

# Project Administration Manual

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Republic of Maldives: Greater Malé Environmental  
Improvement and Waste Management Project

## ABBREVIATIONS

3R	–	reduce, reuse, recycle
ADB	–	Asian Development Bank
C&D	–	Construction and demolition
DMF	–	design and monitoring framework
DRM	–	disaster risk management
ELV	–	end of life vehicle
EMP	–	environmental management plan
FMA	–	financial management assessment
GAP	–	gender action plan
IEC	–	Information, Education and Communication
IEE	–	initial environmental examination
JFPR	–	Japan Fund for Poverty Reduction
MOFT	–	Ministry of Finance and Treasury
MOU	–	Memorandum of understanding
O&M	–	operation and maintenance
PACCB	–	Public Awareness and Community Capacity Building
PAM	–	project administration manual
PMDSC	–	Project management, design and construction supervision consultant
PMU	–	Project management unit
PPMS	–	project performance management system
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement 2009
SWM	–	solid waste management
TA	–	technical assistance
TOR	–	terms of reference
tpd	–	ton per day
WAMCO	–	Waste Management Corporation Limited

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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 Ministry of Finance and Treasury (MOFT), and the Ministry of Environment and Energy (MEE) are wholly responsible for the implementation of ADB-financed projects, as agreed jointly between the recipient 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 MOFT and MEE of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

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

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

## I. PROJECT DESCRIPTION

1. The Project will establish a sustainable solid waste management (SWM) system in the Greater Malé capital region and its inhabited outer islands by (i) establishing a modern waste collection, transfer, and disposal system, (ii) improving community-based outer island waste management systems, (iii) building institutional capacity for sustainable services delivery, and (iv) raising public awareness in reduce, reuse, recycle (3R) behaviors.<sup>1</sup> Physical and non-physical investments are designed to curb climate change and disaster impacts while creating a cleaner environment in one of the world's lowest-lying nations.<sup>2</sup>

2. The Greater Malé capital region and its outer islands (classified as Zone 3 in the National Solid Waste Management Policy and the most populated in the country),<sup>3</sup> suffer from severe environmental pollution and deteriorating livability due to inadequate collection and haphazard disposal of solid waste. Open dumping and burning of garbage at the 30-year old 10-hectare dumpsite on Thilafushi Island (6 kilometers from Malé) creates a significant environmental and public health hazard. Plumes of smoke visible from the capital city Malé, the international airport, and surrounding resorts compromise air quality and pose a daily nuisance to residents and tourists, while toxic leachate contaminates soil and groundwater. Greater Malé and its inhabited outer islands lack an organized and sustainable waste management system for the 774 tons of mixed solid waste generated per day (tpd).<sup>4</sup> With rapid urbanization and tourism development in the region, waste generation is expected to grow to 924 tpd by 2022 (footnote 4). The increasing pressure on an already-stressed waste management system poses a significant threat to tourism and fisheries, both of which rely heavily on the country's pristine environment and are cornerstones to the Maldives economy.<sup>5</sup> Poor communities in outer islands suffer from accumulated garbage with limited awareness and capacity to effectively manage solid waste.

3. **Existing waste collection, transfer, and disposal system.** High population density and narrow streets present unique challenges for waste collection in Malé. Waste collection is operated by the Waste Management Corporation Limited (WAMCO), a state-owned operator created in 2015 to collect and transport waste, and manage the regional waste management facilities throughout the country.<sup>6</sup> WAMCO has limited professional experience in modern and efficient waste collection systems, and this lack of technical and managerial skills is a key issue

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<sup>1</sup> The project area encompasses the inhabited islands in the Alifu Alifu Atoll (North Ari Atoll), Alifu Dhaalu Atoll (South Ari Atoll), Kaafu Atoll (Malé Atoll), and Vaavu Atoll with population of 216,000 inhabitants (51% of country's population) comprising the capital city of Malé, and 35 inhabited islands. There are 76 resorts in the project area.

<sup>2</sup> ADB. 2017. *Concept Paper: Proposed Grant and Administration of Grant to the Republic of Maldives for the Greater Malé Environmental Improvement and Waste Management Project*. Appendix 3 (Project Preparatory Technical Assistance). Manila.

<sup>3</sup> Government of Maldives, Ministry of Environment, Energy and Water, Environment Research Centre. 2008. *National Solid Waste Management Policy for the Republic of Maldives*. Malé. The policy divided the country into seven regional waste management zones, each with a regional waste management facility and a system for safe transfer to those facilities. Zone 3 is the most populated in the country.

<sup>4</sup> Breakdown of solid waste by type: construction and demolition = 530 tpd (68%), household = 149 tpd (19%), resort = 48 tpd (6%), commercial = 27 tpd (3%), airport = 9.3 tpd (1.2%), industrial = 6 tpd (0.8%), market = 2.5 tpd (0.3%), hazardous = 1.5 (0.2%), and end-of-life vehicles = 0.65 tpd (0.1%). Municipal waste composition: organic (53%), paper and cardboard (12%), plastic (11%), hazardous (medical) waste (8%), metal (3%), glass (3%), and others (11%). Source: Government of Maldives, Ministry of Environment and Energy. 2017. *Draft Feasibility Study for an Integrated Solid Waste Management System for Zone III (including Greater Malé) and Preparation of Engineering Design of the Regional Waste Management Facility at Thilafushi*. Malé.

<sup>5</sup> A quarter of the country's employment is in tourism and fisheries Tourism accounts for 30% of gross domestic product and is expected to expand in the project area. Government of Maldives, National Bureau of Statistics – Ministry of Finance & Treasury. 2015. *Maldives Population & Housing Census 2014 - Statistical Release 4: Employment*. Malé.

<sup>6</sup> WAMCO does not operate collection within the outer islands. This is responsibility of island councils.

affecting the sector's performance.<sup>7</sup> While WAMCO is trying various initiatives to improve collection, the company received nearly 150 complaints per day (as of September 2017) on its hotline mostly related to non-collection. Collection equipment includes a fleet of aging vehicles unable to access narrow streets and there are no uniform refuse bins or formal transfer stations. Waste is transported to Thilafushi Island in open non-containerized vessels resulting in significant spillage into the ocean.<sup>8</sup> Since 2008 fires have been deliberately set at the dumpsite to reduce growing mounds. On-site equipment and poor site logistics are severely inadequate to efficiently manage incoming waste and maximize use of limited space.<sup>9</sup> Household surveys within the project area show a high demand for 3R awareness and education programs.<sup>10</sup>

4. **Climate change and disaster risks.** At 1.5 meters above mean sea level, Maldives is vulnerable to sea level rise. Natural hazards such as extreme rainfall and severe storms are projected to increase because of climate change, posing a risk to infrastructure and operations. The Indian Ocean tsunami in December 2004 deposited approximately 290,000 cubic meters of waste from open dumpsites, including municipal and hazardous wastes such as asbestos, medical, oil.<sup>11</sup> Therefore, the project design needs to include measures to protect systems from natural hazards and climate change.<sup>12</sup>

5. **Policy, regulatory, and institutional framework for waste management.** The President's 2013 Manifesto calls for improvement in waste management in the Greater Malé area.<sup>13</sup> The National Solid Waste Management Policy outlines the principles to improve environmental quality. A proposed solid waste management act would set the legal and institutional framework for the industry. The Waste Management and Pollution Control Department in the Ministry of Environment and Energy (MEE) is mandated to ensure safe waste disposal on all inhabited islands in line with the Government's manifesto. The MEE works closely with development partners to develop its regional waste management systems,<sup>14</sup> and selected the Asian Development Bank (ADB) to cover zone 3 because of the bank's industry experience and the project's link to ADB's technical assistance (TA) for formulating a development strategy for Greater Malé.<sup>15</sup>

6. **Greater Malé development strategy.** As part of its national strategy to achieve efficient public spending on economic and social services, the government aims for 70% of its total

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<sup>7</sup> Current collection coverage is estimated to be 89% in Malé, 89% in ViliMalé, and 84% Hulhumalé. However, collection is highly inefficient resulting in waste piles (footnote 4).

<sup>8</sup> Government of Maldives, Ministry of Environment and Energy. 2016. *State of the Environment*. Malé.

<sup>9</sup> The project will extend the life of the existing dumpsite in the medium term (8-11 years).

<sup>10</sup> Around half of TRTA household survey respondents highlighted increasing awareness and education is important. ADB. 2017. TA-9327. *Socioeconomic survey for Preparing the Greater Malé Environmental Improvement and Waste Management Project*. Manila.

<sup>11</sup> Joint United Nations Environment Programme and United Nations Office for the Coordination of Humanitarian Affairs Environment Unit. 2005. *Indian Ocean Earthquake Tsunami of 26 December 2004: UNDAC Rapid Environmental Assessment, Republic of Maldives*. Geneva.

<sup>12</sup> Climate Change Assessment (accessible from the list of linked documents in Appendix 2 of the report and recommendation of the President).

<sup>13</sup> Progressive Party of Maldives. Manifesto of the Progressive Party of Maldives, 2013–2017. Unpublished (Unofficial English Translation).

<sup>14</sup> The government regularly organizes meetings with its development partners to exchange lessons and coordinate financing activities. Other development partners active in the waste management sector in Maldives are the World Bank and the United Nations Development Programme.

<sup>15</sup> ADB. 2017. *Final Report: Strategy for Development of the Greater Malé Region*. Manila (prepared under ADB. 2012. *Technical Assistance to the Republic of Maldives for Strengthening Capacity for Operations Management*. Manila).

population to live in Greater Malé.<sup>16</sup> The plan seeks to create spatial agglomeration and economic opportunities for faster growth and poverty reduction. Tourism accounts for 30% of gross domestic product and is expected to expand in the project area. The total population in the area is forecasted to grow on average by 5.4% annually to reach about 400,000 in 2030. Most of the population increase is expected to be absorbed in the newly developed island of Hulhumalé. Waste management systems are not currently equipped to handle future growth.

7. **Value added by ADB assistance.** Based on ADB's industry and country experience, the following lessons and value additions were incorporated in the project design: (i) use a phased approach and provide adequate support for project preparation;<sup>17</sup> (ii) include technical capacity building for operation and maintenance (O&M); (iii) develop high project readiness; (iv) provide capacity building support to the project management unit (PMU) staff in procurement, contract management, and safeguards;<sup>18</sup> (v) ensure strong community consultation and capacity building targeting women;<sup>19</sup> and (vi) incorporate disaster risk reduction and climate change-resilient measures in project design.

8. **Impact and Outcome.** The project is aligned with the following impact: a healthy living environment created in the Greater Malé capital region and its outer islands (footnote 13). The project will have the following outcome: climate- and disaster- resilient SWM services improved (Section IX).

9. **Outputs.** The Project will have three outputs.

10. **Output 1: Waste collection, transfer, and disposal systems improved and made climate and disaster resilient.** This will include (i) an efficient waste collection strategy designed and applied in Malé and Hulhumalé in consultation with local communities targeting women; (ii) waste collection and transport equipment such as trucks, bins, and containers provided for Malé, Hulhumalé and Villimalé; (iii) transfer stations in Malé and Villimalé constructed and transfer station in Hulhumalé designed;<sup>20</sup> (iv) construction and demolition (C&D) waste processing plant and end of life vehicle (ELV) dismantling workshop constructed; (v) waste vessel harbor at Thilafushi rehabilitated; (vi) three vessels for waste transport from outer islands to Thilafushi provided; (vii) heavy equipment such as bulldozers, excavators, and roll trucks provided for controlled dumpsite management at Thilafushi; and (viii) construction of two administrative buildings for WAMCO at the Malé transfer station and Thilafushi waste vessel harbor. All facilities will include climate-change and disaster-resilient design features.<sup>21</sup>

11. **Output 2: Community-based outer island waste management systems targeting poor and women enhanced.** This output will provide comprehensive support to strengthen sustainable SWM in poor outer island communities.<sup>22</sup> It will include (i) at least 22 island waste

<sup>16</sup> The government did not specify a period for achieving this target but estimated over next 15-20 years.

<sup>17</sup> Independent Evaluation Department. 2011. *Country Assistance Program Evaluation: The Maldives*. Manila: ADB.

<sup>18</sup> Independent Evaluation Department. 2012. *Country Assistance Program Evaluation for the Maldives*. Manila: ADB.

<sup>19</sup> ADB. 2014. *Completion Report: Regional Development Project, Phase II—Environmental Infrastructure and Management in Maldives*. Manila. Discussions with the United Nations Development Programme's Maldives country office also confirmed this key lesson.

<sup>20</sup> Land is not yet confirmed for the Hulhumalé transfer station.

<sup>21</sup> Climate change adaptation and disaster resilience measures in the project design include enhanced engineering designs, such as strengthened seawalls, raised floor elevations, and enhanced drainage systems; and soft interventions, such as disaster and emergency planning and awareness building. All measures are summarized in Climate Change Assessment (accessible from the list of linked documents in Appendix 2).

<sup>22</sup> There are 32 outer islands in the project area eligible for support under Output 2.

management centers (IWMCs)<sup>23</sup> developed or upgraded with processing equipment (balers, glass crushers, metal presses) in consultation with the community, targeting women and incorporating climate and disaster-risk measures;<sup>24</sup> (ii) collection equipment for outer islands (bins, refuse collection vehicles, dump trucks) provided; (iii) capacity building of eligible island councils targeting women in waste collection, segregation, composting, recycling, and operation and maintenance (O&M) undertaken; and (iv) community awareness and behavior change campaigns in 3R targeting women in outer islands delivered. Output 2 will follow a sector approach where each island is required to meet minimum eligibility and selection criteria, including safeguards, to receive IWMC support under the project.<sup>25</sup> The criteria are intended to ensure sustainability. Output 2 will be partially funded by a Japan Fund for Poverty Reduction (JFPR) grant, which will support islands in the following areas:<sup>26</sup> (i) the construction of IWMCs on at least of 11 eligible islands, (ii) the provision of skills and capacity building to women on eligible islands, and (iii) the delivery of 3R awareness campaigns on all outer islands.

12. **Japan Fund for Poverty Reduction.** The JFPR focusing on Output 2 will support: (i) new or improved IWMCs (works and equipment) designed and implemented with strong community participation targeting women in a minimum of 11 selected outer islands;<sup>27</sup> (ii) skills and capacity building of outer island communities targeting women in sustainable and inclusive SWM; and (iii) public awareness of outer islands communities on sustainable SWM and 3R. The JFPR component which will be financed on a grant basis is estimated to cost \$2,000,000. The JFPR will prioritize outer islands having: (i) high or moderate climate risk vulnerability, and (ii) good governance in the island council (e.g. high representation of women).

13. **Output 3: Institutional capacity and public awareness in sustainable waste management strengthened.** This will include (i) capacity building support in waste collection and disaster risk management provided to eligible WAMCO staff (at least 50% eligible women staff);<sup>28</sup> (ii) public awareness and behaviour change campaigns in 3R delivered targeting the poor and women in Greater Malé;<sup>29</sup> and (iii) project management, design, and supervision consultant support provided.

## II. IMPLEMENTATION PLANS

### A. Project Readiness Actions

14. The following project readiness actions in Table 1 will ensure smooth start-up:

<sup>23</sup> IWMCs consist of concrete platforms, small covered sheds, segregated waste processing and storage areas, small offices, and fencing.

<sup>24</sup> Some of the 32 outer islands have facilities but they are not operational because of inadequate design and insufficient equipment, which would be upgraded under the project.

<sup>25</sup> All 32 outer islands will be screened for support. IWMCs consist of concrete platforms, small covered sheds, segregated waste processing and storage areas, small office, fencing.

<sup>26</sup> Additional selection criteria for JFPR supported islands includes climate change vulnerability, and women participation in island councils, and is outlined in the Project Administration Manual (accessible from the list of linked documents in Appendix 2).

<sup>27</sup> Subject to eligibility criteria defined in III. Project Management Arrangements, Section D.

<sup>28</sup> Disaster risk management capacity building will include preparation of a SWM disaster action plan outlining prevention, preparedness, response and recovery tasks. Disaster risk management awareness activities will involve first responders such as police and fire fighters in Thilafushi.

<sup>29</sup> A public awareness and community capacity building consultant recruited by the PMU will implement public awareness and behavior change activities under outputs 2 and 3.

**Table 1 : Project Readiness**

Indicative Activities	Months								Responsibility
	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	
Advance contracting actions									
(i) Project Management, Design and Supervision Construction consultant		EOI					Contract Award		MEE (upon MOFT clearance)
(ii) Dumpsite equipment for immediate management measure on Thilafushi		IFB					Contract Award		MEE (upon MOFT clearance)
(iii) Harbor rehab, waste processing, admin building, and civil works (platform) for C&D plant, recycling yard, and ELV dismantling workshop						IFB			MEE (upon MOFT clearance)
(iv) Public Awareness and Community Capacity Building consultant				EOI					MEE (upon MOFT clearance)
Establish project management unit and appoint core staff		X							MEE upon clearance of MOFT
ADB Board approval				X					ADB
Grant signing							X		ADB, MOFT
Government legal opinion provided								X	MOFT
Grant effectiveness								X	ADB, MOFT

ADB = Asian Development Bank, EOI = expression of interest, IFB = Invitation for Bids, MEE = Ministry of Environment and Energy, MOFT = Ministry of Finance and Treasury.

Source: Asian Development Bank.

**B. Overall Project Implementation Plan**

15. Project implementation plan recording key implementation activities on a quarterly basis is provided in Table 2 below. It will be updated annually and submitted to ADB with contract and disbursement projections for the following year. The project implementation period is 5 years.

Table 2: Overall Project Implementation Plan

	2018				2019				2020				2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1 - Waste collection, transfer, and disposal systems improved and made climate and disaster resilient																												
1.1 Procure dumpsite equipment and implement immediate management measures on Thilafushi Island		IFB	P	IM	IM	IM	IM	IM	IM																			
1.2 Finalize design and procure collection and transfer equipment (trucks, bins, containers)				DD	DD	IFB	P	IM	IM	IM	IM	IM	IM	IM	IM													
1.3 Finalize design and procure equipment for transfer and transport of waste (vehicles, containers, cranes)				DD	DD	IFB	P	IM	IM	IM	IM	IM	IM	IM	IM													
1.4 Rehabilitate harbor, build CDW plant, ELV workshop, and administration building on Thilafushi			IFB	P	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM									
1.5 Finalize design and procure and outer islands transfer vessels					DD	DD	P	IFB	IM	IM	IM	IM	IM	IM														
1.6 Construct and make operational transfer stations in Malé and Villimalé. Complete design of Hulhumalé station						IFB	P	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM										
Output 2 - Community-based outer island waste management systems targeting poor and women enhanced																												
2.1 Screen eligibility of outer islands, conduct community consultations and finalize detailed design				DD	DD	DD																						
2.2 Procure equipment and build IWMCs in eligible outer islands					IFB	P	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM							

	2018				2019				2020				2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3 Conduct capacity building activities in community-based SWM, including IWMCs operations and DRM in outer islands									IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM						
Output 3 - Institutional capacity and public awareness in sustainable waste management strengthened																												
3.1 Advertise TORs and mobilize public awareness and capacity building, and DRR consultants		EOI	P	P	A																							
3.2 Conduct training and capacity building of WAMCO					IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM							
3.3 Conduct awareness raising campaigns in sustainable waste management and 3R					IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM	IM						
3.4 Conduct recycling market study									IM	IM	IM	IM																
Project Management Activities																												
Establish PMU																												
Engage Project Management and Design Supervision consultants																												
Conduct regular monitoring, reporting and evaluation																												
GAP Implementation																												
Project completion report																												

3R = reduce, reuse, recycle, A = award, CDW = construction and demolition waste, D = detailed design, DRM = disaster risk management, DRR = disaster risk reduction, ELV = end of life vehicles, EOI = expression of interest, FS = feasibility study, IFB = invitation of bids, IM = implementation, IWMC = island waste management centers, P= procurement, PMU = Project Management Unit, GAP = Gender Action Plan, Q = quarter, TORs = terms of reference, WAMCO = waste management company

Note: 1. Designs will be prepared by Project Management and Design Supervision consultants

Source: Asian Development Bank

### III. PROJECT MANAGEMENT ARRANGEMENTS

#### A. Project Implementation Organizations: Roles and Responsibilities

**Table 3: Project Implementation Organizations**

<b>Project Implementation Organizations</b>	<b>Management Roles and Responsibilities</b>
Executing agency Ministry of Finance and Treasury (MOFT)	<ul style="list-style-type: none"> <li>• Guide and monitor overall project execution</li> <li>• Financial oversight. Ensure flow of funds to the implementing agency and timely availability of counterpart funding; ensure adequate budget for successful implementation of the project</li> <li>• Monitors compliance with project legal Agreements</li> <li>• Procurement oversight for contracts above MVR 2.5 million. Responsible for approving procurement. Review and coordinate evaluation of bids for works, goods, and consultant services</li> <li>• Review and sign withdrawal applications before submitting to Asian Development Bank (ADB)</li> <li>• Approve project management unit (PMU)</li> </ul>
Project steering committee (Chair: Minister, Ministry of Environment and Energy [MEE]) <sup>30</sup>	<ul style="list-style-type: none"> <li>• Provide policy direction to facilitate project implementation.</li> <li>• High-level troubleshooting</li> <li>• Meets quarterly (or as needed) to review project performance and resolve issues</li> <li>• Ensures collaboration among central level agencies</li> </ul>
Implementing agency (MEE)	<ul style="list-style-type: none"> <li>• Overall day-to-day project management, monitoring, and evaluation</li> <li>• Establish PMU</li> <li>• Procurement oversight for contracts below Mvr 2.5 million. Ensure timely decisions for efficient procurement and contract management</li> <li>• All procurement contracts under the project will be signed by MEE</li> <li>• Signs MOU with island councils under Output 2</li> <li>• Provides technical and institutional capacity building support</li> <li>• Reporting to ADB</li> <li>• Ensure system for sustainable operation and maintenance (O&amp;M) of project facilities</li> <li>• Coordinates with ADB and other development partners to synchronize, plan and mobilize resources for solid waste management challenges</li> <li>• Sharing of knowledge with wider communities</li> </ul>
PMU in MEE	<ul style="list-style-type: none"> <li>• Responsible for overall project management, implementation and monitoring</li> <li>• Monitors and ensures the compliance of covenants, particularly timely submission of audited project accounts and compliance with safeguard requirements</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintaining project accounts and project financial records</li> <li>• Reviews the reports submitted by project management, design and construction supervision consultant (PMDSC) with respect to detailed design, costs, safeguards, financial, economic, and social viability</li> </ul>

<sup>30</sup> The Steering Committee comprised of representative from Waste Management Company, Ministry of Finance and Treasury, Ministry of Tourism, Ministry of Health, Ministry of Gender and Family, Local Government Authority, Environmental Protection Agency.

Project Implementation Organizations	Management Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• Prepare, with the support of PMDSC, bidding documents request for proposals, and bid evaluation reports</li> <li>• Serves as point of contact with ADB, maintains project documents, and submits timely reports (quarterly progress reports and project completion report) to ADB by consolidating relevant inputs from PMDSCs and island council</li> <li>• Consolidates expenditures and prepare withdrawal applications for direct payment, reimbursements and use of advance account</li> <li>• Opens and manages advance account for ADB Grant</li> <li>• Organize project orientation for participating island councils by elaborating scope of the project and sharing about their obligation and including maintaining separate accounts for their respective contributions</li> <li>• Establishment and maintaining of project website by disclosing progress reports, safeguard monitoring reports and design reports</li> <li>• Collect supporting documents and submit withdrawal applications to ADB via MOFT</li> </ul>
Technical committee <sup>31</sup>	<ul style="list-style-type: none"> <li>• Advise and facilitate to resolve technical issues</li> </ul>
WAMCO	<ul style="list-style-type: none"> <li>• Operator for collection, transport, and disposal of waste services in project area</li> <li>• Manage regional waste management facilities</li> </ul>
island councils	<ul style="list-style-type: none"> <li>• Operators of solid waste services on outer islands</li> <li>• Responsible for management and O&amp;M of Island Waste Management Centers</li> </ul>
ADB	<ul style="list-style-type: none"> <li>• Conducts project review missions, midterm review mission and project completion review mission to assess project implementation progress of all outputs, compliance of grant covenants including actions required in terms of safeguards (environmental impacts and social mitigation measures applicable); timeliness of budgetary allocations and counterpart funding; project expenditures; progress with procurement and disbursement</li> <li>• Post on ADB website the updated project information documents and safeguards documents as per disclosure provision of the ADB safeguards policy statement</li> <li>• Reviews executing agency and implementing agency's submissions for procurement of goods, equipment, works and services and provides comments and no objection on the submissions</li> <li>• Checks Statement of Expenditure on sampling basis</li> </ul>

Source: Fact Finding Mission. 2018.

<sup>31</sup> The Technical Committee comprises representative of: Ministry of Environment and Energy, Ministry of Tourism, Ministry of Health, Ministry of Gender and Family, Local Government Authority, Ministry of Housing and Infrastructure Malé City Council, Environmental Protection Agency, Waste Management Corporation Limited, Thilafushi Corporation Limited, 2 representatives for environmental non-government organizations, and others as relevant.

## B. Key Persons Involved in Implementation

### Executing Agency

Ministry of Finance and Treasury

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## C. Project Organization Structure

16. The executing agency is the MOFT and the implementing agency is the MEE. The MEE will establish a PMU in its Waste Management and Pollution Control Department comprising 8 staff. The PMU will work closely with WAMCO and island councils, the waste service operators, during project implementation. A project steering committee chaired by Minister, MEE will provide overall policy and strategic guidance to the project. A technical committee, chaired by the Project Director will coordinate project design and implementation issues.

17. Consulting firms and individual consultants will be recruited under the project to support project management, engineering designs, supervision, capacity building, disaster risk management, and community awareness. The outline terms of reference are in Appendixes 6, 7 and 8. Recruitment method will be through quality- and cost-based (90:10) selection, quality-based selection and individual consultants selection. All consultants will be recruited in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).

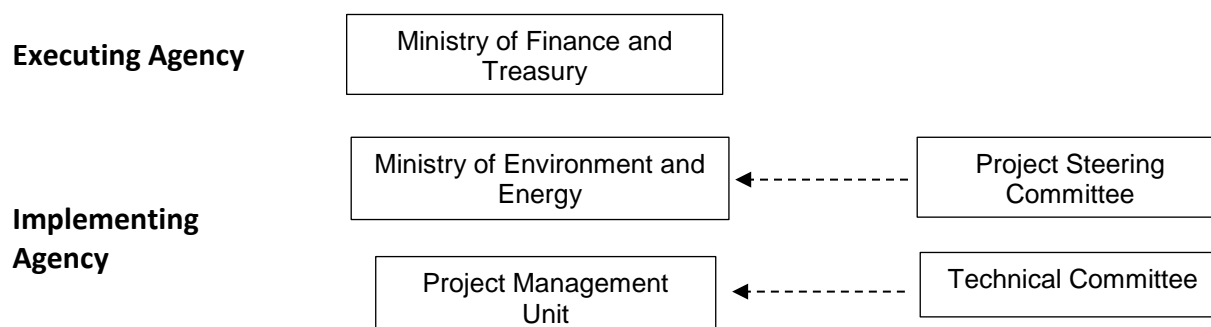
18. A dedicated full-time project management unit (PMU) will be established for the project and includes 8 staff as follows: (i) Project Director (part-time, Director General of Department), (ii) Project Manager, (iii) Procurement Specialist, (iv) Finance Specialist, (v) Safeguard Specialist,

(vi) Civil Engineer, (vii) Information, Education and Communication (IEC) Specialist, and (viii) administrative assistant. The Project Director (part-time) is empowered to take official decisions, while remaining PMU staff (full time) are recruited from the market. The PMU will be supported by the PMDS consultants and PACCB consultants for project management, capacity building, monitoring, and technical design and supervision support. PMU costs are estimated at \$1.45 million for the project. A JFPR coordinator, with experience in poverty, gender, and social development, IEC and behaviour change will support the PMU in implementing JFPR related activities and liaise with ADB. The coordinator costs will be covered by the JFPR grant.

19. For output 2 implementation, one focal person will be assigned by each outer island council to coordinate with PMU.

20. The flow chart of the project organization will be as follows.

**Figure 1: Project Organization Structure**



#### **D. Eligibility and Selection Criteria of Subprojects under Output 2**

21. The sector approach is relevant for Output 2 (outer island component), and the PMU will confirm the below eligibility and selection criteria as a condition for receiving project support under Output 2.

##### **1. Eligibility Criteria**

22. For any island council to receive support for development of IWMCs under Output 2 (community-based outer island waste management systems targeting poor and women enhanced), the island councils are required to satisfy 3 entry criteria: (i) provide sufficient and adequate land allocated on island (as required by IWMC design) which will avoid impacts to land acquisition, resettlement and livelihood loss—both permanent and temporary; (ii) confirm electricity connection for operating IWMC equipment available on selected site; (iii) sign a memorandum of understanding (MOU) with MEE clearly stating the responsibilities and commitments of both parties. Minimum content and requirement of MOU are reported in Appendix 2. The purpose of the MOU is to ensure operational and financial sustainability of assets and management systems supported under the project.

23. Selection/prioritization of outer islands for the JFPR support will follow 2 further criteria: (i) high or moderate climate risk vulnerability (e.g., coastal erosion, flooding); and (ii) gender inclusive governance in the island council (e.g., established and functioning island women's

development committee). Tentative score and list is reported in Appendix 3. All JFPR supported outer islands have also to satisfy the 3 entry criteria mentioned in para 24.

24. The PMU and JFPR coordinator will review and confirm the 5 eligibility criteria are satisfied for JFPR outer islands and 3 eligibility criteria are satisfied for other outer islands.

## 2. Appraisal Reports

25. Once the PMU confirms the minimum criteria through the MOU is complied, the PMU with the assistance of the engineering and design consultant team will prepare appraisal reports for each outer island in coordination with public awareness and capacity building consultants. The PMU will submit the appraisal reports to ADB. The appraisal report will include the following:

- (i) Assessment of existing solid waste management services and characteristics including existing waste composition, generation, service delivery, infrastructure gaps, and future requirements for sustainable waste management on the Island for a IWMC component;
- (ii) Assessment of the island council capacity for O&M including technical and financial capacity;
- (iii) Assessment of suitable land availability;
- (iv) Confirmation of compliance with the selection criteria outlined in the environmental assessment and review framework (EARF)<sup>32</sup> and resettlement framework;
- (v) Confirmation of compliance with the eligibility criteria;
- (vi) Initial environmental examination (IEE) based on detailed engineering design;
- (vii) Assessment of island council to implement environment safeguards;
- (viii) Minutes of community consultations;
- (ix) Proposed design and detailed description of the IWMC;
- (x) Confirmation on the IEE is included in the bidding document; and
- (xi) Assessment of procurement readiness and implementation schedule.

## 3. Selection

26. The PMU will be responsible for appraising projects prepared with support of the engineering consultants. ADB will review the appraisal reports to ensure IWMCs are adequately formulated and the agreed assumptions, criteria and procedures have been applied.

## 4. Implementation Plan for Output 2

27. Implementation of Output 2 will follow a step-wise approach. There are two procurement packages (1 works and 1 goods). The PMDSC will oversee technical design issues and the PACCB consultants will support community consultation and capacity building on the outer islands. The PMU will need to coordinate implementation plans and schedules of the two firms. A step-wise implementation plan for Output 2 is as follows:

- (i) **Step 1:** Screening period. Screen 32 outer islands for eligibility. Confirm MOUs (3 months)
- (ii) **Step 2:** Appraisal and design period. Prepare appraisal reports and finalize bidding document in consultation with island councils and local communities. (4 months)
- (iii) **Step 3:** Procurement. 1 civil works package, 1 equipment package (7 months)
- (iv) **Step 4:** Implementation period (12 months)

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<sup>32</sup> Appendix 5 environmental criteria.

#### IV. COSTS AND FINANCING

28. The project is estimated to cost \$40.0 million. The government has requested (i) a grant not exceeding \$33.07 million from ADB's Special Funds resources (Asian Development Fund [ADF]), of which an amount of \$1.58 million from the ADF 12 disaster risk reduction funding to support disaster risk reduction measures in the project design, and (ii) a grant of \$2.00 million from the JFPR to help finance the project. The summary cost estimates for the project is in Table 4.

**Table 4: Summary Cost Estimates**  
(\$ million)

Item	Amount <sup>a</sup>
<b>A. Base Cost<sup>b</sup></b>	
1. Waste collection, transfer, and disposal systems improved and made climate and disaster resilient	26.92
2. Community-based outer island waste management systems targeting poor and women enhanced	6.17
3. Institutional capacity and public awareness in sustainable waste management strengthened	3.23
<b>Subtotal (A)</b>	<b>36.32</b>
<b>B. Contingencies<sup>b,c</sup></b>	<b>3.68</b>
<b>Total (A+B)</b>	<b>40.00</b>

<sup>a</sup> Includes taxes and duties of \$2.1 million to be financed from government resources by cash contribution. Such amount does not represent an excessive share of the project cost.

<sup>b</sup> In early 2018 prices, using an exchange rate of \$1 = Rf15.4.

<sup>c</sup> Physical contingencies are computed at 5.5% for civil works and equipment. Price contingencies are computed at 1.5%-1.6% on foreign exchange costs and 2.8%-3.0% on local currency costs; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

Source: Asian Development Bank estimates.

29. The government will provide \$4.93 million to the investment costs of the project to finance: (i) taxes and duties; and (ii) part of works, equipment, incremental recurrent costs, and contingencies; and will provide the grant proceeds and counterpart funds to the implementing agency as grant. The ADB grant and the JFPR grant administered by ADB will finance the expenditures in relation to works, equipment, consulting services, capacity building, incremental recurrent costs, and contingencies. The government has assured that it will meet any financing shortfall to ensure that project outputs are fully achieved. The summary financing plan for the project is in Table 5.

**Table 5: Summary Financing Plan**

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Special Funds resources (Asian Development Fund grant) <sup>a</sup>	33.07	82.70
Japan Fund for Poverty Reduction (grant) <sup>b</sup>	2.00	5.00
Government	4.93	12.30
<b>Total</b>	<b>40.00</b>	<b>100.00</b>

<sup>a</sup> ADF 12 disaster risk reduction funding will finance \$1.58 million equivalent of the Asian Development Fund grant.

<sup>b</sup> Administered by the Asian Development Bank. No administration fees and other charges will be deducted under the cofinancing agreement.

Source: Asian Development Bank.

30. Climate adaptation is estimated to cost \$1.72 million, of which ADB will finance 100%. The ADF 12 disaster risk reduction funding will finance \$1.58 million equivalent of the ADF grant.

## A. Cost Estimates Preparation and Revisions

31. The cost estimates have been prepared based on the detailed feasibility study prepared by MEE in consultation with the ADB project preparatory technical assistance team. The cost estimate model was prepared using Microsoft Excel and is available. The cost estimates will be updated during project implementation.

## B. Key Assumptions

32. The following key assumptions underpin the cost estimates and financing plan:
- (i) Exchange rate: Rf15.4 = \$1.0 (as of February 2018);
  - (ii) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

**Table 6: Escalation Rates for Price Contingency Calculation**

Item	2018	2019	2020	2021	2022	2023	Annual Average
Foreign rate of price inflation	1.5%	3.0%	4.5%	6.1%	7.7%	9.3%	1.6%
Domestic rate of price inflation	2.8%	5.8%	8.8%	11.8%	14.8%	17.8%	3.0%

Source: ADB estimates.

- (iii) In-kind contributions cannot be easily measured and have not been quantified.

### C. Detailed Cost Estimates by Expenditure Category

**Table 7: Cost Estimates by Expenditure Category**  
(\$ million)

Item	Foreign Exchange	Local Currency	Total Cost	Total Net Cost	Tax	% of Total Base Cost
<b>A. Investment Costs</b>						
1. Civil works	7.74	8.55	16.29	15.37	0.92	44.9%
a. Waste collection, transfer, and disposal systems	6.61	7.31	13.92	13.13	0.79	38.3%
b. Outer island waste management systems (ADF grant)	0.70	0.78	1.48	1.39	0.08	4.1%
c. Outer island waste management systems (JFPR)	0.43	0.47	0.90	0.85	0.05	2.5%
2. Equipment	7.78	8.60	16.38	15.45	0.93	45.1%
a. Waste collection, transfer, and disposal systems	6.17	6.82	13.00	12.26	0.74	35.8%
b. Outer island waste management systems (ADF grant)	1.27	1.41	2.68	2.53	0.15	7.4%
c. Outer island waste management systems (JFPR)	0.33	0.36	0.69	0.65	0.04	1.9%
3. Project Management and Capacity Development	1.11	1.22	2.33	2.20	0.13	6.4%
a. Project management, design, and supervision	0.65	0.72	1.36	1.29	0.08	3.8%
b. Public awareness and community capacity building (ADF grant)	0.26	0.28	0.4	0.51	0.03	1.5%
c. Public awareness and community capacity building (JFPR)	0.20	0.22	0.42	0.40	0.02	1.2%
<b>Subtotal (A)</b>	<b>16.62</b>	<b>18.37</b>	<b>35.00</b>	<b>33.02</b>	<b>1.98</b>	<b>96.4%</b>
<b>B. Recurrent Costs</b>						
1. Incremental administrative costs	0.63	0.69	1.32	1.25	0.07	3.6%
<b>Subtotal (B)</b>	<b>0.63</b>	<b>0.69</b>	<b>1.32</b>	<b>1.25</b>	<b>0.07</b>	<b>3.6%</b>
<b>Total Base Cost</b>	<b>17.25</b>	<b>19.07</b>	<b>36.32</b>	<b>34.26</b>	<b>2.05</b>	<b>100.0%</b>
<b>C. Contingencies</b>						
1. Physical contingencies	0.85	0.94	1.78	1.78	-	4.9%
2. Price contingencies	-	1.90	1.90	1.90	-	5.2%
<b>Subtotal (C)</b>	<b>0.85</b>	<b>2.84</b>	<b>3.68</b>	<b>3.68</b>	<b>-</b>	<b>10.1%</b>
<b>Total Project Cost (A+B+C)</b>	<b>18.10</b>	<b>21.90</b>	<b>40.00</b>	<b>37.95</b>	<b>2.05</b>	<b>110.1%</b>

Notes: 1. Numbers may not sum precisely because of rounding.  
2. The costs of the actual audits of the project are minor and will be borne by the government.  
3. Minor environmental monitoring and implementation of resettlement plan and gender equity action plan cost are absorbed in B1.  
ADB will not finance land acquisition cost.

ADF = Asian Development Fund, JFPR = Japan Fund for Poverty Reduction.

Source: Asian Development Bank estimates.

# **D. Allocation and Withdrawal of Grant Proceeds**

**Table 8: Allocation and Withdrawal of Grant Proceeds**

No.	Item	Total Amount Allocated for ADB Financing (\$)		Basis for Withdrawal from the Grant Account
		Category	Subcategory	
1	Works	13,673,000		
1A	Waste collection, transfer, and disposal systems		12,280,000	88.2% of total expenditure claimed
1B	Outer island waste management systems		1,393,000	94.3% of total expenditure claimed
2	Equipment	14,002,000		
2A	Waste collection, transfer, and disposal systems		11,470,000	88.2% of total expenditure claimed
2B	Outer island waste management systems		2,532,000	94.3% of total expenditure claimed
3	Consulting Services	1,798,000		
3A	Project management, design, and supervision		1,286,000	94.3% of total expenditure claimed
3B	Public awareness and community capacity building		512,000	94.3% of total expenditure claimed
4	Incremental recurrent costs	924,000		70.0% of total expenditure claimed
5	Unallocated	2,673,000		
	<b>TOTAL</b>	<b>33,070,000</b>		

Source: Asian Development Bank estimates.

**Table 9: Allocation and Withdrawal of Japan Fund for Poverty Reduction Proceeds**

No.	Item	Total Amount Allocated for ADB Financing (\$)		Basis for Withdrawal from the Grant Account
		Category	Subcategory	
1	Works (outer island waste management systems)	847,000		94.3% of total expenditure claimed
2	Equipment (outer island waste management systems)	653,000		94.3% of total expenditure claimed
3	Consulting Services (public awareness and community capacity building)	400,000		94.3% of total expenditure claimed
4	Unallocated	100,000		
	<b>TOTAL</b>	<b>2,000,000</b>		

Source: Asian Development Bank estimates.

## E. Detailed Cost Estimates by Financier

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

Item	ADB		Japan Fund for Poverty Reduction		Tax	Government			Total Costs
	\$	%	\$	%		Non- Tax	Total	%	
<b>A. Investment Costs</b>									
1. Civil works	13.67	83.9%	0.85	5.2%	0.92	0.85	1.77	10.9%	16.29
a. Waste collection, transfer, and disposal systems	12.28	88.2%	-	0.0%	0.79	0.85	1.64	11.8%	13.92
b. Outer island waste management systems (ADF grant)	1.39	94.3%	-	0.0%	0.08	-	0.08	5.7%	1.48
c. Outer island waste management systems (JFPR)	-	0.0%	0.85	94.3%	0.05	-	0.05	5.7%	0.90
2. Equipment	14.00	85.5%	0.65	4.0%	0.93	0.79	1.72	10.5%	16.38
a. Waste collection, transfer, and disposal systems	11.47	88.2%	-	0.0%	0.74	0.79	1.53	11.8%	13.00
b. Outer island waste management systems (ADF grant)	2.53	94.3%	-	0.0%	0.15	-	0.15	5.7%	2.68
c. Outer island waste management systems (JFPR)	-	0.0%	0.65	94.3%	0.04	-	0.04	5.7%	0.69
3. Project Management and Capacity Development	1.80	77.2%	0.40	17.2%	0.13	-	0.13	5.7%	2.33
a. Project management, design, and supervision	1.29	94.3%	-	0.0%	0.08	-	0.08	5.7%	1.36
b. Public awareness and community capacity building (ADF grant)	0.51	94.3%	-	0.0%	0.03	-	0.03	5.7%	0.54
c. Public awareness and community capacity building (JFPR)	-	0.0%	0.40	94.3%	0.02	-	0.02	5.7%	0.42
<b>Subtotal (A)</b>	<b>29.47</b>	<b>84.2%</b>	<b>1.90</b>	<b>5.4%</b>	<b>1.98</b>	<b>1.64</b>	<b>3.62</b>	<b>10.4%</b>	<b>35.00</b>
<b>B. Recurrent Costs</b>									
1. Incremental administrative costs	0.92	70.0%	-	0.0%	0.07	0.32	0.40	30.0%	1.32
<b>Subtotal (B)</b>	<b>0.92</b>	<b>70.0%</b>	<b>-</b>	<b>0.0%</b>	<b>0.07</b>	<b>0.32</b>	<b>0.40</b>	<b>30.0%</b>	<b>1.32</b>
<b>Total Base Cost</b>	<b>30.40</b>	<b>83.7%</b>	<b>1.90</b>	<b>5.2%</b>	<b>2.05</b>	<b>1.97</b>	<b>4.02</b>	<b>11.1%</b>	<b>36.32</b>
<b>C. Contingencies</b>									
1. Physical contingencies	1.25	70.0%	0.10	5.6%	-	0.44	0.44	24.4%	1.78
2. Price contingencies	1.43	75.0%	-	0.0%	-	0.48	0.48	25.0%	1.90
<b>Subtotal (C)</b>	<b>2.67</b>	<b>72.6%</b>	<b>0.10</b>	<b>2.7%</b>	<b>-</b>	<b>0.91</b>	<b>0.91</b>	<b>24.7%</b>	<b>3.68</b>
<b>Total Project Cost (A+B+C)</b>	<b>33.07</b>	<b>82.7%</b>	<b>2.00</b>	<b>5.0%</b>	<b>2.05</b>	<b>2.88</b>	<b>4.93</b>	<b>12.3%</b>	<b>40.00</b>

Notes: 1. Numbers may not sum precisely because of rounding.  
2. The costs of the actual audits of the project are minor and will be borne by the government.  
3. Minor environmental monitoring and implementation of resettlement plan and gender equity action plan cost are absorbed in B1.  
ADB will not finance land acquisition cost.

ADB = Asian Development Bank, ADF = Asian Development Fund, JFPR = Japan Fund for Poverty Reduction.

Source: Asian Development Bank estimates.

## F. Detailed Cost Estimates by Outputs and/or Components

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

Item	Total Cost	Output 1		Output 2		Output 3	
		\$	%	\$	%	\$	%
<b>A. Investment Costs</b>							
1. Civil works	16.29	13.92	85.4%	2.37	14.6%	-	0.0%
a. Waste collection, transfer, and disposal systems	13.92	13.92	100.0%	-	0.0%	-	0.0%
b. Outer island waste management systems (ADF grant)	1.48	-	0.0%	1.48	100.0%	-	0.0%
c. Outer island waste management systems (JFPR)	0.90	-	0.0%	0.90	100.0%	-	0.0%
2. Equipment	16.38	13.00	79.4%	3.38	20.6%	-	0.0%
a. Waste collection, transfer, and disposal systems	13.00	13.00	100.0%	-	0.0%	-	0.0%
b. Outer island waste management systems (ADF grant)	2.68	-	0.0%	2.68	100.0%	-	0.0%
c. Outer island waste management systems (JFPR)	0.69	-	0.0%	0.69	100.0%	-	0.0%
3. Project Management and Capacity Development	2.33	-	0.0%	0.42	18.2%	1.91	81.8%
a. Project management, design, and supervision	1.36	-	0.0%	-	0.0%	1.36	100.0%
b. Public awareness and community capacity building (ADF grant)	0.54	-	0.0%	-	0.0%	0.54	100.0%
c. Public awareness and community capacity building (JFPR)	0.42	-	0.0%	0.42	100.0%	-	0.0%
<b>Subtotal (A)</b>	<b>35.00</b>	<b>26.92</b>	<b>76.9%</b>	<b>6.17</b>	<b>17.6%</b>	<b>1.91</b>	<b>5.4%</b>
<b>B. Recurrent Costs</b>							
1. Incremental administrative costs	1.32	-	0.0%	-	0.0%	1.32	100.0%
<b>Subtotal (B)</b>	<b>1.32</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	<b>1.32</b>	<b>100.0%</b>
<b>Total Base Cost</b>	<b>36.32</b>	<b>26.92</b>	<b>74.1%</b>	<b>6.17</b>	<b>17.0%</b>	<b>3.23</b>	<b>8.9%</b>
<b>C. Contingencies</b>							
1. Physical contingencies	1.78	1.47	82.4%	0.31	17.6%	-	0.0%
2. Price contingencies	1.90	1.42	74.5%	0.32	17.0%	0.16	8.5%
<b>Subtotal (C)</b>	<b>3.68</b>	<b>2.88</b>	<b>78.3%</b>	<b>0.64</b>	<b>17.3%</b>	<b>0.16</b>	<b>4.4%</b>
<b>Total Project Cost (A+B+C)</b>	<b>40.00</b>	<b>29.80</b>	<b>74.5%</b>	<b>6.81</b>	<b>17.0%</b>	<b>3.39</b>	<b>8.5%</b>

Note: 1. Numbers may not sum precisely because of rounding.  
2. The costs of the actual audits of the project are minor and will be borne by the government.  
3. Minor environmental monitoring and implementation of resettlement plan and gender equity action plan cost are absorbed in B1. ADB will not finance land acquisition cost.

ADF = Asian Development Fund, JFPR = Japan Fund for Poverty Reduction.

Source: Asian Development Bank estimates.

**G. Detailed Cost Estimates by Year****Table 12: Detailed Cost Estimates by Year  
(\$ million)**

Item	Total	2018	2019	2020	2021	2022	2023
<b>A. Investment Costs</b>							
1. Civil works	16.29	0.25	2.29	4.96	5.75	2.92	0.12
a. Waste collection, transfer, and disposal systems	13.92	0.22	2.02	4.27	4.98	2.42	-
b. Outer island waste management systems (ADF grant)	1.48	0.02	0.21	0.45	0.53	0.26	-
c. Outer island waste management systems (JFPR)	0.90	-	0.06	0.24	0.24	0.24	0.12
2. Equipment	16.38	0.66	5.20	7.18	3.05	0.18	0.09
a. Waste collection, transfer, and disposal systems	13.00	0.54	4.28	5.80	2.38	-	-
b. Outer island waste management systems (ADF grant)	2.68	0.11	0.88	1.20	0.49	-	-
c. Outer island waste management systems (JFPR)	0.69	-	0.05	0.18	0.18	0.18	0.09
3. Project Management and Capacity Development	2.33	0.21	0.47	0.47	0.47	0.47	0.25
a. Project management, design, and supervision	1.36	0.14	0.27	0.27	0.27	0.27	0.14
b. Public awareness and community capacity building (ADF grant)	0.54	0.05	0.11	0.11	0.11	0.11	0.05
c. Public awareness and community capacity building (JFPR)	0.42	0.02	0.08	0.08	0.08	0.08	0.06
<b>Subtotal (A)</b>	<b>35.00</b>	<b>1.12</b>	<b>7.97</b>	<b>12.61</b>	<b>9.27</b>	<b>3.57</b>	<b>0.47</b>
<b>B. Recurrent Costs</b>							
1. Incremental administrative costs	1.32	0.13	0.26	0.26	0.26	0.26	0.13
<b>Subtotal (B)</b>	<b>1.32</b>	<b>0.13</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.13</b>
<b>Total Base Cost</b>	<b>36.32</b>	<b>1.25</b>	<b>8.23</b>	<b>12.87</b>	<b>9.53</b>	<b>3.83</b>	<b>0.60</b>
<b>C. Contingencies</b>							
1. Physical contingencies	1.78	0.05	0.41	0.66	0.48	0.17	0.01
2. Price contingencies	1.90	0.02	0.26	0.62	0.63	0.31	0.06
<b>Subtotal (C)</b>	<b>3.68</b>	<b>0.07</b>	<b>0.67</b>	<b>1.28</b>	<b>1.11</b>	<b>0.48</b>	<b>0.07</b>
<b>Total Project Cost (A+B+C)</b>	<b>40.00</b>	<b>1.32</b>	<b>8.90</b>	<b>14.16</b>	<b>10.64</b>	<b>4.31</b>	<b>0.67</b>

Note: 1. Numbers may not sum precisely because of rounding.

2. The costs of the actual audits of the project are minor and will be borne by the government.

3. Minor environmental monitoring and implementation of resettlement plan and gender equity action plan cost are absorbed in B1. ADB will not finance land acquisition cost.

ADF = Asian Development Fund, JFPR = Japan Fund for Poverty Reduction.

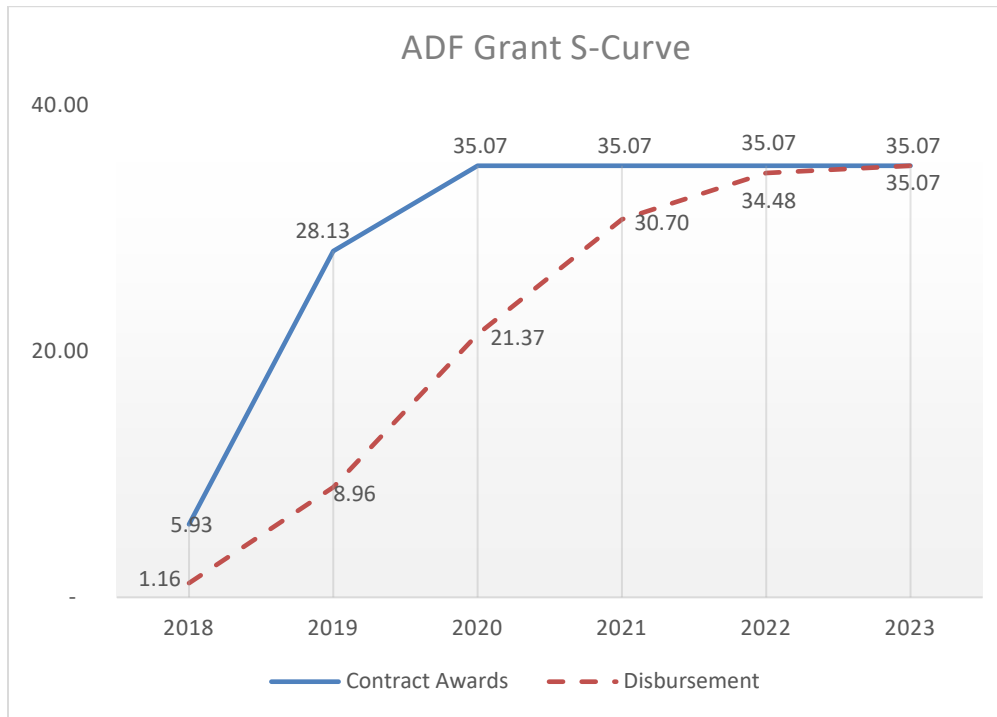
Source: Asian Development Bank estimates.

## H. Contract and Disbursement S-Curve

**Table 13: Contract Awards and Disbursement (\$ million)**

Year	Contract Awards (\$ million)				Disbursements (\$ million)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2018	-	-	-	5.93	-	-	-	1.16
2019	4.30	1.74	-	16.16	1.95	1.95	1.95	1.95
2020	6.94	-	-	-	3.10	3.10	3.10	3.10
2021	-	-	-	-	2.33	2.33	2.33	2.33
2022	-	-	-	-	0.95	0.95	0.95	0.95
2023	-	-	-	-	0.30	0.29	-	-

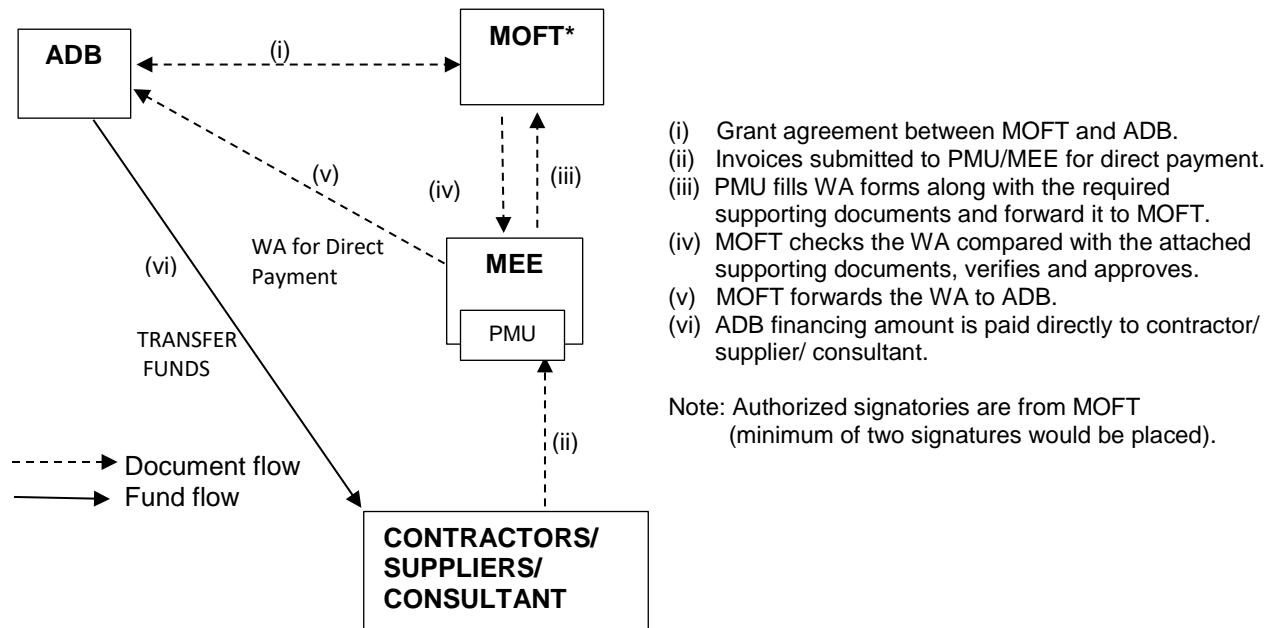
**Figure 2: Contract Award and Disbursement S-Curve**



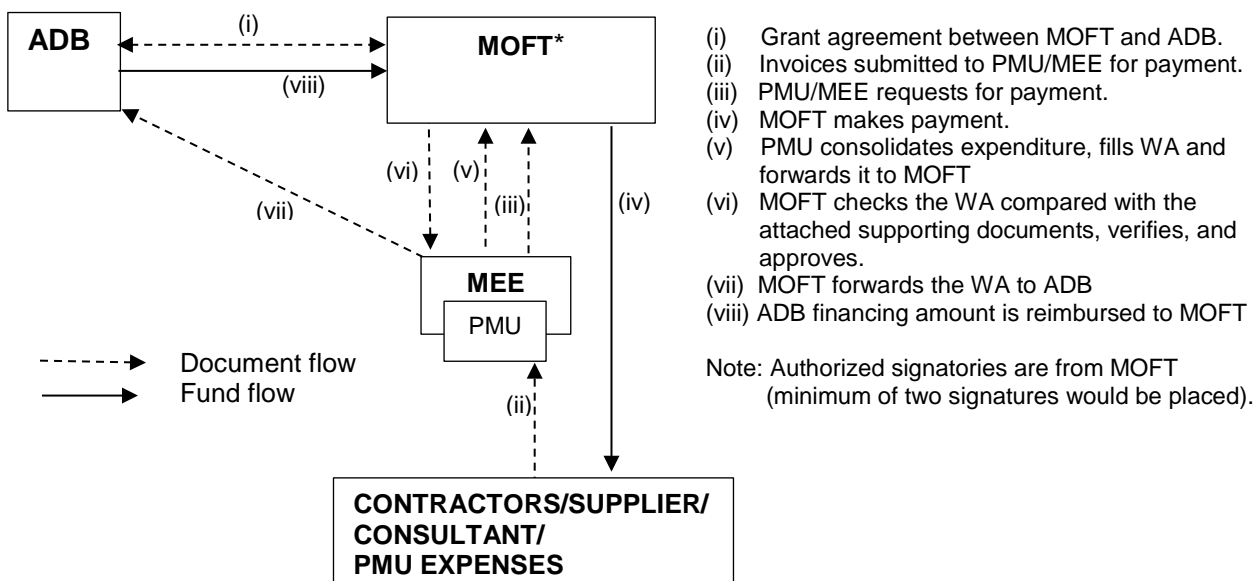
## I. Fund Flow Diagram

33. The funds will flow from ADB and the recipient to implement project activities, and how documents for requests for disbursement will flow to ADB are shown below.

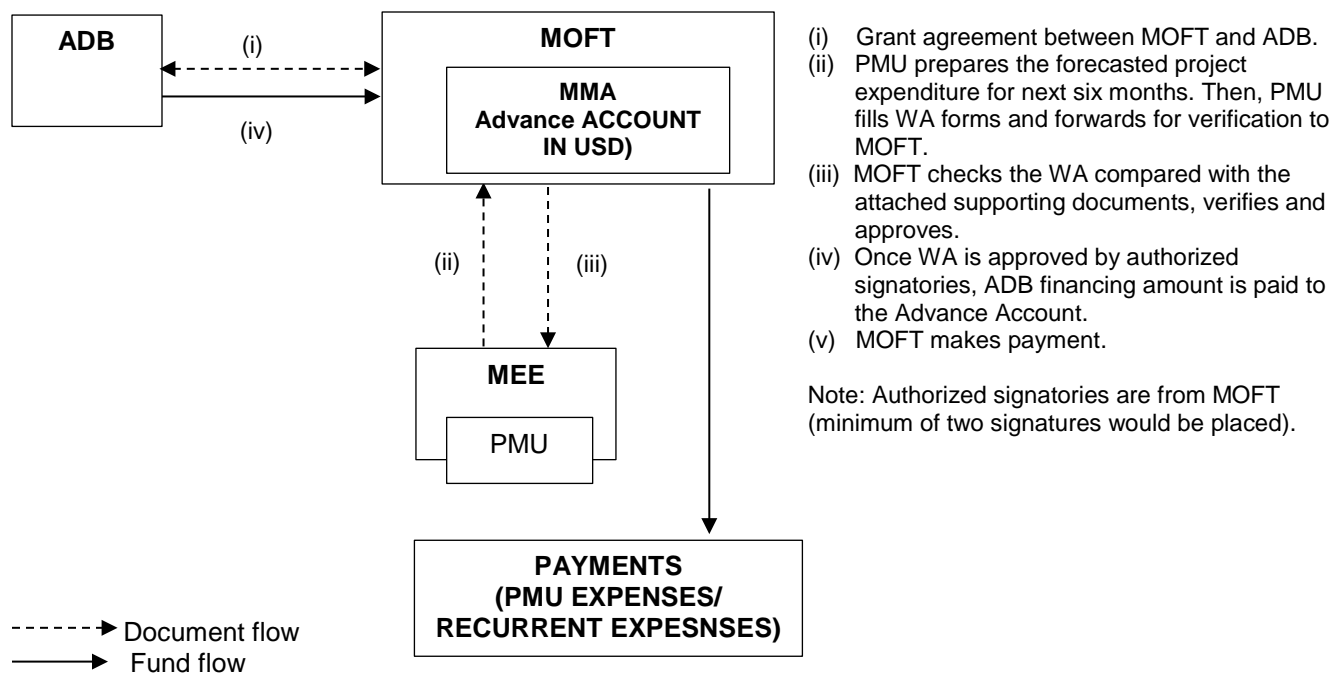
**Figure 3: Fund Flow diagram for Direct Payment Procedure**



**Figure 4: Fund Flow diagram for Reimbursement Procedure**



**Figure 5: Fund Flow diagram for Advance Fund Procedure**



ADB = Asian Development Bank, MH = Ministry of Energy and Environment, MOFT = Ministry of Finance and Treasury, PMU = project management unit, MMA = Maldives Monetary Authority, WA = withdrawal applications

## V. FINANCIAL MANAGEMENT

### A. Financial Management Assessment

34. The financial management assessment (FMA) was conducted in accordance with the Guidelines for the Financial Management and Analysis of Projects (2005), Financial Due diligence a Methodology Note (2009), and Financial Management Technical Guidance Note (2015) of ADB.<sup>33</sup> The FMA considered the financial management capacity of MEE under the government and its PMU in its role acting as the implementing agency.

35. The MEE has considerable experience in implementing development partners assisted projects including the ongoing Preparing Outer Islands for Sustainable Energy Development Project funded by ADB.<sup>34</sup> The PMU under MEE will be headed by a dedicated part-time project director to be assisted by a team of technical and non-technical officials to manage the project on full time basis.<sup>35</sup> The PMU will be responsible for the day-to-day management of the project, including but not limited to: (i) preparing an overall project implementation plan and detail work program; (ii) providing overall monitoring and guidance on the implementation; (iii) monitoring and supervising all management activities; (iv) preparing project progress and project completion reports; (v) financial planning and budgeting including contract awards and disbursements; and (vi) ensuring full compliance with ADB's resettlement, environmental, and other safeguard policies.

36. A key aspect of FMA is evaluating the risks associated with financial arrangements of the project. ADB's principal concern is to ensure that project funds are used economically and efficiently for the purpose intended. In support of this, it seeks assurance that the financial management system of MEE and its PMU can report on the source and use of the project funds. The assessment was based on the results of the FMA questionnaire, discussions with MEE and MOFT officials, and information available through various reports and desk research.

37. The major risk factors identified during the assessment that need to be addressed include:

- (i) delays in setting up dedicated PMU may hamper the project's timely and effective implementation;
- (ii) insufficient training on ADB procedures to the new staff in PMU may cause delays in day-to-day financial management of the project;
- (iii) occasional delays in the release of the government's counterpart funds may cause delays in the timely and efficient implementation of the project; and
- (iv) weak internal audit system in MEE and PMU may prevent them of not being aware of key risks.<sup>36</sup>

38. Despite the highlighted risks, the financial management arrangements are satisfactory given that MEE has significant experience in satisfactorily implementing a number of development partner-funded projects. In addition, the PMDSC proposed to be recruited under the project, will

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<sup>33</sup> (i) ADB. 2005. *Financial Management and Analysis of Projects*. Manila. (ii) ADB. 2009. *Financial Due diligence: A Methodology Note*. Manila. (iii) ADB. 2015. *Financial Management Technical Guidance Note*. Manila.

<sup>34</sup> (i) ADB. 2014. *Proposed Grant and Administration of Grant Republic of the Maldives: Preparing Outer Islands for Sustainable Energy Development Project*. Manila. (ii) World Bank funded projects include the Maldives Environmental Management Project and the Maldives Clean Environment Project.

<sup>35</sup> The proposed staffing of PMU includes 8 staff as follows: (i) Project Director (part-time, Director General of Department), (ii) Project Manager, (iii) Procurement Specialist, (iv) Finance Specialist, (v) Safeguard Specialist, (vi) Civil Engineer, (vii) Information, Education and Communication (IEC) Specialist, and (viii) administrative assistant..

<sup>36</sup> There is currently no operational internal audit function in MEE.

support MEE and its PMU in enhancing the financial management capacity. The overall risk assessment for the project is “Moderate”, considering sufficient experience handling externally funded projects of MEE and implementation arrangement for the Project established by the government. The action plan for mitigating the foreseen risks includes the following measures:

**Table 14: Risk Assessment and Mitigation Plan**

Area	Current scenario	Risk	Mitigation measure suggested	Target date
Setting up dedicated PMU	No PMU established.	This may hamper the timely and effective implementation of the project.	Commitment of MOFT and MEE to ensure the timely setting up of PMU with qualified staff.	before grant signing
Training	Insufficient training on ADB procedures to the new staff in PMU.	This may cause delays in day-to-day financial management of the project.	Extending full training (including available ADB online trainings) and capacity building support with the help of PMCs for enhancing the financial management capacity of PMU.	before grant effectiveness
Counterpart funds	Occasional delays in the release of the government's counterpart funds.	This may cause delays in the timely and efficient implementation of the project.	Commitment from MOFT and MEE for timely allocation and disbursement of the government's counterpart funds.	before and during implementation
Internal audit	Weak internal audit system in MEE and PMU.	This may prevent them of not being aware of key risks.	Strengthening the internal audit process of MEE and PMU by appointing qualified staff.	before grant effectiveness

ADB = Asian Development Bank, MEE = Ministry of Environment and Energy, MOFT = Ministry of Finance and Treasury, PMU = Project Management Unit.

Note: ADB will monitor through regular review missions and QPRs.

39. The FMA has considered two types of risks: (i) inherent risks, i.e. risks outside the direct control of MEE, and (ii) control risks, i.e. risks concerning the internal functioning and control of MEE. The key risks have been identified and presented in Table 15.

**Table 15: Financial Management Inherent and Control Risk Assessment**

Risk	Risk Assessment	Risk Mitigation Measures
<b>A. Inherent Risk</b>		
1. Country-Specific (Maldives)	<b>MODERATE</b> <ul style="list-style-type: none"> <li>Increasing political instability may hamper economic development and possible investments in infrastructure projects.</li> </ul>	<ul style="list-style-type: none"> <li>ADB will monitor closely the political situation of the country.</li> </ul>
2. Entity-Specific (MEE)	<b>SUBSTANTIAL</b> <ul style="list-style-type: none"> <li>There is deficiency in the public financial management with low credibility of the budget and weakness in procurement, control, accounting and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>The project will provide support to enhance the public financial management of the government.</li> </ul>
3. Project-Specific Risks	<b>SUBSTANTIAL</b> <ul style="list-style-type: none"> <li>Inadequate tariff revisions for solid waste treatment may hamper the sustainability of newly developed assets under GMEIWMP.</li> </ul>	<ul style="list-style-type: none"> <li>The commitment of the government to provide sufficient financial support to WAMCO for covering O&amp;M costs is required.</li> </ul>

Risk	Risk Assessment	Risk Mitigation Measures
		<ul style="list-style-type: none"><li>• MEE and WAMCO need to prepare and implement the systematic plans to enhance revenues and reduce costs.</li></ul>
<b>Overall Inherent Risks</b>	<b>SUBSTANTIAL</b> Entity-specific risks may be mitigated by provision of capacity development support from ADB. In case of project-specific risks, the government needs to provide its support to WAMCO in ensuring the project sustainability.	
<b>B. Control Risk (MEE/PMU)</b>		
1. Implementing Entity	<b>SUBSTANTIAL</b> <ul style="list-style-type: none"><li>• MEE has considerable experience in implementing external development partners assisted projects including the ongoing Preparing Outer Islands for Sustainable Energy Development Project funded by ADB.</li><li>• However, PMU has not been formed yet and the experience and skills of PMU staff needs to be assured.</li></ul>	<ul style="list-style-type: none"><li>• MOFT and MEE need to timely set up PMU with qualified staff.</li></ul>
2. Funds Flow	<b>SUBSTANTIAL</b> <ul style="list-style-type: none"><li>• Funds flow for GMEIWMP will be similar with other ongoing projects. There have been no major problems identified.</li><li>• There have been occasional delays in allocation or processing of counterpart funds for other projects, resulting in late payment to contractors.</li></ul>	<ul style="list-style-type: none"><li>• The government needs to provide assurance that funds will be released in a timely fashion.</li></ul>
3. Staffing	<b>MODERATE</b> <ul style="list-style-type: none"><li>• Inadequate staff capacity in the accounts section of PMU and lack of training to new accounting staff may cause delays in day-to-day financial management and submission of periodical financial reports.</li></ul>	<ul style="list-style-type: none"><li>• Extending full training and capacity building support for enhancing the financial management capacity of PMU is required.</li></ul>
4. Accounting Policies and Procedures	<b>LOW</b> <ul style="list-style-type: none"><li>• Policies and procedures are well documented. PMU will use the accounting standards of the government.</li></ul>	<ul style="list-style-type: none"><li>• Not applicable</li></ul>
5. Internal Audit	<b>SUBSTANTIAL</b> <ul style="list-style-type: none"><li>• MEE's internal audit function has not been operational since 2013, as positions in the Internal Audit function have not been filled.</li></ul>	<ul style="list-style-type: none"><li>• MEE needs to appoint qualified staff to carry out internal audit of both MEE and the project.</li></ul>
6. External Audit (entity level)	<b>LOW</b> <ul style="list-style-type: none"><li>• MEE is audited annually. There have been no significant delays in the entity audit and submission of audited financial statements.</li></ul>	<ul style="list-style-type: none"><li>• Not applicable</li></ul>
7. External Audit (Project level)	<b>LOW</b> <ul style="list-style-type: none"><li>• Project financial statements are regularly audited by the Auditor General's office including performance of surprise checks on cash and stock.</li><li>• There have been no delays in the project audit and submission of audited project financial statements for previous projects.</li></ul>	<ul style="list-style-type: none"><li>• Not applicable</li></ul>

Risk	Risk Assessment	Risk Mitigation Measures
8. Reporting and Monitoring	<p style="text-align: center;"><b>LOW</b></p> <ul style="list-style-type: none"> <li>Regular reports are generated from the accounting system and regular monitoring monitoring is carried out by management.</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>
9. Information Systems	<p style="text-align: center;"><b>LOW (MEE)</b></p> <ul style="list-style-type: none"> <li>The system in operation suits MEE's requirements. A backup procedure is also in place.</li> </ul> <p style="text-align: center;"><b>MODERATE (PMU)</b></p> <ul style="list-style-type: none"> <li>PMU will install the necessary systems for recording and reporting of project activities.</li> <li>The financial reporting system will have links with the financial information systems of individual projects.</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable</li> <li>Not applicable</li> </ul>
<b>Overall Inherent Risks</b>	<p style="text-align: center;"><b>MODERATE</b></p> <p>Several financial management risks have been identified but none are high. However, delays in providing the government's counterpart funds, inadequate PMU accounts staff not yet recruited, and no internal audit division of MEE may hamper the effective implementation of the project. The initial support and capacity development for MEE and PMU on ADB procedures will be implemented with the support of qualified and experienced PMDSC.</p>	

ADB = Asian Development Bank, MEE = Ministry of Environment and Energy, MOFT = Ministry of Finance and Treasury, PMDSC = project management, design and construction supervision consultant, PMU = project management unit, WAMCO = Waste Management Corporation Limited.

## B. Disbursement

### 1. Disbursement Arrangements for ADB Funds

40. The grant proceeds will be disbursed in accordance with the ADB's Loan Disbursement Handbook (2017, as amended from time to time), and detailed arrangements agreed upon between the government and ADB. MEE (PMU) will be responsible for (i) preparing annual contract awards and disbursement projections, (ii) requesting budgetary allocations for counterpart funds, (iii) collecting supporting documents, and (iv) preparing and sending withdrawal applications to ADB through MOFT. Online training for project staff on disbursement policies and procedures is available.<sup>37</sup> Project staff are encouraged to avail of this training to help ensure efficient disbursement and fiduciary control.

41. **Advance fund procedure.** The MOFT will establish and MEE will maintain an advance account for the ADB grant through the Maldives Monetary Authority (MMA). The currency of the advance account is the US dollar. The advance account is to be used exclusively for ADB's share of eligible expenditures. The MOFT establishes the advance account in MEE's name. MEE, is accountable and responsible for the proper use of advances to the account.

42. The total outstanding advances to the advance account should not exceed the estimate of ADB's share of expenditures to be paid through the advance account for the forthcoming 6 months. MEE (PMU) may request for initial and additional advances based on an estimate of

<sup>37</sup> Disbursement eLearning. [http://wpqr4.adb.org/disbursement\\_elearning](http://wpqr4.adb.org/disbursement_elearning)

expenditure sheet setting out the estimated expenditures to be financed through the account for the forthcoming 6 months.<sup>38</sup> Supporting documents should be submitted to ADB or retained by MEE (PMU) in accordance with ADB's Loan Disbursement Handbook (2017, as amended from time to time) when liquidating or replenishing the advance account.

43. **Statement of expenditure procedure.**<sup>39</sup> The statement of expenditure (SOE) procedure will be adopted for the reimbursement of eligible expenditures not exceeding \$100,000 per individual payment.<sup>40</sup> Supporting documents and records for the expenditures claimed under the SOE should be maintained and readily available for review by ADB's disbursement and review mission, upon ADB's request for submission of supporting documents on a sampling basis, and for an independent audit. Reimbursement and liquidation of individual payments above the SOE ceiling should be supported by full documentation when the withdrawal application is submitted to ADB.

44. Before submission of the first withdrawal application, MOFT should submit to ADB sufficient evidence of authority of the person(s) who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is set in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time). Individual payments below this amount should be paid (i) by the executing agency and/or implementing agency and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB.

## 2. Disbursement Arrangements for Counterpart Fund

45. The MOFT will provide counterpart funds from its annual budgets, which will be based on the amounts allocated for the project in the government's budget. MEE (PMU) will be responsible for (i) preparing disbursement projections, (ii) requesting budgetary allocations for counterpart funds, (iii) collecting supporting documents, and (iv) preparing claims and sending withdrawal applications to ADB. Taxes and duties will be borne by the counterpart as a cash contribution.

### C. Accounting

46. The MEE (PMU) will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project following International Public Sector Accounting Standard for cash-based accounting, and the government's accounting laws and regulations, which are consistent with international accounting principles and practices. The account will follow International accounting principles and practices, adhere to sound financial management requirements during implementation of the proposed, and will maintain separate records to identify (i) goods and services financed from grant proceeds (ii) financing resources received (iii) expenditures incurred on each component of the project, and (iv) counterpart funds received and expended. The MEE (PMU) will prepare a consolidated project financial statements in accordance with the government's accounting laws and regulations which are consistent with international accounting principles and practices.

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<sup>38</sup> ADB. 2017. *Loan Disbursement Handbook*. Manila. (Appendix 10B. Summary Sheet for Issuance of Commitment Letter [Form ADB-CL-SS]).

<sup>39</sup> The SOE forms are available in Appendix 7B and 7D of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

<sup>40</sup> Statement of expenditure forms are available in Appendixes 7B and 7C of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

## D. Auditing and Public Disclosure

47. The MOFT and MEE are subject to audit by Auditor General's Office, the supreme audit institution in Maldives. The MEE (PMU) will cause the detailed project financial statements to be audited in accordance with International Standards on Auditing by an independent auditor acceptable to ADB. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year.

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

49. 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.

50. ADB has informed the government and MEE of ADB's approach to delayed submissions and requirements for satisfactory and acceptable quality of the audited project financial statements.<sup>41</sup> ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the recipient), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

51. ADB's Public Communications Policy 2011 will guide the public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements.<sup>42</sup> After review, ADB will disclose the audited project financial statements and the auditors' opinion on the project financial statements on ADB's website no later than 14 days from ADB's confirmation of their acceptability. The management letter, additional auditor's opinions, and audited entity financial statements will not be disclosed.<sup>43</sup>

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<sup>41</sup> ADB's approach and procedures regarding delayed submission of audited project financial statements:

(i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed;

(ii) When audited project financial statements are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of 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 grant may be suspended if the audit documents are not received within the next 6 months; and

(iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the grant.

<sup>42</sup> Public Communications Policy: <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>.

<sup>43</sup> 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).

## **VI. PROCUREMENT AND CONSULTING SERVICES**

### **A. Advance Contracting and Retroactive Financing**

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

53. The MOFT has requested advance action for civil works, goods, and the recruitment of consultants including finalization of the request for proposal and recruitment of PMU staff.

54. The maximum amount of eligible expenditures up to 20% of the total ADB grant for eligible expenditures incurred before grant effectiveness, but not more than 12 months before the signing of the grant agreement.

### **B. Procurement of Goods, Works, and Consulting Services**

55. All procurement of goods and works will be undertaken in accordance with ADB's Procurement Guidelines (2015, as amended from time to time).

56. International competitive bidding procedures (ICB) will be used for civil works contracts estimated to cost \$2 million or more, and supply contracts valued at \$1 or higher. Shopping will be used for contracts for procurement of works and equipment worth less than \$100,000.

57. When national competitive bidding (NCB) is proposed, before the start of any procurement, ADB and the government will review the public procurement laws of the central and state governments to ensure consistency with ADB's Procurement Guidelines (2015, as amended from time to time).

58. An 18-month procurement plan indicating threshold and review procedures, goods, works, and consulting service contract packages and national competitive bidding guidelines is in Section C.

59. All consultants will be recruited according to ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).<sup>44</sup> The terms of reference (TOR) for all consulting services are detailed in Section D.

60. An estimated person-months (through firms 31 international, 108 national) of consulting services are required to (i) facilitate project management and implementation, (ii) design and supervisions, and (iii) strengthen the institutional and operational capacity of the executing agency, implementing agency and outer island councils. While PMD consulting firms will be engaged using the quality- and cost-based selection method with a quality–cost ratio of 90:10, PACCB consultant (firm) will be engaged using the quality-based selection method. Individual consultants will be also engaged for the proposed capacity building transaction technical

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<sup>44</sup> Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

assistance (TRTA) attached to the project for 31 person-months (13 international and 18 national) and disaster risk management support (3 person-months, international).

### **C. Procurement Plan**

61. The procurement plan (Appendix 4) is prepared in accordance with the generic or country-specific templates prepared by the Procurement, Portfolio and Financial Management Department.<sup>45</sup>

### **D. Consultant's Terms of Reference**

62. Three types of consultants are planned to be recruited under the project, which are as follows:

- (i) The Project Management, Design and Construction Supervision consultant (PMDSC) will be an engineering and management firm which will be engaged to support the government (MOFT, MEE and PMU) to successfully implement the project through high quality design, management and construction supervision services, including:
  - (a) surveys, studies and investigations;
  - (b) concept design, detailed engineering and design;
  - (c) bidding process support;
  - (d) procurement and contract award;
  - (e) construction supervision;
  - (f) contract administration;
  - (g) project management and monitoring; and
  - (h) ensure compliance with social, environmental, and, occupational health and safety aspects.

A total of 21 person-months of key international experts and 69 person-months of key national experts are provisioned under PMDSC contract.

- (ii) Public Awareness and Community Capacity Building (PACCB) consultant<sup>46</sup> (firm) for 32 outer islands will be engaged to:
  - (a) develop community-based island waste management centers; and
  - (b) generate awareness and strengthen skills in waste collection, segregation, composting, recycling, and O&M targeting the poor and women.

It will also support to implement community awareness campaign for strengthening disaster risk reduction and climate change readiness. A total of 2 person-months of key international expert and 37 person-months of key national experts are provisioned under PACCB consultant's contract.

- (iii) The Disaster Risk Management (DRM) consultant will work with MEE and WAMCO to provide operational and capacity building support during project implementation to decision makers, administrators, site workers, and first

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<sup>45</sup> Procurement plan template:  
[http://wpqr2.asiandevbank.org/LotusQuickr/cosopedia/PageLibrary48257599000668D1.nsf/h\\_Toc/5EA6EACF755AA652482575D9002FCB8F/?OpenDocument](http://wpqr2.asiandevbank.org/LotusQuickr/cosopedia/PageLibrary48257599000668D1.nsf/h_Toc/5EA6EACF755AA652482575D9002FCB8F/?OpenDocument) .

<sup>46</sup> Partially funded by a grant from Japan Fund for Poverty Reduction focusing on poverty reduction.

responders on DRM. The international consultant will be engaged for 3 person-months.

- (iv) The proposed capacity building TRTA attached to the project will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-6). The TRTA will support:
  - (a) strengthening WAMCO's institutional capacity to provide efficient and sustainable SWM services, including efficient dumpsite management, waste collection and transfer, strategic planning including business planning, asset management, and O&M;
  - (b) project implementation to PMU in ADB procurement and safeguards requirements and performance monitoring particularly Output 2 (outer islands); and
  - (c) a recycling market study to inform WAMCO's business planning and operations.

63. Outline TORs for consulting services are available in Appendixes 6,7 and 8. These are a summary of detailed TORs prepared and to be submitted to ADB.

## VII. SAFEGUARDS

64. The executing and implementing agencies are responsible for compliance with ADB Safeguard Policy Statement (SPS) 2009.

65. **Environment.** The project is classified as category B for environmental safeguards per ADB SPS. Three initial environmental examination (IEE) reports with environmental management plans (EMPs) were prepared based on preliminary designs covering (i) construction of transfer stations in Malé and Villimalé, (ii) harbor improvement and construction of the construction and demolition (C&D) wastes processing plant and ELV dismantling workshop; and (iii) construction of the Thulusdhoo IWMC. The IEEs were prepared to meet both ADB SPS and government laws requirements. Due diligence of Output 1 subprojects and the Thulusdhoo IWMC was conducted and findings show that any impacts due to construction and operation will be site-specific, short in duration, not significant and can be avoided and/or mitigated through measures identified in EMPs.

66. An environmental assessment and review framework (EARF) was prepared and agreed with ADB to (i) guide selection, screening and categorization, environmental assessment, and preparation and implementation of safeguard plans of the outer island IWMCs to be prepared after ADB Board approval; and (ii) facilitate compliance with the requirements specified in ADB SPS, 2009.<sup>47</sup> The EARF ensures that all IWMCs under the project will not deteriorate or interfere with the environmental sensitivity of the area, but rather improve environmental conditions. To receive support from the project, the outer island IWMC will be screened to meet minimum eligibility and selection criteria defined in this PAM and the EARF. Subprojects/IWMCs assessed to have potentially significant adverse environmental impacts (categorized as A per ADB SPS,

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<sup>47</sup> The EARF was prepared based on ADB SPS, 2009, and Government of Maldives environmental acts, rules, regulations, and standards. Environmental assessment of each IWMC is required to follow the procedures outlined in the EARF. The EARF will be reviewed regularly and, if necessary, updated during implementation, if indicated by unanticipated new types of impacts (review of applicability and relevance) or if there is any change in legal and regulatory framework. None of the provisions of EARF will be relaxed or lowered in the subsequent revisions and updates.

2009) will not be considered for implementation under the project. The IEE for each IWMC will follow the IEE prepared for the Thulusdoo IWMC.

67. The IEEs prepared during project preparatory stage will be updated based on detailed engineering design and site-specific conditions. The updated IEEs will be submitted to ADB for no objection and disclosure on ADB website. The IEEs will also form part of the bidding and contract documents. No contract can be awarded until final IEE is cleared.

68. A Safeguards Officer will be engaged in PMU to ensure implementation of environmental safeguards. He/she will be provided with necessary consultant support, and capacity development and training. In order to ensure compliance with ADB SPS, 2009, executing and implementing agencies will ensure the safeguards requirements and procedures in Table 16 are followed for the project. The most important compliance requirements are: compliance with the exclusion and subproject selection criteria, meeting public consultation and disclosure requirements, ADB approval of IEE prior to invitation of bids, and obtaining all necessary regulatory clearances and approvals prior to award of contract.

**Table 16: Summary Environmental Safeguard Compliance Requirements**

<b>Project Stage</b>	<b>Compliance Requirements</b>
Prior to grant effectiveness	<ul style="list-style-type: none"> <li>• Environmental management system established in PMU</li> <li>• EARF endorsed</li> <li>• Safeguards Officer appointed in PMU</li> </ul>
Project preparation (preliminary and detailed design)	<ul style="list-style-type: none"> <li>• Confirm in Appraisal Report environmental and location criteria met</li> <li>• Subproject is categorized as per EARF using REA checklist</li> <li>• Category A subproject/IWMC not considered for funding</li> <li>• All the regulatory clearances/approval requirements of subproject/IWMC identified</li> <li>• IEE conducted for each subproject/IWMC</li> <li>• Meaningful consultations with stakeholders and affected people conducted and information disclosed</li> <li>• EMP prepared</li> <li>• IEE submitted to ADB for no objection and disclosure</li> <li>• Project GRM established</li> </ul>
Bidding process	<ul style="list-style-type: none"> <li>• IEE is approved by ADB prior to bid invitation</li> <li>• IEE included in bid documents</li> <li>• EMP provisions and compliance requirements as per EARF explained to bidders in pre-bid meeting</li> </ul>
Contract Award	<ul style="list-style-type: none"> <li>• All the regulatory clearances / approvals are in place for subproject prior to award of contract</li> <li>• Contractors to undertake Safeguards Orientation upon mobilization</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Contractor complied with all pre-construction procedures including preparation of contractor EMP (CEMP), construction health and safety plan, traffic management plan, establishment of labor camps as per EMP provisions etc.,</li> <li>• EMP implemented by contractor during construction</li> <li>• Monitoring conducted by PMU</li> <li>• Submission of semi-annual monitoring report to ADB, including corrective action plan where non-compliance is identified</li> <li>• Monitoring conducted by ADB</li> </ul>
Post-construction	<ul style="list-style-type: none"> <li>• All the sites are cleaned up and restored as required prior to issuance of work completion certification to the contractor</li> </ul>

Project Stage	Compliance Requirements
	<ul style="list-style-type: none"> <li>• Monitoring conducted by PMU</li> <li>• Submission of semi-annual monitoring report to ADB, including corrective action plan where non-compliance is identified</li> <li>• Monitoring conducted by ADB</li> </ul>
Operation	<ul style="list-style-type: none"> <li>• All the operational stage regulatory clearances/ approvals are in place prior to start of operation</li> <li>• Submission of semi-annual monitoring report to ADB, including corrective action plan where non-compliance is identified, will continue until ADB issues the project completion report</li> <li>• Monitoring conducted by ADB</li> </ul>

69. Key tasks and responsibilities of the PMU Safeguards officer are as follows:
- (i) confirm existing IEEs/EMPs are updated based on detailed designs, and that new IEEs/EMPs are prepared in accordance with the EARF and subproject selection criteria related to safeguards;
  - (ii) confirm whether IEEs/EMPs are included in bidding documents and civil works contracts;
  - (iii) provide oversight on environmental management aspects of subprojects and ensure EMPs are implemented by island councils and contractors
  - (iv) establish a system to monitor environmental safeguards of the project, including monitoring the indicators set out in the monitoring plan of the EMP;
  - (v) facilitate and confirm overall compliance with all government rules and regulations regarding site and environmental clearances, as well as any other environmental requirements (e.g., location clearance certificates, environmental clearance certificates, etc.), as relevant; e. supervise and provide guidance to the island councils to properly carry out the environmental monitoring as per the EARF;
  - (vi) review, monitor, and evaluate the effectiveness with which the EMPs are implemented, and recommend necessary corrective actions to be taken as necessary;
  - (vii) consolidate monthly environmental monitoring reports from PIUs and submit semi-annual monitoring reports to ADB;
  - (viii) ensure timely disclosure of final IEEs/EMPs in locations and form accessible to the public;
  - (ix) address any grievances brought about through the grievance redress mechanism in a timely manner;
  - (x) with assistance from the PMDSC, provide orientation to PCU and PIU staff in environmental management arrangements for the project;
  - (xi) provide inputs to progress reports and the project completion report;
  - (xii) visit worksites during construction and provide guidance relating to supervision and compliance monitoring; and
  - (xiii) visit completed works and assist with establishing environmental monitoring procedures for the operation phase of the improved infrastructure.
70. The PMDSC includes an environmental safeguards specialist. He/she will:
- (i) screen and categorize IWMCs for inclusion in the project;
  - (ii) ensure no Category A subproject per ADB SPS definition;
  - (iii) prepare, review and update the IEEs prepared during project preparation stage;
  - (iv) prepare/update IEEs for Output 2 (IWMCs for 32 outer islands);
  - (v) as part of the EMP, prepare a project-focused Occupational Health and Safety Plan (OHS) to be adopted by PMU and contractors;

- (vi) ensure EMPs are included in the bid and contract documents;
- (vii) ensure all statutory clearances are obtained prior to award of contracts;
- (viii) facilitate meaningful consultations and carry out disclosure of safeguard documents as necessary;
- (ix) conduct Safeguards Orientation to contractors prior to mobilization;
- (x) review the Contractor's Environmental Management Plan (CEMP) for adequacy in terms of compliance with the requirements of the EMP and instruct amendments and additions as necessary;
- (xi) monitor contractors' implementation of the CEMPs;
- (xii) ensure that relevant OHS provisions in the contracts are abided by the contractors during the construction works;
- (xiii) develop and conduct regular safeguards trainings for PMU, island councils and other stakeholders to ensure common understanding of ADB SPS, 2009 requirements in all phases of project implementation;
- (xiv) monitor EMP implementation;
- (xv) assist PMU Safeguards Office in monitoring CEMP implementation by the contractors;
- (xvi) prepare environmental and social mentoring reports;
- (xvii) prepare corrective action plan/s as required to ensure compliance with ADB SPS, 2009 and national laws and regulations; and
- (xviii) assist in grievance redressal.

71. The consultants recruited for strengthening capacity for sustainable solid waste management in the Greater Malé region, recruited under a capacity building TRTA package, will provide implementation support including application of selection criteria, and environmental monitoring while support in community consultation will be provided by the PACCB consultants.

72. The contractor will have the following roles and responsibilities:

- (i) complies with all applicable legislation, is conversant with the requirements of the EMP, and briefs staff about the requirements of same;
- (ii) ensures any sub-contractors/ suppliers, who are utilized within the context of the contract, comply with the environmental requirements of the EMP. The Contractor will be held responsible for non-compliance on their behalf;
- (iii) provides environmental awareness training to staff;
- (iv) bears the costs of any damages/ compensation resulting from non-adherence to the EMP or written site instructions;
- (v) conducts all activities in a manner that minimizes disturbance to directly affected residents and the public in general, and foreseeable impacts on the environment;
- (vi) ensures that its staff or engineers are informed in a timely manner of any foreseeable activities that will require input from the environment and safety officers (or equivalent);
- (vii) appoints one full time environment and safety officer (or equivalent) for implementation of EMP, community liaising, reporting and grievance redressal on day to day basis; and
- (viii) receives complaints/grievances from the public, immediately implements the remedial measures and reports to the PMU and PMDSC.

73. A copy of the EMP/CEMP will be kept on site during the construction period at all times. Non-compliance with, or any deviation from, the conditions set out in this document constitutes a failure in compliance. Consultation and public participation will continue throughout implementation, and any environmental grievances will be handled in accordance with the GRM

developed for the project. Environmental reporting to ADB will be done on a semi-annual basis and will continue until ADB issues the project completion report. The IEEs and semi-annual monitoring reports will be submitted to ADB for disclosure upon receipt. PMU shall likewise disclose the reports locally in a timely manner, an accessible place, and a form and language understandable to affected persons.

74. **Social safeguards.** The project is categorized as C for involuntary resettlement and C for indigenous peoples impacts as per ADB Safeguard Policy Statement (2009). Based on due diligence by the project team, no permanent impact such as land acquisition, physical displacement, livelihood loss, or temporary impact is identified in the project areas. There are no indigenous people communities present at or around the subproject sites. All civil works under Output 1 are proposed within available land belonging to the government. The government will initially provide written certification of land ownership, to be followed by land records for project sites. Consultations with surrounding landowners / users / communities if any, around project sites will be conducted and documented. For Output 2, site selection criteria were agreed and included in the EARF requiring no development on private land, physical displacement, livelihood loss, or temporary impacts.

75. Two draft land acquisition and involuntary resettlement Due Diligence Reports are prepared, one for proposed subproject components under Output 1, and another for a proposed IWMC at Thulusdhoo under Output 2, in accordance with the ADB SPS and government laws. The draft Due Diligence Reports will be updated during detailed design, any site/design changes reflected, Involuntary Resettlement impacts assessment confirmed, land records appended and ADB approval obtained prior to start of construction work. For Output 2, due diligence is conducted only for 1 IWMC. For the remaining IWMCs for which sites are yet to be identified, resettlement framework is prepared to guide the preparation of safeguard documents.

76. The PMU Safeguards Specialist (PMUSS) will be responsible for compliance with ADB SPS and national laws. The PMUSS will be supported by the PMDSC Environmental Safeguard Expert (National), who, among other things, will review and update the safeguards documents, confirm that there is no land acquisition, resettlement, or livelihood loss from the project including temporary impacts, especially for the components for which sites are not yet identified; and ensure sub-projects are compliant with the EARF and resettlement framework.

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

## VIII. GENDER AND SOCIAL DIMENSIONS

78. The project is classified as effective gender mainstreaming. A gender action plan (GAP), is prepared with clear targets, responsibilities, and resource allocation for meaningful participation and inclusion of women in project benefits. The GAP is in Appendix 9. Project will provide improved SWM services to around 30,000 households, thus reducing women's drudgery in managing waste. Training will enable local women to have enhanced skills in community-based SWM, including IWMC operations and disaster risk management (DRM). Awareness raising campaigns on sustainable SWM, source segregation and 3R benefits will specifically target 50% participation of women. WAMCO will develop and adopt a gender inclusive business and disaster risk management plans. The MEE will implement the GAP with support from PACCB consultants recruited under the project, who will be responsible for implementing all consultation, participation and outreach activities. For Output 2 implementation, one focal person will be assigned by each

outer island council to coordinate with PMU and work closely with PACCB. The IEC Specialist in the PMU will serve as the Gender Focal Point. The Project through the PACCB will facilitate creation of a roster of customers including poor and poor women-headed households, to be maintained and updated by WAMCO subsequently.

79. **Gender and social dimensions monitoring.** The GAP will be implemented and monitored by PMU, WAMCO and island councils. The gender focal point in PMU will oversee gender mainstreaming activities in the Project. The GAP implementation progress will be reported in the GAP monitoring and reporting format with the quarterly progress reports of the project (Appendix 10). The progress on GAP implementation will be closely reviewed and monitored at each ADB review Mission

## IX. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

### A. Project Design and Monitoring Framework

80. The design and monitoring framework (DMF) of the project is as below.

#### DESIGN AND MONITORING FRAMEWORK

Impact the Project is Aligned with Healthy living environment created in Greater Malé capital region and its outer islands <sup>a</sup> (Manifesto of the Progressive Party of Maldives for 2013 to 2017)			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<b>Outcome</b> Climate- and disaster-resilient SWM services improved	<b>By 2024</b> a. At least 90% of all types of solid waste generated in the project area is collected and transferred to Thilafushi or IWMCO (2018 baseline: 86% for household, commercial and resort waste; 62% for CDW) b. Number of daily complaints for non-collection received by WAMCO reduced by 80% (2017 baseline: 150) c. Controlled dumping at Thilafushi dumpsite implemented without waste burning (2018 baseline: unmanaged dumping, smoke). d. DRM operational plan approved and adopted by WAMCO management (2018 baseline: 0)	a-d. WAMCO's annual reports and PMU report	Political instability in the country could disrupt delivery of improved SWM services
<b>Outputs</b> 1. Waste collection, transfer, and disposal systems improved and	<b>By 2023</b> 1a. New waste collection and transfer strategy	1a-g. PMU quarterly reports; WAMCO'S annual report	Extreme weather conditions and price surges of materials beyond



Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	<p>at least 30% are women, reported enhanced skills in community-based SWM, including IWMC operations and DRM and participatory action planning (2018 baseline: 0)</p> <p>2e. At least 500 people in outer islands, of whom at least 50% women, reported improved awareness on sustainable SWM and 3R benefits (2018 baseline: 0)</p>		
3. Institutional capacity and public awareness in sustainable waste management strengthened	<p><b>By 2023</b></p> <p>3a. 100 eligible<sup>d</sup> WAMCO staff, including at least 70% eligible women staff, reported improved skills in sustainable SWM service delivery and DRM (2018 baseline: 0)</p> <p>3b. 100% WAMCO workers in Thilafushi reported knowledge on public health, human-induced and natural hazards, including awareness of climate change impacts (2018 baseline: 0)</p> <p>3c. WAMCO's gender-inclusive strategy developed and adopted (2018 baseline: not applicable)</p> <p>3d. WAMCO's DRM plan developed (2018 baseline: 0)</p> <p>3e. At least 1,000 people in Greater Male, of whom at least 50% are women, reported improved awareness on sustainable SWM and 3R benefits (2018 baseline: 0)</p>	3a–e. PMU quarterly reports; PACCB reports and survey results	
<p><b>Key Activities with Milestones</b></p> <p><b>1. Waste collection, transfer, and disposal systems improved and made climate and disaster resilient</b></p> <p>1.1 Procure dumpsite equipment and implement immediate management measures in Thilafushi Island (Q1 2020)</p> <p>1.2 Finalize design and procure collection and transfer equipment, such as trucks, bins, and containers (Q3 2021)</p> <p>1.3 Finalize design and procure equipment for transfer and transport of waste, such as vehicles, containers, and cranes (Q3 2021)</p> <p>1.4 Rehabilitate harbor and build CDW plant, ELV workshop, and administration building in Thilafushi (Q3 2022)</p> <p>1.5 Finalize design and procure outer islands transfer vessels (Q2 2021)</p>			

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
1.6 Construct and make operational transfer stations in Malé and Villimalé, and complete the design of the Hulhumalé station (Q3 2022) <b>2. Community-based outer island waste management systems targeting poor and women enhanced</b> 2.1 Screen eligibility of the outer islands, conduct community consultations, and finalize detailed design (Q2 2019) 2.2 Procure equipment and build IWMCs in the eligible outer islands (Q2 2023) 2.3 Conduct capacity building activities in community-based SWM, including IWMC operations and DRM in the outer islands (Q2 2023) <b>3. Institutional capacity and public awareness in sustainable waste management strengthened</b> 3.1 Advertise terms of reference and mobilize PACCB and DRR consultants (Q1 2019) 3.2 Conduct WAMCO training and capacity building (Q1 2023) 3.3 Conduct awareness raising campaigns on sustainable waste management and 3R (Q2 2023) 3.4 Conduct recycling market study (Q4 2020)			
<b>Project Management Activities</b> Set up PMU (Q2 2018) Engage and mobilize Project Management and Design Supervision consultants (Q3 2018) Conduct regular monitoring, reporting, and evaluation (2018-2023)			
<b>Inputs</b> Asian Development Bank Asian Development Fund: \$33.07 million (grant) Technical Assistance Special Fund (TASF 6): \$0.50 million (grant) Government: \$4.93 million Japan Fund for Poverty Reduction: \$2.00 million (grant)			
<b>Assumptions for Partner Financing</b> Not Applicable			

3R = reduce, reuse, and recycle; CDW = construction and demolition waste; DRM = disaster risk management; DRR = disaster risk reduction; ELV = end-of-life vehicle; IWMC = island waste management center; PACCB = public awareness and community capacity building; PMU = project management unit; Q = quarter; SWM = solid waste management; WAMCO = Waste Management Corporation Limited.

<sup>a</sup> Progressive Party of Maldives. Manifesto of the Progressive Party of Maldives, 2013–2017. Unpublished (unofficial English translation).

<sup>b</sup> Examples are strengthened roofs, foundations, walls, and drainage; and raised elevation.

<sup>c</sup> Upgrading also covers standard equipment, such as balers, crushers, and chippers. The project management, design, and supervision consultants will select the final design and equipment for each IWMC based on island needs.

<sup>d</sup> Eligibility is determined by the type of training. For example, technical training targets operational staff.

Source: Asian Development Bank.

## B. Monitoring

**81. Project performance monitoring.** The PMU will establish a project performance management system (PPMS) using targets, indicators, assumptions, and risks in the project DMF. An expanded DMF will be developed to serve as monitoring and evaluation framework taking into account important monitoring parameters in addition to those included in DMF. The PPMS will include sex-disaggregated indicators including gender action plan indicators, with specific focus on vulnerable and female. The baseline data of DMF indicators and targets and monitoring evaluation framework could be generated through data from government's consultant feasibility study and further collection by the PMC. Such baseline data, disaggregated by income level and sex, should be established within 12 months of grant effectiveness. After the baseline is established, the PMU will prepare quarterly, mid-term and end of project monitoring reports using the same indicators and submit report to ADB. These quarterly reports will provide information necessary to update ADB's project performance reporting system

**82. Compliance monitoring.** The PMDSC will support the PMU in monitoring performance based on the DMF and the PPMS for the project. The PMU with support from the PMDSC will

prepare a quarterly progress report, which among other items will include compliance of implementation with: (i) assurances, covenants, conditions; (ii) appraisal findings and revised design; (iii) safeguards; and (iv) GAP etc.

83. **Safeguards monitoring.** Monitoring and reporting of the implementation on safeguards requirements and procedures will be prepared by the PMU. The PMU will undertake internal monitoring of safeguard covenants' compliance to be included in the quarterly project progress report and semiannual safeguards monitoring reports. The PMU with assistance of PMDSC will prepare quarterly progress and semiannual environmental monitoring reports and submit semi-annual monitoring reports to ADB. PMDSC environment safeguards expert will supervise design and construction works and facilitate preparation of all safeguard documents. Details on environmental and social safeguards are in safeguard frameworks (EARF), resettlement framework and evaluate compliance of Investment Project activities with the ADB's SPS 2009.

84. **Gender and social dimensions monitoring.** The GAP plan will be implemented and monitored by PMU—through IEC specialist who is the gender focal point in the PMU—, WAMCO and island councils. The gender focal point in the PMU will ensure that the progress toward the achievement of the gender-related indicators set out in the GAP are reflected in the monitoring evaluation formats and included in the Quarterly Progress Reports submitted by the executing and implementing agency to ADB. The PMU will ensure its staff, consultants and contractors are trained on all gender equality-related activities of the project for full accountability. included in the project. The GAP implementation progress will be reported in the GAP monitoring and reporting format with the quarterly progress reports of the Project. The progress on GAP implementation will be closely reviewed and monitored at each ADB review Mission.

## C. Evaluation

85. The MOFT, MEE and ADB will jointly review the project at least twice a year. <sup>48</sup>This includes (i) the performance of the PMU, WAMCO, island councils, consultants and contractors; (ii) physical progress of each package and effective safeguards compliance, (iii) progress of the GAP Action Plan; (iv) inclusion of women and vulnerable groups including the poor in outer island solid waste management planning and implementation; (v) compliance with grant assurances; and (vi) assessment of project sustainability in technical and financial terms, including progress in implementing the operation and maintenance Plans of Outer Islands and Greater Malé region. In addition to the regular grant reviews, the MOFT and ADB will undertake a midterm review in the second year of project implementation to identify problems and constraints encountered and suggest measures to address them.

86. Specific items to be reviewed will include (i) appropriateness of scope, design, implementation arrangements, and schedule of activities; (ii) assessment of implementation pace against project DMF indicators; (iii) effectiveness of Outer Island (output 2); (iv) compliance with safeguard measures; (v) extent to which the Gender Action Plan is being implemented; (vi) needs for additional support for O&M of the facilities established under the project; (vii) lessons learned, good practices, and potential for replication; and (viii) any changes recommended. Within 6 months of physical completion of the project, PCO will submit a project completion report to ADB. Within 6 months of physical completion of the project, the executing agency will submit a project completion report to ADB. <sup>49</sup>

<sup>48</sup> The cost of ADB review missions are covered by ADB.

<sup>49</sup> Project completion report format is available at: <http://www.adb.org/Consulting/consultants-toolkits/PCR-Public-Sector-Landscape.rar>

## D. Reporting

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

## E. Stakeholder Communication Strategy

88. Stakeholder analysis was conducted as part of project preparatory activities and taken into account in the development of the TOR for the Public Awareness and Capacity Building Consultants, who will be responsible for information, education and communication activities. The TOR for PACCB consultants describes the envisaged awareness generation, communication and engagement activities and approaches to be used. The IEC Specialist in the PMU will oversee the work of the PACCB. All communication will be in language suitable for the target audience and will follow ADB's Public Communication Policy 2011.

## F. Sustainability of Outputs

89. To help ensure sustainable O&M of new assets developed under the project, the outer island councils receiving support under Output 2 will prepare and implement the following with support of the Public Awareness and Capacity Building Consultants:

- (i) **Signed Memorandum of Understanding for Operation and Maintenance:** The MOU signed with MEE will confirm the commitment of the island council for funding O&M of the SWM facilities; and
- (ii) **Council-wide Solid Waste Action Plan:** covering the entire council, zoning for different solid waste management technologies and phased approaches; cost-recovery mechanism; and O&M costs to be included in the Business Plan.

## X. ANTICORRUPTION POLICY

90. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.<sup>50</sup> 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.<sup>51</sup>

91. To support these efforts, relevant provisions are included in the grant agreement and regulations and the bidding documents for the project. The government, the executing agency and the implementing agency are advised of the *ADB's Anticorruption Policy* (1998, as amended to date). Consistent with its commitment to good governance, accountability and transparency, implementation of the projects under the project will adhere to ADB's Anticorruption Policy.

<sup>50</sup> Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

<sup>51</sup> ADB's Integrity Office web site: <http://www.adb.org/integrity/unit.asp>

## **XI. ACCOUNTABILITY MECHANISM**

92. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make an effort in good faith to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.<sup>52</sup>

## **XII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL**

93. All revisions and/or updates to PAM 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.

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<sup>52</sup> Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

## APPENDIX 1: COST OF DISASTER PROOFING AND CLIMATE ADAPTATION MEASURES

1. This note summarizes the preliminary costs of the disaster risk reduction (DRR) and climate change adaptation (CCA) measures to be funded in part by a \$1.58 million equivalent grant from the Disaster Risk Reduction Fund of the Asian Development Fund of ADB. The table below identifies the preliminary cost estimates for the recommended disaster-proofing, and adaptation measures in the project, estimated to be \$1.718 million.
2. The key parameters for determining DRR and CCA costs are as follows:
  - i) If a facility base floor elevation is below 2.2m, then there is a need to elevate the ground floor to ensure that flooding will not impact operations;
  - ii) Mechanical and electrical systems are to be located above ground level in a protected and water-proof environment to protect them from inundation;
  - iii) The structures of critical facilities are to be designed to withstand intensity V on the MMI earthquake scale and withstand Category 2 storms and related wind speeds; and
  - iv) Ancillary facilities (i.e., uncovered flat surfaces, sheds) and roads are to be replaced and elevated on an as needed basis on a 10-year cycle;
  - v) Awareness and capacity building related to DRR and CCA.

### Incremental Costs for the Recommended Disaster Risk Reduction and Climate Change Adaptation Measures

Package Number	General Description	DRR and CCA Measures	Estimate cost of adaptation measure (US\$)
<b>Thilafushi RWMF</b>			
1	Harbor rehabilitation, waste processing, administration building, and civil works (platform) for C&D plant, recycling yard	<ul style="list-style-type: none"> <li>Wharfs/jetties/dock access: the seawall foundation strengthened and its anchoring improved to allow for elevated crest height, when needed</li> <li>Where ground elevation is below 2.2 m and critical components might be damaged by saline water, the base floor elevation of floor and/or components raised above 2.2 m</li> </ul>	Seawall: @ \$400/m = <b>\$100,000</b> Elevated slab: 5,000m <sup>2</sup> @ \$5/m <sup>3</sup> = <b>\$80,000</b> Housed facilities in Cat 2 building envelope: <b>\$150,000</b>
3	End of Life Vehicle (ELV) dismantling workshop (including Equipment) (Plant Contract)	<ul style="list-style-type: none"> <li>To reduce inundation on slab surfaces, which serve the various facilities, include 'splash pads' to direct water flows and/or water harvesting 'pits' to increase water percolation</li> </ul>	Elevated slab: 5,000m <sup>2</sup> @ \$5/m <sup>3</sup> = <b>\$80,000</b>
4	C&D waste processing plant (including equipment) (Plant Contract)	<ul style="list-style-type: none"> <li>Mechanical and electrical systems elevated to protect from inundation in a protected and water-proof environment</li> <li>The power back up system set up in a protected and water proof environment to keep systems operational during storms</li> <li>Where critical facilities are housed, mitigate seismic vulnerabilities of the buildings and update roof and building design standards to withstand Category 2 storms and related wind speeds</li> </ul>	Elevated slab: 5,000m <sup>2</sup> @ \$5/m <sup>3</sup> = <b>\$80,000</b> Protective elements for C&D processing plant: <b>\$100,000</b>
<b>Transfer Stations</b>			
5	Villimalé transfer station and Hulhumalé waste centre (Plant contract)	<ul style="list-style-type: none"> <li>Design assumes regular area flooding</li> <li>To reduce inundation, slab surfaces include 'splash pads' to direct water flows in the Hulhumalé</li> </ul>	<b>\$50,000</b>
	Transfer station in Malé	<ul style="list-style-type: none"> <li>To reduce inundation on slab surfaces, which serve the various facilities, include</li> </ul>	<b>\$550,000</b>

Package Number	General Description	DRR and CCA Measures	Estimate cost of adaptation measure (US\$)
		<p>'splash pads' to direct water flows and/or water harvesting 'pits' to increase water percolation</p> <ul style="list-style-type: none"> <li>The 6-storey WAMCO administration building to be flood proofed, with specific focus on its ground floor. At a minimum, this includes elevation of its mechanical and electrical systems above 2.2 m, reinforcing its foundation to address flood loads, and use of flood proof materials</li> <li>Update roof and building design standards of the 6-storey WAMCO administration building to withstand seismic events of moderate intensity (MMI scale intensity V) and withstand Category 2 storms and related wind speeds, with specific focus on the load-path connectors to strengthen the structural frames and roof structure to improve disaster resilience</li> </ul>	
Outer island waste management centers			
6	Outer island waste management centers (up to 32)	<ul style="list-style-type: none"> <li>Cyclical (10-15 year cycle) replacement of concrete foundation slab, and its elevation by 50 cm above ground level</li> <li>Strengthen sorting shed roofs with strengthened frame joints</li> <li>Increase shading and ventilation in and around sheds and other buildings</li> <li>Lined, vegetative bund on sea side of IWMCs to protect from wave action</li> </ul>	<p>32 locations, elevated slab @ \$5/m<sup>3</sup> @ 900m<sup>2</sup> = <b>\$72,000</b></p> <p>32 locations @ \$3,000 = <b>\$192,000</b></p> <p>32 locations, vegetative bund @ \$2,000 per location = <b>\$64,000</b></p>
Consultant Services			
7	DRR Specialist (international, 3PM)	<ul style="list-style-type: none"> <li>Review current disaster risk management practices, systems and capabilities on Thilafushi Island, in Malé and in zone 3 in order to propose priority operational and capacity building interventions</li> <li>Develop an emergency and business continuity plan for WAMCO, first responders on Thilafushi (police, fire fighters) and surge providers in Malé (NCDM and health professionals)</li> <li>Strengthen response readiness by initiating training events for WAMCO officials, first responders and surge providers to establish an early notification hotline, an incident command system, triage and emergency SOPs</li> </ul>	<p><u>Individual recruitment</u> Total: <b>\$0.150 million</b> = \$0.08 million remuneration, \$0.07 million workshops</p>
8	Public Awareness and Capacity Building Consultants	<ul style="list-style-type: none"> <li>Based on guidance from DRR Specialist, implement community-based DRR and CCA interventions to safeguard workers and residents from the impact of future disasters</li> </ul>	<p>Costs are built into the consultant package = est <b>\$0.05 million</b></p>
<b>Estimated Total for DRR and CC Adaptation Measures</b>			<b>\$1,718,000</b>

## APPENDIX 2: DRAFT AGREEMENT BETWEEN ISLAND COUNCIL AND THE MINISTRY OF ENVIRONMENT AND ENERGY

The MOU should outline at least the following responsibilities:

### (i) Island Councils

- (a) fund collection (if collection on island is required), operation and maintenance of island waste management centers (IWMC) and transfer of residuals/recyclables to the regional waste management facility (RWMF) in Thilafushi through adequate tariff, transfers (budget allocation or cross-subsidies) and/or revenue from trade of recyclables and/or compost;<sup>1</sup>
- (b) prepare a SWM action plan for the island in consultation with the community, especially women;
- (c) operate efficiently and continuously solid waste management (SWM) and IWMCs following national SWM policies or bills (i.e. promote and practice waste segregation, especially of recyclables, and organic waste);
- (d) enforce ban of waste open dumping and uncontrolled burning on IWMC premises and on islands;
- (e) continuously engage island community in SWM, especially women, and conduct regular public awareness campaigns;
- (f) ensure SWM and IWMC operation is conducted exclusively by workers trained on SWM, IWMCs operation and maintenance, and occupational health and safety;
- (g) promote community employment in SWM, minimum 30% women;
- (h) provide sufficient and adequate land allocated on island (as required by IWMC design) which will avoid impacts to land acquisition, resettlement and livelihood loss – both permanent and temporary;
- (i) Confirm electricity connection for operating IWMC equipment available on site;
- (j) Ensure compliance to environment safeguards requirements;
- (k) Ensure implementation of any environmental management plan measures during operation; and
- (l) Any project supported designs involve community consultation targeting women.

### (ii) Ministry of Environment and Energy

- (m) guarantee (through Waste Management Corporation Limited or other service providers) the transfer/transportation of residual solid waste (sorted) from islands to RWMF in Thilafushi by funding any budget shortfall, especially determined by diseconomies of scale or islands people affordability issues;
- (n) provide to island councils and SWM workers regular technical capacity support in community waste management, including training, capacity building and extraordinary IWMC repair and maintenance; and
- (o) recognize and award every successful islands at national level.

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<sup>1</sup> Specific tariff and funding strategy will be determined with the help of the Public Awareness and Community Solid Waste Management Capacity Development Consultants under the project. Extensive island councils and community consultation will be necessary.

## APPENDIX 3: PRELIMINARY SCREENING AND PRIORITIZATION OF OUTER ISLANDS

## Ministry of Environment and Energy

Malé, Maldives

**Zone – III - Greater Malé Environmental Improvement and Waste Management Project**  
**Prioritizing Islands for Island Waste Management System Establishment**

Prioritizing Islands for Island Waste Management System Establishment												
ID	Island Name with Atoll	Population	Climate Risk Vulnerability				Poverty Line (based on HH income)			Gender Involvement in the Governance		Comments
			S	H	M	L	Md	Av	Lo	W	M	
1	Malé Atoll (K)											
1.1	Guraidhoo	1738		x						0+3	3	<ul style="list-style-type: none"><li>Segregated data for poverty line is not available. Therefore it is difficult to identify the islands based on HH income.</li><li>All the islands have an elected Women's Development Committee</li></ul>
1.2	Maafushi	3025				x				1+3	2	
1.3	Gulhi	912			x					0+3	3	
1.4	Thulusdhoo	1408		x						0+3	3	
1.5	Himmafushi	1725				x				0+3	3	
1.6	Huraa	1300				x				0+3	3	
1.7	Kaashidhoo	1865				x				1+3	2	
1.8	Gaafaru	1066				x				0+3	3	
1.9	Dhiffushi	1053				x				0+3	3	
2	North Ari Atoll (A.A)											
2.1	Thoddoo	1534				x				2+3	1	Same as above
2.2	Rasdhoo	1067	x							0+3	3	
2.3	Ukulhas	1005	x							0+3	3	
2.4	Mathiveri	662				x				1+3	2	
2.5	Bodufulhadhoo	608	x							0+3	3	
2.6	Himandhoo	724				x				0+3	3	

			Climate Risk Vulnerability				Poverty Line (based on HH income)			Gender Involvement in the Governance		Comments
ID	Island Name with Atoll	Population	S	H	M	L	Md	Av	Lo	W	M	
2.7	Maalhos	434			x					0+3	3	
2.8	Feridhoo	441				x				1+3	2	
3	South Ari Atoll (A.Dh)											
3.1	Omadhoo	883	x							0+3	3	Same as above
3.2	Mandhoo	367	x							0+3	3	
3.3	Kunburudhoo	462	x							0+3	3	
3.4	Mahibadhoo	2074				x				0+3	3	
3.5	Dhangethi	824	x							0+3	3	
3.6	Dhidhdhoo	610				x				0+3	3	
3.7	Fenfushi	837	x							0+3	3	
3.8	Dhigurah	610								0+3	3	
3.9	Maamigili	2359				x				0+3	3	
3.10	Hangnameedho o	517			x					0+3	3	
4	Felidhe Atoll (V)											
4.1	Rakeedhoo	106				x				0+3	3	Same as above
4.2	Fulidhoo	372				x				1+3	2	
4.3	Felidhoo	506		x						0+3	3	
4.4	Thinadhoo	152			x					0+3	3	
4.5	Keyodhoo	675			x					0+3	3	

S = Severe, H = High, M = Moderate, L = Low

Md = Medium, Av = Average, Lo = Low

W = Women, M = Men

Segregate data on household income is not available .

## APPENDIX 4: DRAFT PROCUREMENT PLAN

### Basic Data

<b>Project Name:</b> Greater Malé Environmental Improvement and Waste Management Project	
<b>Project Number:</b> 51077-002	<b>Approval Number:</b>
<b>Country:</b> Maldives	<b>Executing Agency:</b> Ministry of Finance and Treasury
<b>Project Procurement Classification:</b> B	<b>Implementing Agency:</b> Ministry of Environment and Energy
<b>Procurement Risk:</b> Moderate	
<b>Project Financing Amount:</b> \$40.00 million <b>ADB Financing:</b> 24.85 <b>Cofinancing (ADB Administered):</b> 2.0 <b>Non-ADB Financing:</b> \$13.5 million	<b>Project Closing Date:</b> 31 December 2023
<b>Date of First Procurement Plan:</b> 3 January 2018	<b>Date of this Procurement Plan:</b> 09 / 02 /2018

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

#### 1. Procurement and Consulting Methods and Thresholds

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

Procurement of Goods and Works		
Method	Threshold	Comments
International Competitive Bidding (ICB) for Works	\$3,000,000	Prior review
International Competitive Bidding (ICB) for Goods	\$1,000,000	Prior review
National Competitive Bidding (NCB) for Works	Beneath that stated for ICB, Works	The first NCB is subject to prior review, thereafter post review.
National Competitive Bidding for Goods	Beneath that stated for ICB, Goods	The first NCB is subject to prior review, thereafter post review.
Shopping for Works	Below \$100,000	
Shopping for Goods	Below \$100,000	

Consulting Services	
Method	Comments
Quality and Cost Based Selection (QCBS)	90:10
Quality Based Selection	
Consultants' Qualifications Selection	
Least-Cost Selection	
Fixed Budget Selection	
Individual Consultant Selection	

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

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

Package Number <sup>5</sup>	General Description	Estimated Value	Procurement Method	Review [Prior / Post/Post (Sampling)]	Bidding Procedure <sup>6</sup>	Advertisement Date (quarter/year)	Comments <sup>7</sup>
CW/01	Harbor rehab, waste processing, admin building, workshop and civil works (platform) for C&D plant, recycling yard, and ELV dismantling workshop.	5.0	ICB	Prior	1S2E	Q2/2018	
DBI/01	Two Transfer stations in Malé, Villamale, and (Civil Works Contract (SBD Plant-Design, build and install) Malé and Vilimalé (incl. 6 story admin Malé)	8.4	ICB	Prior	1S2E	Q2/2018	SBD Plant-Design, build and install (DBI) Malé admin building: park deck and CC/DRR measures, foundations for a 10 story admin building
DBI/02	C&D waste processing plant (includes equipment)	2.0	ICB	Post	1S2E	Q2/2018	SBD Plant-Design, build and install. Includes pre-sorting, bag opening, screening, sorting, crushing, wind sifting, classifying)
CW/03	Outer island waste management centers (32) Multiple lots.	2.6	NCB	Prior	1SE	Q1/2019	Including DRR and CC costs

<b>Package Number<sup>5</sup></b>	<b>General Description</b>	<b>Estimated Value</b>	<b>Procurement Method</b>	<b>Review [Prior / Post/Post (Sampling)]</b>	<b>Bidding Procedure<sup>6</sup></b>	<b>Advertisement Date (quarter/year)</b>	<b>Comments<sup>7</sup></b>
G/01	Dumpsite equipment for immediate management measures on Thilafushi Island Lot 1: Industrial and mobile waste shredder Lot 2: Industrial and mobile rotating sieving machine Lot 3: Bulldozer Lot 4: Excavators, wheel loader and waste handler Lot 5: Arm roll trucks, tank truck, containers	2.9	ICB	Prior	1S/2E	Q2/2018	Multiple lots
G/02	Collection and transport equipment (trucks, bins, containers) Lot 1: Containers and bins Lot 2: RCVs (5 m <sup>3</sup> multi car, 16 m <sup>3</sup> ) Lot 3: Hook lift trucks and skip loaders, trucks with crane Lot 4: Tipping trucks (small for outer islands)	5.8	ICB	Prior	1S/2E	Q1/2019	Multiple lots
G/04	Outer Island transfer vessels	2.4	ICB	Prior	1S2E	Q1/2019	

<b>Package Number<sup>5</sup></b>	<b>General Description</b>	<b>Estimated Value</b>	<b>Procurement Method</b>	<b>Review</b> [Prior / Post/Post (Sampling)]	<b>Bidding Procedure<sup>6</sup></b>	<b>Advertisement Date</b> (quarter/year)	<b>Comments<sup>7</sup></b>
G/05	Procurement of equipment for transfer and transport of waste (vehicles, containers, cranes, roll packers, conveyors) Lot 1: Mobile crane/reach stacker (Malé) Lot 2: Mobile conveyor (Thilafushi) Lot 3: Roll packers Lot 4: Wheel loaders Lot 5: Fork lift Lot 6: Arm roll /tipping trucks, containers Lot 7: Street sweepers Lot 8 : Workshop equipment	3.8	ICB		1S2E	Q3/2018	
G/06	Outer island waste management centers equipment Multiple lots (tentatively 3)	1.8	ICB		1S2E	Q1/2019	

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

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

Package Number	General Description	Estimated Value	Recruitment Method	Review (Prior / Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
C/01	Project Management, Design and Construction Supervision Consultants (Firm)	1.5	QCBS	Prior	Q2/2018	Full	90:10 International
C/02	Public Awareness and Community Capacity Building consultant	0.91	QBS	Prior	Q2/2018	Simplified	

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

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

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review [Prior / Post/Post (Sampling)]	Bidding Procedure	Advertisement Date (quarter/year)	Comments <sup>7</sup>
CW/0	End of Life Vehicle (ELV) dismantling workshop and equipment	0.5	1	ICB	Prior	1S2E	Q1/2019	

Consulting Services								
Package Number	General Description	Estimated Value	Number of Contracts	Recruitment Method	Review (Prior / Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
C/	Disaster Risk Reduction management and related capacity building	0.09		ICS				Consultant

### B. Indicative List of Packages Required Under the Project

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

Goods and Works							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Review [Prior / Post/Post (Sampling)]	Bidding Procedure	Comments

Consulting Services							
Package Number	General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Recruitment Method	Review (Prior / Post)	Type of Proposal	Comments

### C. List of Awarded and On-going, and Completed Contracts

The following tables list the awarded and on-going contracts, and completed contracts.

#### 1. Awarded and On-going Contracts

Goods and Works							
Package Number	General Description	Estimated Value	Awarded Contract Value	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Comments

Consulting Services							
Package Number	General Description	Estimated Value	Awarded Contract Value	Recruitment Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award <sup>10</sup>	Comments <sup>12</sup>

#### 2. Completed Contracts

Goods and Works								
Package Number	General Description	Estimated Value	Contract Value	Procurement Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Date of Completion	Comments

Consulting Services								
Package Number	General Description	Estimated Value	Contract Value	Recruitment Method	Advertisement Date (quarter/year)	Date of ADB Approval of Contract Award	Date of Completion	Comments

#### D. Non-ADB Financing

The following table lists goods, works and consulting services contracts over the life of the project, financed by Non-ADB sources.

Goods and Works				
General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Procurement Method	Comments

Consulting Services				
General Description	Estimated Value (cumulative)	Estimated Number of Contracts	Recruitment Method	Comments

#### E. National Competitive Bidding

##### a. Regulation and Reference Documents

1. The procedures to be followed for national competitive bidding shall be the open tendering method set forth in the Public Procurement Chapter of the Financial Regulations under the Law on Public Finances (Law No. 3/2006) promulgated by the Government of Maldives, with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the ADB *Procurement Guidelines*.

##### b. Procurement Procedures

###### (i) Eligibility

2. The eligibility of bidders shall be as defined under Section I of ADB's Procurement Guidelines (2015, as amended from time to time) (the "Guidelines"); accordingly, no bidder or potential bidder should be declared ineligible for reasons other than those provided in Section I of the Guidelines.

###### (ii) Preferences (*Ref. Part C, para. 50*)

3. The following shall be observed:

- (i) No preference of any kind shall be given to domestic bidders or for domestically manufactured goods.

- (ii) Foreign suppliers and contractors from ADB member countries shall be allowed to bid, without registration, licensing, and other government authorizations, leaving compliance with these requirements for after award and before signing of contract.

**(iii) Price Negotiations** (*Ref. Part C, para. 51*)

- 4. Price negotiation shall be allowed only where the price offered by the lowest evaluated and substantially responsive bidder substantially exceeds costs estimates. Approval of ADB is required prior to any negotiation of prices.

**(iv) Sanctioning** (*Ref. Part C, para. 66-67*)

- 5. National or agency sanction lists suspending participation in bidding may be applied only with prior approval of ADB.

**c. Bidding Documents**

**(v) ADB Policy Clauses** (*Recommended standard provision*)

- 6. A provision shall be included in all NCB works and goods contracts financed by ADB requiring suppliers and contractors to permit ADB to inspect their accounts and records and other documents relating to the bid submission and the performance of the contract, and to have them audited by auditors appointed by ADB.

- 7. A provision shall be included in all bidding documents for NCB works and goods contracts financed by ADB stating that the Recipient shall reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question.

- 8. A provision shall be included in all bidding documents for NCB works and goods contracts financed by ADB stating that ADB will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices or any integrity violation in competing for, or in executing, ADB-financed contract.

## APPENDIX 5: CRITERIA FOR PLANNING AND DESIGN OF SUBPROJECTS, INCLUDING SITE SELECTION

Criteria		Remarks
<b>Pre-requisites</b>		
(i)	No subproject scope will include features that appear on schedule D of the EIA regulations (2007, updated 2012) (List of Development Proposals Requiring an Environmental Impact Assessment Study)	Development proposals on Schedule D of the EIA regulations related to solid waste management are landfills, incinerators and large scale waste storage and separation facilities.
(ii)	A IEE and EMP must be prepared for each subproject, which must comply with EHS Guidelines on Waste Management Facilities	PMU to seek clearance from ADB on project siting if the criterion cannot be met due to space constraints.
(iii)	Sites must not have any land acquisition or involuntary resettlement and social safeguard issues.	Verify land ownership records. Prepare social safeguard document following the guidelines in the Resettlement Framework.
(iv)	Any new facility must not be sited in an environmentally sensitive area, including all areas within 30m of the shoreline, or within 30m of areas such as thickly vegetated areas that are known to be habitats for bird species of conservation value	<p>The 30m distance should be exceeded where possible. The restriction may be reviewed depending on site availability and stakeholder consultation, and provision of design measures to prevent release of leachate into the sea or onto the vegetated area in the event of the capacity of the leachate collection tank being exceeded.</p> <p>On the island of Huraa, where space is restricted and there is a wetland which is a protected area, special attention must be paid to the size of the IWMC leachate collection tank and provisions to contain leachate overflow during storm events.</p>
(v)	No new facility to be sited within 500m of areas of cultural significance, such as ancient religious artifacts	<p>Verification, through consulting island councils and the Ministry of Education<sup>[1]</sup>, that no physical cultural heritage sites are situated within 500m of the IWMC site. The restriction may be reviewed on the basis of site availability and consultation with stakeholders. PMU to seek clearance from ADB on project siting if the criterion cannot be met due to space constraints.</p> <p>Provide for use of “chance find” procedures in the EMP, such that any artifacts are preserved for future generations</p>
(vi)	Sites must have sufficient capacity to contain or handle volumes of waste projected to be generated over at least a 20 year planning horizon	To be assessed based on projections on growth in waste generation for each island
(vii)	Sites must be at least 100m from residences, schools, clinics or mosques	The distance restriction may be reviewed depending on site availability and stakeholder consultation. PMU to seek clearance from ADB on project siting if the criterion cannot be met due to space constraints.
(viii)	Sites must be least 100m from groundwater wells	The 100m limit is precautionary, however attention must be given in detailed design to ensure that the leachate collection tank is protected to exclude flood waters, including during storm situations, to ensure that leachate does not enter the groundwater lens. PMU to seek clearance from ADB on project siting if the criterion cannot be met due to space constraints.
(ix)	Sites must not intersect with power lines, water supply pipelines or sewer lines	Where these lie across proposed sites, they must be re-aligned to avoid the site
(x)	For initiatives that require the use of machinery such as shredders and presses,	

<sup>[1]</sup> Management of the arts and culture sector is currently under the Ministry of Education.

Criteria	Remarks
there must be established access to technical expertise for servicing and spare parts must be regularly available in-country	
(xi) Consensus from island communities on proposed improvements.	Records of public consultations, issues raised, and measures taken to address them to be summarized in IEEs. These consultations shall ensure consultees include women as well as men.
(xii) No other work, including road, pipeline, or power line improvements are planned at or near the proposed site	Island council to confirm. If such sites are planned, details must be taken account of in design to ensure adequate separation of the infrastructure
(xiii) World Bank Group's Environmental, Health and Safety (EHS) Guidelines requires IWMCs to consider standard design of 110% volume and bunded for impermeable storage to avoid contaminated runoff entering the surface or groundwater.	Final detailed design to confirm capacity is 110% and bunded
<b>Preferable</b>	
(i) Where IWMCs exist, any improvements should be to the existing infrastructure, rather than replacement on new sites.	New sites may be necessary if existing site has become unsuitable due to new developments around it or there is objection from communities to rehabilitate the existing IWMCs.
(ii) Removal of trees to be avoided where possible.	When mature trees (of diameter at breast height of 40cm or greater) must be removed, new trees must be planted of a number and species agreed with the island community
(iii) Where composting facilities are to be introduced or expanded, a high level of commitment from the community should be evident to ensure both cooperation in ensuring that waste to be composed is not contaminated and that compost will be purchased or used.	Evidence of commitment from the island community should be obtained, for example signed minutes from a public meeting, or signatures from household heads.

## APPENDIX 6: OUTLINE TERMS OF REFERENCE FOR PUBLIC AWARENESS AND COMMUNITY CAPACITY BUILDING CONSULTANTS

### A. Background

1. **Need for public awareness and capacity building.** The solid waste management (SWM) system supported by the project will require significant public awareness creation and behavior changes (e.g. segregation at source, recycling and reusing, reduction in waste generation, no illegal dumping or burning, paying a fee for SWM services) among waste generators such as households in Greater Malé and outer islands, commercial establishments, tourists, and resort / hotels guesthouses. Communities in outer islands will require capacity building to manage solid waste management and operate island waste management centers, as well as in disaster risk reduction (DRR).

2. **The assignment.** A public awareness and community capacity building consultant (firm) will: (i) design and implement a comprehensive public awareness program for solid waste management and 3R in the project area (Greater Malé and 32 outer islands); (ii) provide capacity building in community-based solid waste management (SWM), including island waste management centers (IWMCs) operation, to people in outer islands of project; (iii) improve awareness and capacity in DRR and (iv) support implementation of the gender action plan (GAP) under the project. These are a crucial factor to achieve project outcomes and sustainability.

### B. Indicative Consulting Services

3. Consulting services for this assignment will be contracted by the government to a firm, which will be selected following a quality-based selection method, for a total of 79 person-months (4 person-months international and 75 person-months national) over 2.5 years. All consultants, both firm and individual, will be recruited in accordance with ADB's Guidelines on Use of Consultants (2013, as amended from time to time).

4. The table below shows the experts required and indicative person-months.

**Summary of Consulting Services**

Position	Person-Months
<b>International</b>	
(i) Communication and Social Marketing Specialist	2
(ii) Solid Waste Management Specialist	2
<b>TOTAL</b>	<b>4</b>
<b>National</b>	
(iii) IEC & Behavior Change Communication Expert (Team Leader)	9
(iv) Web and Social Media Expert	6
(v) Film and audio-visual Expert	4
(vi) Community Mobilization, Gender and Outreach Expert for Greater Malé	12
(vii) Community Mobilization, Gender and Outreach Expert for Outer Islands	16
(viii) SWM Trainer for Outer Island Communities	8
(ix) SWM Trainer for Outer Island Communities	8
(x) SWM Trainer for Outer Island Communities	8
(xi) 3R motivators	4
<b>TOTAL</b>	<b>75</b>

Source: Asian Development Bank.

### Outline Scope of Work

Sl.No	Expected Outputs	Expected Activities
1	Enhance awareness, behavior change and community participation in SWM and 3R	<p><b>a) Prepare clear plans and communication strategy for public awareness, behaviour change and community participation, in Greater Malé and outer islands</b></p> <ul style="list-style-type: none"> <li>(i) Conduct stakeholder analysis and capacity assessment of SWM related institutions;</li> <li>(ii) Conduct formative research through interviews/consultations with key stakeholders, focussed group discussions, and studying the communication experience in SWM in of agencies such as UNDP, World Bank, ICRC, WAMCO, and PARLEY<sup>1</sup> in Maldives;</li> <li>(iii) Design awareness programs and strategy (both for Greater Malé and outer islands) through social and traditional media for wider coverage as required by the project and in line with international best practices in 3R and national SWM policy;<sup>2</sup></li> <li>(iv) Develop an effective and comprehensive communication strategy and program for motivating all stakeholder at different levels to participate for the successful implementation of the project and its components;</li> <li>(v) Elaborate a comprehensive awareness campaign for educational institutions targeting the youth to sustain the success of IEC activities over the long term;</li> <li>(vi) Prepare an implementation, monitoring and evaluation plan of activities, both for Greater Malé and outer islands;</li> </ul> <p><b>b) Design communication materials, mostly in Divehi, in line with plan and strategy developed (a.)</b></p> <ul style="list-style-type: none"> <li>(i) Design detailed awareness and communication materials for dissemination through social and traditional media for wider coverage as required by the project.</li> <li>(ii) Pilot/test and evaluate communication materials with target audience, both in Greater Malé and outer islands;</li> <li>(iii) Develop final design of awareness and communication materials;</li> <li>(iv) Deliver the material for implementing public awareness campaigns both in Greater Malé and outer islands.</li> </ul> <p><b>c) Conduct public awareness campaigns/activities in Greater Malé and outer islands</b></p> <ul style="list-style-type: none"> <li>(i) Conduct awareness activities, including media campaigns and material dissemination, before and during project implementation, in line with the plan and communication strategy developed in (a.);</li> <li>(ii) Involve and coordinate with community, community-based organizations, NGOs, elected representatives, development partners such as UNDP, World Bank, ICRC, and other relevant organizations in awareness and behaviour change campaigns;</li> </ul>

<sup>1</sup> PARLEY is an NGO working in the recycling sector to reduce plastics in the marine environment.

<sup>2</sup> Activities should at least include: (i) waste categorization; (ii) the impact of pollution due to open dumping and burning of waste and consequence on public and environmental health; (iii) benefits of 3R such as reducing plastic bags/bottled water, waste segregation, recycling, composting, compost use in gardening/agriculture and waste-to-energy; (iv) risks associated with hazardous waste handling;(v) benefits of SWM services and importance of service fees for sustainability.

Sl.No	Expected Outputs	Expected Activities
		<ul style="list-style-type: none"> <li>(iii) Engage and train Schools Environmental Clubs to continuously run awareness campaigns and training programs in their respective islands</li> <li>(iv) Promote good sanitation behaviour at all levels to facilitates sound solid waste management systems which may include:               <ul style="list-style-type: none"> <li>a. Adapt daily habits to agreed solid waste system (rules, schedules, e.g. to offer it at the right time and place to the collection team)</li> <li>b. Bring waste to collection point for transfer</li> <li>c. Segregate waste in designated bin or bags</li> <li>d. Cooperate in clean-up campaigns - keep house and surrounding environment clean</li> </ul> </li> <li>(v) Communicate the role of women and scope for public involvement in improved solid waste management activity, in line with 3R; this will include adoption of practices at the household level that reduce waste generation (including reduced use of disposable plastics) and the separation of compostable and recyclable waste, and eliciting participation in community level activity and schools;</li> <li>(vi) Encourage each household and community to segregate waste, compost organic waste and use compost through appropriate provision of incentives (e.g. distribution of bins, free health camps and tools);</li> <li>(vii) Ensure 3R household and community level activities are integrated into overall solid waste management practices, strategy and plan (waste collection, transportation, processing, recovery and disposal) of WAMCO;</li> <li>(viii) Sensitize and motivate stakeholders to desist from illegal dumping and burning of waste, including showcasing adverse environmental and health impacts.</li> </ul>
2	Strengthen capacity of outer islands in community-based SWM and IWMCs operation and maintenance	<p><b>a) Community Consultation and Participation</b></p> <ul style="list-style-type: none"> <li>(i) Elaborate community consultation and participation plan targeting the poor and women;</li> <li>(ii) Support island councils through developing partnerships with communities, resorts, NGOs or other islands in initiatives to manage solid waste safely and sustainably;</li> <li>(iii) Identify island councils' programs at community level and encourage women and youth's participation;</li> <li>(iv) Discuss through focus group meetings on the problems of solid waste collection, what they think as solutions, understand local knowledge, and what kind of collection system they preferred to establish;</li> <li>(v) Facilitate island SWM action plan preparation, if required;</li> <li>(vi) Facilitate signature of MOU for IWMCs O&amp;M</li> <li>(vii) Organize social audit by engaging community representatives and publish findings;</li> <li>(viii) Engage local representatives to understand willingness and capacity to pay; and</li> <li>(ix) Sensitize and motivate waste generators to pay user charges or fees for SWM as applicable</li> <li>(x) Sensitize and motivate waste generators to segregate waste and practice 3R</li> <li>(xi) Develop and establish a mechanism where community concerns and problems are discussed.</li> </ul>

Sl.No	Expected Outputs	Expected Activities
		<p>Conduct surveys of affected persons, if any, on behalf of PMU in compliance with Resettlement Framework, as required.</p> <p><b>b) Capacity development of outer islands communities in SWM and IWMCs operation and maintenance</b></p> <ul style="list-style-type: none"> <li>(i) Identify, in consultation with WAMCO, MEE, island council and local stakeholders, community people to train in SWM and IWMCs operations, at least 30% women;</li> <li>(ii) Assess outer islands communities skills level and capacity gaps for SWM and IWMCs operation and maintenance;</li> <li>(iii) Design curricula and other adequate capacity development activities (e.g. workshops) for basic community training, which will cover at least the following topics: (1) SWM principles and benefits; (2) SWM chain; (3) Recycling; (4) Composting; (5) Final Disposal; (6) SWM operational sustainability; (7) Marketing compost/recyclables;</li> <li>(iv) Design curricula and other adequate capacity development activities (e.g. workshops and on-the-job activities) for advanced community training, which will cover at least the following topics: (1) SWM collection; (2) IWMCs equipment operation; (3) IWMCs equipment and civil work maintenance; (4) IWMCs management; (5) IWMCs end products quality requirement; (6) Composting and AD process management; (7) Ensuring continuity with recyclables markets; (8) Transfer and final disposal of residual material at Thilafushi; (8) Service delivery and IEC; (9) Hazards, risks and health and safety in SWM and IWMC operations.</li> <li>(v) Conduct capacity development activities in all the (32) outer islands covered by the Project;</li> <li>(vi) Develop a IWMCs operation and maintenance manual/checklist, in consultation with WAMCO, MEE and PMDSC</li> <li>(vii) Assist initial phase of IWMCs operations and handover to communities, in coordination with WAMCO, MEE and PMDSC.</li> <li>(viii) Organize health and safety awareness training for community waste workers and WAMCO staff for creating positive safety culture at workplace and handling of waste;</li> </ul>
3	Improve community awareness in Disaster Risk Reduction and Management	<ul style="list-style-type: none"> <li>(i) Working under the guidance of the international DRR specialist hired under the project, conduct awareness building events in outer island communities to raise awareness of man-made and natural hazards, climate change impacts, and emergency preparedness and safety measures. Target youth and women as local change agents.</li> <li>(ii) Work closely with the international DRR specialist in training host communities in disaster preparedness.</li> </ul>
4	Support implementation of Gender Action Plan	<ul style="list-style-type: none"> <li>(i) Provide support to PMU to implement the GAP</li> <li>(ii) Design the application form for SWM services, prepare strategy for updating/preparing consumer database and collect information on socio-economic status of consumers</li> </ul>

Sl.No	Expected Outputs	Expected Activities
		required for subsidy targeting, to be maintained in a roster by service provider (WAMCO or designated agency).

3R = reduce, reuse, recycle, DRR = disaster risk reduction, GAP = gender action plan, ICRC = International Committee of the Red Cross, IEC = information, education and communication, IWMC = island waste management center, O&M = operation and maintenance, MEE = Ministry of Environment and Energy, MOU = memorandum of understanding, NGO = nongovernment organization PMU = project management unit, SWM = solid waste management, UNDP = United Nations Development Programme, WAMCO = Waste Management Corporation Limited

## APPENDIX 7: OUTLINE TERMS OF REFERENCE FOR PROJECT MANAGEMENT, DESIGN AND CONSTRUCTION SUPERVISION CONSULTANTS (FIRM)

### A. Background

5. **Assignment.** This assignment will support the Government (executing agency and implementing agency also referred as the Client) to successfully implement the project through high quality design, management and construction supervision.

### B. Objectives of the Assignment

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

6. **Scope of Services:** The consultant will be an engineering and management consulting firm which will provide design, management and construction supervision services, including (but not limited to): (i) surveys, studies and investigations; (ii) concept design and detailed engineering and design; (iii) bidding process support; (iv) procurement and contract award; (v) construction supervision; (vi) contract administration; (vii) project management and monitoring; and (viii) ensure compliance with social, environmental, and, occupational health and safety aspects for the scope of equipment . The consultant will work under the guidance of the project management unit (PMU) established under the project, and in close collaboration with public awareness and community capacity building consultants (PACCB)<sup>1</sup> and other consultants supporting the project.

7. The overall responsibility to deliver the outputs will rest with the consulting firm through the team leader. The consultant will ensure timely delivery of the documents, establish coordination among all stakeholders and team members, schedule mobilization/demobilization of team members and to interact with the client on regular basis.

### D. Team Composition & Qualification Requirements for the Key Experts (and any other requirements which will be used for evaluating the Key Experts)

8. **Team Composition with estimated input:** The consultants' team will include 6 International Key Experts (21 person-months), 7 National Key Experts (69 person-months) and 3 National non-Key Experts (12 person-months excluding those required for consultant's administrative, clerical and support staff). The consulting firm will be engaged for three years. The expert's positions with their estimated inputs are provided in Table 1. Any other staff to fulfill the services will be provided by the consultant.

**Table 1: Team Composition**

	<b>Total Person Months</b>	
<b>I</b>	<b>International Key Expert</b>	
1	Solid Waste Management Expert (Team Leader)	8
2	Contract Management Expert	2
3	Procurement Expert	1
4	Civil Engineering Expert	2
5	Mechanical Engineering Expert	2

<sup>1</sup> PACCB will lead community consultations in the project area.

	<b>International Key Expert</b>	
6	Waste Collection Expert	6
	<b>International Key Experts Sub-Total</b>	<b>21</b>
<b>II</b>	<b>National Key Expert</b>	
1	Project Management Expert (Deputy Team Leader)	30
2	Procurement Expert	3
3	Civil/Structural Engineering Expert	6
4	Mechanical Engineering Expert	6
5	Naval Engineering Expert	6
6	Electrical Engineering Expert	6
7	Environmental Safeguard Expert	12
	<b>National Key Experts Sub-Total</b>	<b>69</b>
<b>III</b>	<b>National Non-Key Expert</b>	
	Field Engineer (3 x 4 months each)	12

9. **Expected Qualification Requirements and Tasks assigned to the Key and non-Key Experts:** The Consultant is expected to propose adequately qualified and experienced experts to undertake efficiently the assigned tasks and responsibilities assigned. The tasks and responsibilities assigned and detailed educational qualification and experience requirement for the respective expert are reported below.

10. **Solid Waste Management Expert – Team Leader (International).** Solid Waste Management Expert will be responsible for overall project management and administration, advice on feasibility, procurement and bid process management, design, construction supervision, quality control and monitoring, contract management, establishment of construction management and project performance monitoring of various contractors, assist in resolving contractual issue, preparation of progress and other reports as required. He/she will have: (i) a civil/environmental engineering degree or related fields and post graduate in solid waste management or related fields; and ii) 15 years of working experience in solid waste management projects design, construction and supervision. Experience and sound knowledge of FIDIC contract conditions, Asian Development Bank (ADB) procedures/policies, contract management will be an advantage.

11. **Contract Management Expert (International).** Contract Management Expert will be responsible for support in management and administration of the project, assist in establishment of construction management and reporting system; adequate documentation on contract administration and progress, time & cost control, variations and change orders, billing & payments to the contractors, control the project and minimize the cost over-run and time over-run, timely review and settlement of contractor's claims. Shall assist in resolving contractual issue and dispute resolutions during implementation. He/she will have: (i) a degree in civil/ environmental engineering or related fields and a masters in civil engineering, law or related fields; and ii) 15 years of experience in contract administration related to Procurement of Works and Goods for infrastructure projects. Sound knowledge of FIDIC contract conditions, ADB procedures/policies, construction supervision of urban infrastructure projects will be an advantage.

12. **Procurement Expert (International).** Procurement Expert will be responsible for overall Bid process management, procurement of works and goods. Preparation of bidding document, assist in obtaining ADB's no-objection, finalization of bid evaluation report and assist in contract award. He/she will have: i) a masters in civil engineering, finance or law, ii) 10 years of experience in procurement of Works and Goods for urban infrastructure projects, and iii) sound knowledge of FIDIC contract conditions, ADB standard bidding documents, procedures/policies.

13. **Civil Engineering Expert (International).** Civil engineering expert will be responsible for design of all civil engineering elements as required, review and approval of civil engineering designs/drawings/details submitted by various contractors. Assist in appraisal and preparation of designs and drawings and procurement in activities for subsequent procurement. Assist in monitoring and ensure quality assurance and control. He/she will have: a) degree in civil engineering with masters in structural engineering, ii) 10 years of experience in structural engineering design, and construction supervision. Sound knowledge of ADB procedures/policies, construction supervision, design and implementation related to similar works will be an advantage.

14. **Mechanical Engineering Expert (International):** Mechanical Engineering Expert will be responsible for reviewing design, drawings and data, technical specifications, ensure quality assurance and quality control. Assist in resolving technical and contractual issues. Assist in appraisal and preparation of designs and drawings and Procurement activities for subsequent procurement. He/she will have a :i) masters degree in Mechanical Engineering, ii) 10 years of experience in mechanical engineering positions dealing with waste processing equipment such as, shredders, wood chippers, balers, construction and demolition waste (CDW) processing facilities, end of life vehicle (ELV) dismantling and iii) sound knowledge of ADB procedures/policies, construction and installation supervision, design and implementation of works related to solid waste management transfer stations, con CDW processing, recycling, end of live vehicle dismantling will be an advantage.

15. **Waste Collection Expert (International):** Waste Collection Expert will be responsible for the final design of a seamless waste collection and transfer system for all solid waste types generated in Malé and Hulhumalé based on the conceptual design input provided by the Ministry of Environemtn and Energy (MEE). He/she will specify the required equipment such as, but not limited to, refuse compaction vehicles, skip loaders, hook lift trucks and containers, and will identify suitable collection points/containers location jointly with Waste Management Corporation Limited (WAMCO) and other stakeholders. He/she will assist the National Naval Engineering Expert during the conceptualization of the containerized waste transfer system from the islands. Furthermore, he/she will inspect the delivery of the vehicles and the scope of spare parts. He/she will have a: i) masters degree in Mechanical Engineering or equivalent; and ii) 10 years of experience in designing waste collection systems in similar environments (congested cities and/or island states). Sound knowledge of ADB procedures/policies would be regarded as advantage.

16. **Project Management Expert (National) – Deputy Team Leader:** Deputy Team leader cum Project Management Expert will assist the international team lead in overall project planning, management and administration of the project, appraisal of subproject as required, time and cost control, advice on procurement including bid process, construction supervision, quality control and monitoring, contract management, establishment of construction management and project performance monitoring and reporting system; assist in resolving contractual issue, preparation of progress, completion and other reports as required. He/she will have i) civil engineer or related engineering degree with project management professional certification or similar, ii) 15 years of working experience in similar works and 5 years of experience in project management. Sound

knowledge of FIDIC contract, ADB standard bidding documents, procedures/policies, project management and preparation of projects will be an advantage.

17. **Procurement Expert (National):** Procurement Expert will be responsible for overall bid process management, procurement of works and goods for the project, including preparation of bidding document, assist in obtaining ADB's no-objection, finalization of bid evaluation report and assist in contract award. He/she will have i) a civil engineering degree. Post graduate in civil/ Environmental engineering/finance/law will be an advantage, ii) 5 years of experience in procurement of works and goods for urban infrastructure projects or similar, and iii) sound knowledge of FIDIC contract and ADB standard bidding documents, procedures/policies.

18. **Civil/Structural Engineering Expert (National):** Civil/Structural Engineering Expert will support design of all civil/structural engineering elements as required, review and approval of structural designs/drawings/details submitted by various contractors. Assist in monitoring and ensure quality assurance and control. He/she will have i) a civil engineering degree –masters in structural engineering will preferred, ii) have 10 years of experience in civil/structural engineering designs, and iii) sound knowledge of ADB procedures/ policies, related to similar works. Experience in construction supervision will be an advantage.

19. **Mechanical Engineering Expert (National):** Mechanical engineering Expert will assist in preparation and finalization of engineering design, drawings and data, technical specifications, review and approval of designs/drawings/details, ensure quality assurance and quality control. Assist in resolving technical and contractual issues. He/she will have i) masters in mechanical engineering with post graduate in plant design, ii) 10 years of experience in mechanical design of plants, conveying or crushing/shredding components, and iii) sound knowledge of ADB procedures/policies. Experiences in construction/assembly supervision and implementation of similar works/plants will be preferred.

20. **Naval Engineering Expert (National):** Naval Engineering Expert will be responsible for the specification of customized vessels for the transfer of waste and of the specification of a standardized and containerized transfer system of the waste generated on the islands and the resorts based on the concept provided by the Client's feasibility study consultant. He/she will prepare the conceptual drawings, review design specifications and drawings of suppliers. He/she will have i) masters in mechanical engineering with post graduate in naval engineering or a masters in naval engineering, or similar ii) 5-7 years of experience in the design of customized vessels (incl. cranes) for cargo or container transport, iii) knowledge of containerized waste transport would be regarded as advantage.

21. **Electrical Engineering Expert (National):** Electrical Engineering Expert will be responsible for review and preparation and finalization of engineering design, drawings and data, technical specifications, review and approval of designs drawings/details, ensure quality assurance and quality control. Assist in resolving technical and contractual issues. He/she will have i) masters in electrical engineering- post graduate in electrical installation will be preferred, ii) 10 years of experience in design of electrical supply and distribution system of plants and facilities, iii) sound knowledge of ADB procedures/policies, iv) construction and installation supervision of similar works.

22. **Environmental Safeguard Expert (National):** Environmental Expert will be responsible for overall management and implementation of environmental and social safeguard policies of ADB and Government of Maldives, and will support climate change and disaster risk reduction activities related to the project design. He/she will confirm no land acquisition, resettlement, or livelihood loss from the project, especially outer island component, and ensure projects are compliant with the resettlement

framework, as relevant. Preparation and implementation/supervision of Environmental Safeguard Action Plan, Initial Environmental Examination Report. He/she will have; i) masters in environmental or civil engineering - post graduate in disciplines related to environmental management will be preferred, ii) 10 years of experience in carrying out environmental impact assessment, initial environmental examination/ environmental management plan (EMP) for infrastructure projects, including experience of over-seeing implementation of EMPs for at least two major infrastructure projects funded by international financing institutions, iii) knowledge and experience of climate change and disaster risk reduction in Maldives, and iv) sound knowledge of ADB procedures and policies including Safeguard Policy Statement 2009.

23. **Field Engineers (Non-Key Expert):** Field Engineers will report to Deputy Team leader cum Construction Management Expert and will be support during construction supervision, quality assurance/control and administration of multiple contracts, supervise the construction activity diligently during the implementation of the work, support in preparing daily notes and the reports on construction progress and completion, assist in resolving contractual issue, ensure safety at works and compliance with ADB's safeguard policies and procedure. He/she will behave i)a civil engineering degree, ii) have 7 years of experience in construction supervision/management, quality control, contract administration of infrastructure projects of similar capacity. Experience in FIDIC contract conditions are regarded as advantage.

24. **Support Staff:** The Consultant will be required to deploy minimum following Support Staff for timely delivery of deliverables and for smooth operation of Office function. The required positions with respective qualification and experience are described below

### **Support Staff**

**CAD Operator (Support Staff):** CAD operator will have a Diploma/ Certificate in CAD or otherwise suitably qualified with 3 years-experience in CAD.

**Office Manager (Support Staff):** Office Manager will be Graduate with proficiency in English and Local language both with 3 years-experience Office management.

## **APPENDIX 8: OUTLINE TERMS OF REFERENCE FOR DISASTER RISK MANAGEMENT SPECIALIST**

### **International, 3 person-months**

The consultant will work with the Ministry of Environment and Energy (MEE) and Waste Management Corporation Limited (WAMCO) to provide operational and capacity building support during project implementation to decision makers, administrators, site workers, and first responders on DRM.

In collaboration with the project management unit (PMU) in MEE, project management, design and construction supervision consultants, and WAMCO, the consultant will be expected to undertake the following activities:

1. Review current disaster risk management practices, systems and capabilities on Thilafushi Island, in Malé and in zone 3 in order to propose priority operational and capacity building interventions.
2. Undertake a seasonal and probabilistic risk assessment of the project sites for contingency planning purposes, paying proportional attention to man-made and natural hazards as well as climate change.
3. Develop an emergency and business continuity plan for WAMCO, first responders on Thilafushi (police, fire fighters) and surge providers in Malé (NCDM and health professionals).
4. Integrate gap-filling measures between current and best global emergency practice, including minimum standards (e.g. Sphere <http://www.spherehandbook.org/>) and medical triage.
5. Strengthen response readiness by initiating training events for WAMCO officials, first responders and surge providers to establish an early notification hotline, an incident command system, triage and emergency standard operating procedures.
6. Enhance emergency preparedness measures through simulation exercises.
7. Train the host community and migrant workers on Thilafushi in community-based disaster risk management including participatory formulation of priority interventions.
8. Target youth and women as local change agents and waste management leaders.
9. Provide suggestions to the PMU on targeted investments to increase the safety of their residences and work spaces to be supported by the project.
10. Support the development of a risk-informed and climate-smart waste management system by drafting a solid waste management risk management action plan with clear division of labour, timelines and preparedness, response, recovery and prevention tasks.
11. Explore the application of innovative approaches, including drones and crowd sourcing/participatory mapping of unsustainable practices in the activities above.
12. Advise Public Awareness and Community Capacity Building consultants on implementation of specific awareness raising activities including a resilience and recycling campaign with the objective of reducing the amount of solid waste in Maldives.

### APPENDIX 9: GENDER ACTION PLAN

ACTIVITY	INDICATOR & TARGETS	RESPONSIBILITY	TIMELINE (Year)
<b>Output 1: Waste collection, transfer, and disposal systems improved and made climate and disaster resilient</b>			
1.1 Involve and target women in community consultations on project supported designs	1. Communities in Greater Malé consulted on project supported designs (e.g. improved collection system, transfer stations, administration buildings). (10 consultations; 30 community members/consultation [Target: 50% women participation])	PMU	Year 1-3
1.2 Create customer database including poverty / gender data	2. Roster on customers in Greater Malé and outer islands (project area) including poor and poor FHHs (Target: 100%) developed and maintained by WAMCO or other designated agency	PMU	Year 2
1.3 Provide inclusive access to SWM collection services in project areas	3. 30,000 households (Target: 100% poor and poor FHHs) in project area report access to SWM services, verified through survey (2018 baseline: 0)	PMU, WAMCO	Year 3-5
<b>Output 2: Community-based outer island waste management systems targeting poor and women enhanced.</b>			
2.1 Conduct inclusive community consultations in outer islands during project design, targeting women	4. IWDCs and women Island Councils members (Target: 70% for both) in 15 outer islands involved in public consultations 5. Women's participation during site selection and design of IWMCs ensured through women-only or community consultations (30 participants/island x 15 islands = 450 persons [Target: 50% women and poor households' members participation (225)])	PMU, Island Councils, PACCB	Year 1-3
2.2 Build skills for community based SWM systems in outer islands, targeting women	6. 30 skill trainings (2 x 15 islands) integrate preferences of women trainees (in terms of timing and/or content) 7. 150 outer islands inhabitants (Target: 30% women), trained and reporting enhanced skills in community-based SWM, including IWMC operations and DRM (2018 baseline: 0)	PMU, Island Councils	Year 2-5
2.3 Raise awareness on sustainable SWM and 3R benefits targeting women in outer islands	8. 10,000 people in outer islands, (Target: 50% women) are targeted by public awareness campaigns on sustainable SWM, source segregation and 3R benefits 9. At least 500 people in outer islands (50% women) reported improved awareness on sustainable SWM and 3R benefits (2018 baseline: 0).		
<b>Output 3: Institutional capacity and public awareness in sustainable waste management strengthened.</b>			
3.1 Build institutional capacity of WAMCO and island councils	10. Training programs for eligible <sup>1</sup> WAMCO staff conducted (6 training on SWM service delivery and DRM [Target: minimum 70% eligible female staff members]) 11. 100 eligible WAMCO staff (Target: minimum 70% eligible women staff), trained and reporting improved skills in sustainable SWM service delivery and DRM (2018 baseline: 0) 12. Island Councils (32) in Zone 3 report increased awareness on sustainable SWM, source segregation and 3R benefits [Target; 70% women members] . (2018 baseline: 0)	WAMCO, PMU, PACCB	Year 2-4

<sup>1</sup> Eligibility refers to the typology of training. For example, if a technical training for operational staff, only engineers will attend.

ACTIVITY	INDICATOR & TARGETS	RESPONSIBILITY	TIMELINE (Year)
3.2 Create women-friendly work environment at PMU/ consultants' and contractors' offices, facility locations, work sites and camps	13. Sex segregated toilets and changing facilities at PMU/consultants' and contractors' offices, work sites and camps, project facility locations (Target: 100% project sites) 14. Policy on zero tolerance for sexual harassment and other forms of gender-based discrimination in the workplace finalized 15. WAMCO's gender inclusive Strategic and DRM action plans adopted (Target: 2 plans); (2018 baseline: 0)	WAMCO, PMU, PACCB	Year 1-5
3.3 Raise awareness on sustainable SWM and 3R benefits targeting women in Greater Malé.	16. 10 persons in Greater Malé and 2 persons each in the 32 outer islands, trained as trainers in community mobilization/awareness on waste segregation, recycling and composting, and project benefits and opportunities. [10 people in Greater Malé and 64 people in outer islands from IWDC and community (Target: 50% women)] 17. 12 community level awareness events on sustainable SWM and 3R benefits conducted in Greater Malé (3 events per year) and 128 in the outer islands (1 event per year per island) covering at least 50 persons/event (Target: minimum 50% female) 18. 50,000 people in Greater Malé (Target: 50% women) are targeted by public awareness campaigns on sustainable SWM and 3R benefits 19. At least 1,000 people in Greater Malé (50% women) reported improved awareness on sustainable SWM and 3R benefits (2018 baseline: 0) 20. 3R public awareness and behaviour change campaigns (20 at least 1 x 20 educational institutions [Target: 500 students with equal representation of boys and girls]) conducted (2018 baseline: 0)	PMU, PACCB	Year 1-5
3.4 Conduct training programs on technical and managerial skills building of local people during project operation phase, targeting women	21. Skill trainings (44) consider preferences of women trainees (in terms of timing to be imparted and/or content) as well as entrepreneurship opportunities arising from project (e.g. in recycling)	PMU, PACCB	Year 5
3.5 Establish a PPMS to collect sex-disaggregated data	22. One training workshop per year (5) to WAMCO, Island Council and IWDC staff or members 23. WAMCO, Island Council and IWDC staff or members (including 100% of eligible female staff/members) report knowledge on (a) approaches in integrating gender equity considerations in SWM through community outreach, (b) GAP implementation, monitoring and reporting on gender equality results 24. One PMU staff selected as gender focal point and responsible for GAP implementation	PMU, WAMCO	Year 1-5

3R = reduce, reuse, recycle, DRM = disaster risk management, IC = island council, FHH = female headed households, GAP = gender action plan, IWDC = Island Women's Development Committees, O&M = operation and maintenance, PACCB = Public Awareness and Community Capacity Building Consultants, PIU = Project Implementation Unit, PMU = Project Management Unit, PPMS = project performance monitoring system, SWM = solid waste management, WAMCO = Waste Management Corporation Limited.

## APPENDIX 10: GENDER ACTION PLAN MONITORING AND REPORTING FORMAT

**Evaluation Period:**

**Date Prepared:**

GAP Activities and Targets/Indicators	Progress to Date		Issues and Challenges (Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc.)
	Progress for the Quarter (Activities and achievements – quantitative and qualitative for the current quarter)	Cumulative Progress (Activities and achievements quantitative and qualitative for the past and current quarters)	
Output 1: Waste collection, transfer, and disposal systems improved and made climate and disaster resilient			
Activity 1.1 Involve and target women in community consultations on project supported designs			
Indicator 1: Communities in Greater Malé consulted on project supported designs (e.g. improved collection system, transfer stations, administration buildings). [10 consultations; 30 community members/consultation (Target: 50% women participation)]			
Activity 1.2: Create customer database including poverty / gender data			
Indicator 2: Roster on customers in Greater Malé and outer islands (project area) including poor and poor FHHs (Target: 100%) developed and maintained by WAMCO or other designated agency.			
Activity 1.3: Provide inclusive access to SWM collection services in project areas			
Indicator 3: Indicator: 30,000 households (Target: 100% poor and poor FHHs) in project area report access to SWM services, verified through survey (2018 baseline: 0)			
Output 2: Community-based outer island waste management systems targeting poor and women enhanced.			
Activity 2.1: Conduct inclusive community consultations in outer islands during project design, targeting women			
Indicator 4: IWDCs and women Island Councils members (Target: 70% for both) in 15 outer islands involved in public consultations.			
Indicator 5: Women's participation during site selection and design of IWMCs ensured through women-only or community consultations [30 participants/island x 15 islands = 450 persons (Target: 50% women and poor households' members participation (225)]			

GAP Activities and Targets/Indicators	Progress to Date		Issues and Challenges (Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc.)
	Progress for the Quarter (Activities and achievements – quantitative and qualitative for the current quarter)	Cumulative Progress (Activities and achievements quantitative and qualitative for the past and current quarters)	
Activity 2.2: Build skills for community based solid waste management systems in outer islands, targeting women			
Indicator 6: 30 skill trainings (2 x 15 islands) integrate preferences of women trainees (in terms of timing and/or content)			
Indicator 7: 150 outer islands inhabitants (Target: 30% women), trained and reporting enhanced skills in community-based SWM, including IWMC operations and DRM (2018 baseline: 0)			
Output 3: Institutional capacity and public awareness in sustainable waste management strengthened.			
Activity 3.1: Build institutional capacity of WAMCO and island councils			
Indicator 8: Training programs for eligible <sup>1</sup> WAMCO staff conducted [6 training on SWM service delivery and DRM (Target: minimum 70% eligible female staff members)]			
Indicator 9: 100 eligible WAMCO staff (Target: minimum 70% eligible women staff), trained and reporting improved skills in sustainable SWM service delivery and DRM (2018 baseline: 0)			
Indicator 10: ICs (32) in Zone 3 report increased awareness on sustainable SWM, source segregation and 3R benefits [Target; 70% women members]. (2018 baseline: 0)			
Activity 3.2: Create women-friendly work environment at PMU/ consultants' and contractors' offices, facility locations, work sites and camps			
Indicator 11: Sex segregated toilets and changing facilities at PMU/consultants' and contractors' offices, work sites and camps, project facility locations (Target: 100% project sites)			

<sup>1</sup> Eligibility refers to the typology of training. For example, if a technical training for operational staff, only engineers will attend.

GAP Activities and Targets/Indicators	Progress to Date		Issues and Challenges (Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc.)
	Progress for the Quarter (Activities and achievements – quantitative and qualitative for the current quarter)	Cumulative Progress (Activities and achievements quantitative and qualitative for the past and current quarters)	
Indicator 12: Policy on zero tolerance for sexual harassment and other forms of gender-based discrimination in the workplace finalized.			
Indicator 13: WAMCO's gender inclusive Strategic and DRM action plans adopted (Target: 2 plans); [2018 baseline: 0]			
<b>Activity 3.3:</b> Raise awareness on sustainable SWM, source segregation and 3R benefits targeting women			
Indicator 14: 10 persons in Greater Malé and 2 persons each in the 32 outer islands, trained as trainers in community mobilization/awareness on waste segregation, recycling and composting, and project benefits and opportunities. [10 people in Greater Male and 64 people in outer islands from IWDC and community (Target: 50% women)]			
Indicator 15: 12 community level awareness events on sustainable SWM and 3R benefits conducted in Greater Malé (3 events per year) and 128 in the outer islands (1 event per year per island) covering at least 50 persons/event (Target: minimum 50% female)			
Indicator 16: 50,000 people in Greater Malé and 10,000 people in outer islands, (Target: 50% women) are targeted by public awareness campaigns on sustainable SWM, source segregation and 3R benefits.			
Indicator 17: 3R public awareness and behaviour change campaigns [20 at least 1 x 20 educational institutions (Target: 500 students with equal representation of boys and girls)] conducted (2018 baseline: 0)			
<b>Activity 3.4:</b> Conduct training programs on technical and managerial skills building of local people during project operation phase, targeting women			
Indicator 18: Skill trainings (44) consider preferences of women trainees (in terms of timing to be imparted and/or content) as well as			

GAP Activities and Targets/Indicators	Progress to Date		Issues and Challenges (Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc.)
	Progress for the Quarter (Activities and achievements – quantitative and qualitative for the current quarter)	Cumulative Progress (Activities and achievements quantitative and qualitative for the past and current quarters)	
entrepreneurship opportunities arising from project (e.g. in recycling).			
<b>Activity 3.5:</b> Establish a PPMS to collect sex-disaggregated data			
Indicator 19: One training workshop per year (5) to WAMCO, IC and IWDC staff or members			
Indicator 20: WAMCO, IC and IWDC staff or members (including 100% of eligible female staff/members) report knowledge on (a) approaches in integrating gender equity considerations in SWM through community outreach, (b) GAP implementation, monitoring and reporting on gender equality results.			
Indicator 21: One PMU staff selected as gender focal point and responsible for GAP implementation			

## **APPENDIX 11: JAPAN FUND FOR POVERTY REDUCTION**

### **GUIDANCE NOTE ON COORDINATION WITH THE EMBASSY OF JAPAN AND JICA**

#### **I. INTRODUCTION**

1. The Final Report on the Review of Japanese Official Development Assistance<sup>1</sup> (ODA) underscores the need for strategic and effective aid. One way to ensure alignment of Japan Fund for Poverty Reduction (JFPR) projects and technical assistance (TA) with Government of Japan's (GOJ) bilateral assistance strategy for a particular developing member country (DMC) is by bringing on board the comments and suggestions of the Embassy of Japan (EoJ). Thus, under JFPR, project officers are required to consult with the local EoJ about the project proposal before submitting the TA Summary and Report/Grant Summary and Report and Recommendation to the President (RRP) to Office of Cofinancing (OCO) for processing. This Guidance Note provides detailed instructions regarding coordination activities with the EoJ and Japan International Cooperation Agency (JICA).

#### **II. EOJ AND JICA CONTACT PERSONS**

2. The names of EoJ and JICA contact persons and their contact details are listed in a table which is posted in the OCO website. The list is provided to OCO by Japan's Ministry of Finance and is updated from time to time. It is important to confirm the details in the table before contacting EoJ.

#### **III. ROLE OF THE RESIDENT MISSION AND OCO**

3. Communications with EoJ and JICA should be done with copy to the Resident Mission (RM) or the relevant Country Officer at ADB HQ and with OCO. If needed, RM's assistance may be sought to arrange the meeting with EoJ and JICA.

4. RM's role is also crucial in arranging the Grant Agreement/TA letter signing event (section V) and in overall coordination/relationship management with EoJ and JICA.

#### **IV. CONSULTATION WITH EOJ AND JICA – CONCEPT STAGE**

5. A meeting with the EoJ and JICA contact person should be scheduled during the Fact-Finding Mission. During the meeting, the Grant or TA Summary, together with the Design and Monitoring Framework, must be explained to and discussed with the embassy officer.

6. The Grant or TA Summary and the Design and Monitoring Framework should be submitted to EoJ and JICA at least five working days before the consultation to give EoJ time to review the document.

7. Any comments made by EoJ and/or JICA should be reflected and a summary of the consultation should be included in the final TA Summary and Report (TSR) or Grant Summary and RRP (GSR) as the case may be.

8. The project officer should exert all efforts to meet with EoJ and JICA contact persons. However, if a meeting with EoJ and/or JICA is not possible, email exchange, telephonic discussion or any other form of inter-active communication may be used. In such cases, an email

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<sup>1</sup> Ministry of Foreign Affairs of Japan. 2010. ODA Review - Summary of the Final Report. Tokyo.

containing EoJ's/JICA's comments on the proposal should be sought and reflected in the final proposal.

9. In the case of Regional TAs, draft TSRs and DMFs should be sent by email to EoJ and JICA focal persons on no-objection basis.

#### V. COORDINATION WITH EOJ AND JICA – UPON APPROVAL OF THE PROPOSAL

10. Once the proposal has been approved by ADB, the project officer should inform EoJ and JICA about the approval. Project officers are strongly encouraged to stage signing ceremonies or launching ceremonies for JFPR projects, etc., with the attendance of EoJ officials.<sup>2</sup>

11. In coordination with the RM, the project officer should inform EoJ as well as OCO – which will alert the Japanese authorities in Tokyo – at least 10 working days in advance of the signing ceremony. The project officer should also draft news release in consultation with the Department of External Relations and coordinate arrangements for the RM to invite the local and international press to these ceremonies.

#### VI. COORDINATION WITH EOJ AND JICA – DURING PROJECT IMPLEMENTATION AND UPON PROJECT COMPLETION

12. From time to time, EoJ and JICA should be informed about project progress and milestones especially when major changes in scope and objectives are required. Throughout all phases of the project, from concept to completion, the project officers should answer inquiries from EoJ and JICA regarding the project and discuss where necessary. EoJ and JICA officials may also wish to join progress and completion review missions in order to see project results and to interact first-hand with project recipients.

13. Project officers are also required to share information on the outcomes and lessons from JFPR projects and TAs with EoJ and JICA in the field to enable both sides to explore and seek potential collaboration.

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10 April 2015

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<sup>2</sup> Please refer to the Guidance Note on Visibility of Japan for details on visibility requirements under JFPR.

## **APPENDIX 12: JAPAN FUND FOR POVERTY REDUCTION**

### **GUIDANCE NOTE ON VISIBILITY OF JAPAN**

#### **I. Introduction**

1. On 6 October 2009, the Board approved the Revised Operating Framework for the Japan Fund for Poverty Reduction (JFPR), thereby combining Japan's project grant and technical assistance support under one umbrella, and paving the way for a more comprehensive approach to the use of these funds towards addressing poverty, building up human resources, and empowering institutions and communities in the region. Japan has been making generous contributions for technical assistance activities through the Japan Special Fund, and for poverty reduction projects through JFPR, since they were established in 1988 and 2000, respectively. It is but fitting and proper that said contributions are acknowledged and the recipients and general public are informed of the source of the funding assistance both at the Fund level and at the level of the individual TA and project grants. The purpose of this note is to provide guidance on measures to ensure that the contribution of Japan in supporting JFPR is widely recognized.

#### **II. Statement on Japanese Visibility**

2. The JFPR Policy Guidelines provide general guidance on Japan Visibility and Coordination with Local Embassy of Japan Officials. More specifically, task teams are encouraged to help promote the visibility and local awareness of JFPR in recipient countries through the following:

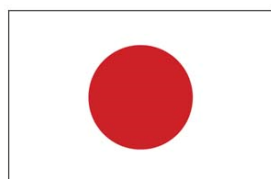
- (a) Publications, training programs, seminars and workshops financed by JFPR grants should clearly indicate that the activities in question have received funding from the Government of Japan;
- (b) The JFPR logo (see below) should be used in publications financed by the JFPR program, and in banners and any other materials used in seminars and training programs financed by JFPR grants;



- (c) All press releases issued by ADB with respect to JFPR grants should refer to the financial contribution from the Government of Japan;
- (d) Recipients should be encouraged to ensure that JFPR-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding received;
- (e) Grant signing ceremonies in the field should be encouraged, with the Recipients

(f) being encouraged to include Japanese embassy officials and to invite local and international press to these ceremonies; and

(g) Civil works, project billboards/signages, vehicles, and equipment should carry the JFPR and Japan ODA (see below) logos.



**From  
the People of Japan**

3. In addition, OCO may promote visibility of JFPR by: (i) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for JFPR funding; and (ii) continuing widespread distribution of the JFPR Annual Report, inclusion of JFPR information in relevant ADB documents, and occasional information sessions for Japanese organizations. Below are examples of other ways to improve visibility.

### **III. The JFPR and Japan ODA Logos**

4. The JFPR and Japan ODA logos will be used on the JFPR website. All grant approval notifications will include this guidance note and a printout of the logos. Soft copies (a pdf version and an Adobe Illustrator version) may be downloaded from the Cofinancing Website for use by the ADB and transmission to grant recipients. The ADB will make every effort to ensure that: (i) publications, training programs, seminars, workshops, financed by the JFPR grants clearly indicate that the activities in question have received funding from the Government of Japan; (ii) all press releases issued by the ADB with respect to the JFPR grants refer to the financial contribution of Government of Japan; and (iii) the logos are used in publications financed by the JFPR program, banners and any other materials used in seminars and training programs financed by the JFPR grants; as well as on civil works projects, vehicles, equipment, etc.

### **IV. Local Publicity Opportunities**

5. In addition to the use of the logos, ADB staff are urged to take all appropriate measures to encourage Recipients to ensure that JFPR-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding received. Below is a standard text suggested for use by those who prepare publicity materials: "The grant which financed this (name of activity) was received under the Japan Fund for Poverty Reduction which is financed by the Government of Japan."

6. Many ADB Resident Missions periodically publish newsletters. New grant approvals, signing ceremonies, and major project activities should be publicized in these newsletters. Most country offices have External Relations staff. Project/TA teams are encouraged to consult with them on ways to increase the visibility of Japan regarding JFPR grants. Opportunities to publish articles on high visibility projects prepared with the JFPR TA and project grants should be explored

and utilized. Project/TA teams are advised to brief the Country Directors about the implementation status of JFPR grants. Such information will help the Resident Missions highlight Japan's contribution, where relevant, in their meetings and presentations in seminars and workshops.

## **V. Ceremonial Events**

7. Country Directors, Division Directors, and the Project/TA Officers will receive notification of grant approvals and will be informed of the importance of signing ceremonies to Japanese officials and the public. At grant signing ceremonies and other publicity events, the ADB's country-based staff are expected to foster the attendance and participation of country-based officials of the Embassy of Japan in a manner that provides due recognition of their donor status. Grant recipients should take the lead in organizing such ceremonies, and whenever possible, Recipients should issue the formal invitation to attend. Such ceremonial events should also be alerted to the media and publicity outlets referred to above.

## **VI. Participation of Japanese Entities in Implementation**

8. To promote GOJ's continued support for JFPR, it is also important to generate visibility for the project within Japan. OCO will promote the visibility of the JFPR by: (i) informing Office and Department Heads of the importance of achieving high visibility in order to garner support for the JFPR from Japanese officials and taxpayers; (ii) encouraging TA components that involve or cooperate with Japanese experts, expertise, financial resources and technologies; and (iii) continuing widespread distribution of the JFPR Annual Report, inclusion of JFPR information in relevant ADB documents, and occasional information sessions on JFPR for Japanese organizations. In terms of enhancing the visibility of Japan, it is highly recommended that ADB involve and cooperate with Japanese organizations including NGOs, civil society organizations, aid agencies in particular JBIC and JICA, private sector enterprises or academic institutions.

## **VII. Visibility at ADB Headquarters**

9. Country-based ADB staff are requested to forward copies of all visibility material, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to the following address:

Japan Partnerships Team  
Office of Cofinancing  
Asian Development Bank  
6 ADB Avenue, Ortigas Center Mandaluyong City 1550 Philippines