Education Pathways Upgradation Project			
Please provide the following information:			
Name of Person/Organization:			Date of Filing:
Contact Details:			
Address			
Telephone/Mobile Phone			
Email (if available)			
Signature of Person Filing Complaint			
Representative in filing this complaint?			Yes
Please provide details			Name
			Address
			Telephone
			No
			Not applicable
Complaint/Suggestion/Comment (<i>Please provide details as appropriate: what happened, how and why it happened, when and where, how many times it occurred</i>)			
Please describe any inconvenience/harm caused or may have been caused			
Please provide suggestion to resolution of your complaint (if any)			
Please let us know how you prefer to be contacted		Mail or email	
		Phone	
		Meeting	
<i>Contractor/PIU/PMU Use only</i>			
Recorded by (Name of designation of Contractor/PIU staff)			
Reviewed by (Name and designation of Contractor/PIU staff)			
Action(s) taken to resolve the complaint/comment/suggestion			
		No action needed	
Action/decision disclosed to Complainant		Yes	No
		Not required	
Manner of disclosure		Date	
		Mail	
		Phone	
		Meeting	
		Not required	